Danantara Indonesia

BRI
Bank Rakyat Indonesia

Empowering the People's Economy:
BRI Growing Stronger for a Resilient Nation

2025
Annual Report

Empowering the People's Economy: BRI Growing Stronger for A Resilient Nation

"Empowering the People's Economy: BRI Growing Stronger for a Resilient Nation" is not merely a slogan, but BRI's strategic compass. Our mandate to empower the people's economy remains the foundation and structural advantage of the Bank amid an increasingly dynamic landscape.

Throughout 2025, domestic dynamics and heightened global volatility called for prudence and disciplined execution. BRI recorded solid performance, marked by healthy balance sheet growth, sustained profitability, and increasingly stronger funding and capital structures. Margins remained resilient and liquidity was well managed, providing ample room for sustainable expansion.

Loan growth reached 12.3%, with MSMEs accounting for 77.5% of the portfolio—reaffirming that micro and MSME segments remain at the core of BRI's business and a key source of the Bank's resilience. Growth in the Commercial and Corporate segments was pursued in a measured manner with a strong focus on asset quality.

On the funding side, deposits increased by 7.4%, while CASA grew by 12.7%, driving the CASA ratio to 70.6%—the highest level in BRI's history. This strong funding structure further strengthened funding costs efficiency, liquidity management, and margin resilience.

During the year, BRI introduced the tagline of "One Bank for All," representing an evolution of its capabilities to serve the full spectrum of economic needs, from ultra-micro customers to corporate clients. This multi-segment approach broadened diversification and strengthened cyclical resilience.

Digital transformation through Qlola, BRImo, BRILink Agents, and BRIspot continues to strengthen end-to-end capabilities, expand financial access, improve operational efficiency, and deepen customer relationships. Growth continues to be directed toward quality, effective risk management, and stronger capital positioning.

BRI does not only pursue short-term growth, but rather focuses on building a resilient institution across every economic cycle—supported by a strong micro foundation, an efficient funding structure, and continuously evolving universal banking capabilities.

With clear strategic direction and disciplined execution, BRI is well positioned to continue creating long-term value while supporting inclusive and sustainable economic growth in Indonesia.

Annual Report

2025

About The Annual Report

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

Theme
Continuity

2024

Continuing The Transformation, Becoming More Brilliant and Excellent

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

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

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

2023

Sustainable Transformation to be Stronger and Greater

In the midst of global economic uncertainty and geopolitical conditions which create a challenging situation during 2023, BRI succeeded in showing positive performance. This performance is inseparable from BRI's commitment to continue carrying out Sustainable Transformation to Grow Stronger and Greater so that it can continue to contribute to the creation of economic and social values in supporting inclusive national economic growth. The ongoing transformation carried out has enabled BRI to provide the right strategic response amidst an economic situation that is still far from ideal after the Covid-19 pandemic period.

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

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

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

BRI also continues to carry out digital innovation to improve banking services. BRImo as BRI's super app is continuously being improved. In 2023 BRImo has integrated aspects of artificial intelligence, namely chat banking service (Sabrina) and increased cross border transaction and investment capabilities. BRImo has served 31.6 million users (an increase of 32.6% yoy), with 3.1 billion transactions worth IDR4,159 trillion, which generated IDR2.4 trillion in fee based income.

Consistency in continuing to innovate and the right strategic response succeeded in making BRI record solid performance with consolidated assets reaching IDR1,965 trillion or growing 5.3% yoy. BRI's total credit and financing was able to grow 11.2%, amounting to IDR1,266 trillion. Increasing profitability with good risk management made BRI set a new record for Income by recording a Net Income of IDR60.4 trillion (an increase of 17.5% yoy) at the end of 2023.

2022

Reach Further, Provide Solution, Grow Better and Stronger

BRI implements a hybrid bank concept that combines digital and physical services (conventional banking services) to expand reach.

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

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

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

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

2021

Digitalization: Go Smaller, Go Shorter, Go Faster

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

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

Champion of Financial Inclusion was intended to maintain the company's sustainable growth. BRI looked for new sources of growth. With a go smaller strategy, BRI targeted a business segment smaller than micro, namely ultra micro by extending loan with a smaller ticket size. BRI provided short tenors as needed or go shorter. In addition, BRI strengthened the digitization of its financial services so that services and business processes could go faster. That way, BRI can serve the community by providing wider, easier, faster and more affordable financial access. To provide banking services to various regions by Go Smaller, Go Shorter & Go Faster, BRI digitalization was carried out by referring to 3 (three) main frameworks, namely first, Digitizing Core or digitizing business processes with the aim of increasing productivity and focusing on efficiency. Second, Digital Ecosystems in which BRI prepared digital platforms to encourage BRI to enter the value chain ecosystem business so that it was expected to be a new source of growth for CASA, FBI and BRI's new customers. Third, New Digital Propositions, in which BRI innovated financial technology with a fully digital approach and new business models that could provide services to customers faster, better and more efficiently.

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

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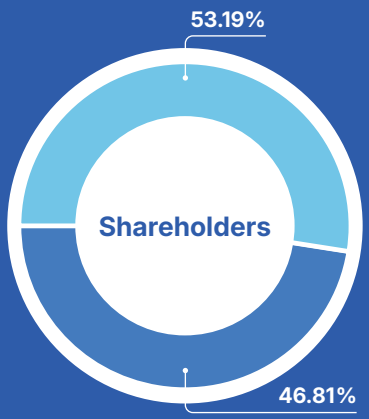
Company at a Glance

The Government of the Republic of Indonesia through BP BUMN — 0.00%

PT Danantara Asset Management (Persero) — 53.19%

Public — 46.81%



Total Assets

IDR 2,135.37 trillion

Description: As of December 31, 2025, The Government of the Republic of Indonesia holds 1 Series A Dwiwarna Share. through the State-Owned Enterprises Regulatory Agency and 80,610,976,875 Series B Shares through PT Danantara Asset Management (Persero).

Company Segments

- Micro
- Corporate
- Retail
- Other Segment and Subsidiaries

Subsidiaries

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

Main Products and Services

- **Deposit Products**
- **Loan Products**
- **Other Banking Services**

Affiliate Company

15.10% PT Bahana Artha Ventura **(BAV)**	4.25% PT Kustodian Sentral Efek Indonesia **(KSEI)**
1.11% PT Kliring Penjaminan Efek Indonesia **(KPEI)**	15.38% PT Bank Syariah Indonesia Tbk **(BSI)**
6.78%	PT Pemeringkat Efek Indonesia **(Pefindo)**

Milestones

1895

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

1946

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

1960

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

1968

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

1969

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

1984

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

2007

BRI acquired Bank Jasa Artha, later changed into PT Bank BRI Syariah.

2009

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

2011

- On January 11, 2011, the Bank exercised a 1:2 ratio stock split.
- On March 3, 2011, the signing of a Deed of Acquisition of shares of PT Bank Agroniaga Tbk between BRI and Dana Pensiun Perkebunan (Dapenbun).

2011

On December 16, 2011, the signing of Instrument of Transfer, and Bought and Sold Notes between BRI and PT Asuransi Jiwa BRIngin Jiwa Sejahtera over the shares of BRIngin Remittance Co. Ltd. (Hong Kong).

2013

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

2014

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

2015

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

2016

- BRI's own satellite, the BRIsat, was successfully launched on June 18, 2016, at 18:38 Kourou Time, French Guiana. BRIsat will provide the supporting infrastructure for BRI's digital services.
- BRI acquired BTMU Finance, a multifinance company, and subsequently changed its name to BRI Finance.
- BRI inaugurated a full digital branch at Terminal 3, 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 March 14, 2017.
- On February 24, 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 October 18, 2017 has approved the stock split from IDR250,- (two hundred fifty Rupiah) per share to IDR50,- (fifty Rupiah) per share (Ratio 1:5) and began its trading on November 10, 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 marketplace startups thereby providing the MSME communities the opportunities to sell their products in wider market.
- BRI issued the following bonds:
  - Bank BRI Shelf Registration Bonds II Phase IV 2018 Series-A, maturity on February 21, 2023, with nominal value of 1,837,000,000,000 shares and coupon/ discount rate of 6.65%, with AAA credit rating from Pefindo.
  - Bank BRI Shelf Registration Bonds II Phase IV 2018 Series-B, maturity on February 21, 2025, with nominal value of 605,000,000,000 shares and coupon/ discount rate of 6.90%, with AAA credit rating from Pefindo.
  - Bank BRI Registration Bonds III 2018, maturity on June 21, 2023, with nominal value of 500,000,000,000 shares and coupon/discount rate of 7.70%, with AA credit rating from Pefindo.
- BRI has exercised three new equity investments, which are 2 (two) new subsidiaries, PT BRI Ventura Investama (BRI Ventures) and PT BRI Danareksa Sekuritas (DS), as well as investment in PT Danareksa Investment Management (DIM). On these equity investments, total Subsidiaries of BRI become 8 (eight) Subsidiaries, namely Sharia (BRISyariah), Conventional Bank (BRI Agro), Remittance (BRI Remittance), Insurance (BRI Life), Multifinance (BRI Finance), Venture Capital (BRI Ventures), Securities (BRI Danareksa Sekuritas), and General Insurance (BRI Insurance).
- BRI also launched the BRI Institute as a manifestation of Bank BRI's effort in the National Capacity Building for MSMEs segment.

2019

- BRI through its subsidiary BRI Agro launched PINANG, the First Digital Lending Banking in Indonesia. By combining digital technology, PINANG speeds up the application process to disbursement to less than 10 minutes. Applications can be made through branchless methods. Using a fast, affordable, and secure process, as well as a competitive ceiling, PINANG will provide extra convenience for customers to apply for loans.
- BRI has acquired companies engaged in General Insurance, PT Bringin Sejahtera Artha Makmur (BRINS), this acquisition is a strategic step for the company to become an integrated financial solution that will further complement the financial services owned by the BRI Group.
- On March 28, 2019 BRI issued a (sustainability bond) with a nominal value of USD 500.000.000 (full amount) for a period of 5 years. Proceeds from the bond issuance were used to fund Eligible Projects in accordance with the Sustainability Framework.
- BRI has launched its latest digital banking breakthrough to provide convenience and security in banking transaction services. BRI launched the BRImo application, the latest BRI Mobile application based on data with the latest UI/UX (User Interface/ User Experience) and the latest features that can be used by customers and noncustomers without having to come to the branch office with a choice of funding sources current account, savings and Electronic Money for each of its features. BRImo has various interesting advantages, such as convenience in opening a BRI Britama Muda Savings account, login applications using finger print or face id recognition, checking of account transactions up to the last 1 year, the use of account aliases and access to information on BRI Bank promos. Until December 2019 there have been 2.96 million BRImo users.
- On December 12, 2019, BRI made a breakthrough innovation in its financial products and services to establish itself as a leading financial institution in digital banking in Indonesia. The latest one, BRI launched an online loan called CERIA. Through this launch, BRI became the first state-owned bank to have an online loan application.
- In addition to innovating through various digital banking products development, during 2019 BRI also continued to empower the MSMEs through KUR disbursement of IDR87.9 trillion to more than 4 millions of them. Of the total KUR disbursed during 2019 by BRI, IDR75.7 trillion or 86.1% were disbursed specifically for the micro segment. As such, since 2015, BRI has succeeded in disbursing KUR with a total value of IDR323.4 trillion to more than 16.6 million MSMEs communities throughout Indonesia.

2020

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

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

In addition, as a recovery effort to the debtors impacted by the COVID-19, as of December 2020, BRI has carried out restructuring amounted to IDR186.6 trillion to 2.8 million debtors, where 95% included as debtors from Micro, Consumer, Small and Medium segments.

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

2021

- Throughout 2021, BRI successfully carried out 3 (three) major corporate actions to support sustainable growth. These three major corporate actions became part of BRI's business growth which was carried out inorganically and in the value creation process.
  The 3 (three) corporate actions included:
  1. Consolidation of Bank Syariah Indonesia (BSI) with an increase in the price of BRIS shares up to four times since the consolidation process.
  2. Increased valuation of BRI Life to IDR7.5 trillion through strategic collaboration with FWD Financial in 2021, where BRI previously acquired BRI Life for IDR1.6 trillion in 2015.
  3. Establishment of an Ultra Micro Holding with Pegadaian and PNM with a total Right Issue value of IDR95.9 trillion consisting of IDR54.7 trillion in the form of government noncash participation in the form of Pegadaian and PNM shares, and IDR41.2 trillion in cash proceeds from shareholders public. This achievement marked history as the largest right issue in the Southeast Asia region, ranked third in the right issue in Asia, and number seven worldwide.
- Sustaining the current momentum of national economic recovery, BRI has become the titling sponsor of BRI Liga 1, which is expected to stimulate the national economy. Specifically, it will help revive the national football industry, including SMEs, MSMEs, and their derivatives such as jersey convection companies, souvenir sellers, team merchandisers, and the football shoe industry.
- BRI opened its sixth overseas outlet, namely a Branch Office in Taipei, Taiwan located at No. 166, Sec. 3, Nanjing East Road, Zhongshan District, Taipei City, Taiwan. The operation of the BRI Taipei Branch (BRITW) started operating on Tuesday, November 30, 2021.
  The BRI Taipei Branch had also obtained an operational permit as a Full Retail Foreign Bank Branch Office License by the Taiwanese authorities. With this license, BRI Taipei Branch could provide Savings, Loans, Remittances, Trade Finance, and Treasury services to customers in Taiwan.

2022

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

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

2023

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

2025

- Throughout 2025, BRI reached an important milestone in reaffirming the direction of its long-term transformation. On July 3, 2025, BRI launched BRIVolution Reignite as a strategic initiative to strengthen its business fundamentals, enhance competitiveness, and create sustainable value, with a focus on strengthening the funding structure, accelerating digitalization, improving productivity, and developing customer-centric business initiatives.
- The foundation of this strategy was further reinforced through the strengthening of organizational culture with the introduction of the Brilian Way. The five core values—Integrity, Collaborative, Accountability, Growth Mindset, and Customer Focus—serve as guiding principles and behavioral standards for all BRILiaN employees in carrying out their roles.
- The alignment between strategy and culture was further embodied through the Corporate Rebranding launched on December 16, 2025, reflecting BRI's increasingly modern and inclusive identity, while preserving its DNA of supporting the people's economy, empowering MSMEs, and fulfilling its strategic role as an agent of development.
- The results of this transformation are also reflected in the Bank's strong performance achievements. On the funding side, deposits increased by 7.4% while CASA grew by 12.7%, driving the CASA ratio to 70.6%—the highest in BRI's history. A stronger funding structure, supported by more resilient transaction-based activities, contributed to improved cost of funds efficiency while maintaining liquidity and margin resilience. Loans grew by 12.3%, with MSMEs accounting for 77.5% of the portfolio—reaffirming that micro and MSME segments remain the core of BRI's business and a key source of resilience. Growth in the Commercial and Corporate segments was pursued in a measured manner and with a strong focus on quality.
- In addition, as part of its support for government programs, BRI continues to serve as the main distributor of People's Business Credit (KUR). In 2025, BRI disbursed KUR amounting to IDR178.08 trillion to approximately 3.8 million borrowers. Cumulatively, from 2015 until the end of December 2025, total KUR disbursement by BRI reached IDR1,435 trillion, benefiting around 46.4 million business actors.
- BRI also actively supports other government initiatives, including the Free Nutritious Meals Program, Koperasi Desa Merah Putih, and the People's Housing Credit Program. This further reinforces BRI's role as a strategic partner of the Government in expanding financial access and optimizing the implementation of national programs.
- With a clear strategic direction and disciplined execution, BRI is well positioned to continue creating long-term value while supporting inclusive and sustainable economic growth in Indonesia.

2024

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

Our Best Contribution

Amid the challenges arising from domestic and global economic dynamics, the strategic direction and business fundamentals of PT Bank Rakyat Indonesia (Persero) Tbk continue to be strengthened, reaffirming BRI's role as a state-owned bank that grows alongside the community and consistently contributes to the national economy.

Within this framework, BRI established the **BRIVolution Reignite** transformation agenda as a strategic initiative to reinforce business fundamentals, enhance efficiency, and ensure that the Company remains relevant and competitive amid the evolving economic and technological landscape. BRIVolution Reignite underscored BRI's focus on strengthening its funding structure, accelerating digital transformation, improving productivity, and developing both core and new sustainable business lines. All of these initiatives were implemented with a strong customer-centric orientation, while further solidifying BRI's role as a bank that serves all segments of society.

Transformation progresses in parallel with BRI's DNA as a bank deeply rooted in the people's economy. Since its establishment in 1895, BRI has grown with a mandate to serve micro and small communities as well as grassroots entrepreneurs, a foundational value that continues to be upheld to this day. Going forward, BRI aspires to become an even stronger bank serving all segments, realizing its vision as one bank for all.

While remaining steadfast in its commitment to the people, BRI also plays an active role in accelerating the national economy by supporting various government priority programs. Such contributions were manifested not only through economic initiative but also through social actions that directly impact communities and strengthen sustainable development outcomes.

BRI's presence within society underscores that, beyond its transformation agenda and performance enhancement efforts, the Company remains committed to standing and moving forward together with the people. At least ten tangible contributions have been delivered by BRI to the nation, reflecting the Company's strategic role in fostering inclusive, equitable, and sustainable economic growth across Indonesia.

Fostering Sharing Economy through 1.19 Million BRILink Agents

Throughout 2025, BRI was supported by approximately 1.19 million BRILink Agents across Indonesia, reaching 66,098 villages, or more than 80% of the total villages nationwide. Through this partnership-based business model, BRILink Agents facilitated more than 1 billion financial transactions, with a total transaction volume reaching IDR1.746 trillion.

In addition, through the BRILink Agents network, BRI continues to strengthen the role of Koperasi Desa/Kelurahan Merah Putih (KDKMP) as a driver of the people's economy, leveraging the extensive reach of BRILink Agents, including in 3T areas (Frontier, Outermost, and Disadvantaged regions). The presence of BRILink Agents has also fostered a sharing economy within communities. Through the BRILink Agents network, BRI strives to extend financial services to segments of society that were previously underserved by the banking system, thereby reinforcing its commitment to advancing financial inclusion across Indonesia.

Consistently Supporting The Three Million Housing Program, BRI Disburses IDR16.16 Trillion in Subsidized Home Ownership Loans

IDR16.16 Trillion

BRI continues to strengthen its role in supporting the national housing program through the distribution of Subsidized Home Ownership Loans (KPRS). As of the end of December 2025, BRI had realized KPRS financing amounting to IDR16.16 trillion, benefiting more than 118 thousand debtors across Indonesia, as part of its commitment to expanding access to affordable housing for Low-Income Communities (MBR).

The distribution comprised several financing schemes, including the Sejahtera Housing Loans under the Housing Financing Liquidity Facility (FLPP) amounting IDR15.74 trillion, Tapera Housing Loans totaling IDR321.23 billion, the Interest Subsidy Scheme (SSB) valued at IDR94.03 billion, and the Savings-Based Housing Financing Assistance Program (BP2BT) amounting IDR9.06 billion.

Commitment to Asta Cita, BRI's KUR Reaches IDR178.08 Trillion

BRI recorded solid achievements in the distribution of People's Business Credit (KUR). The majority of the financing was channeled to productive sectors, in line with the Government's Asta Cita, particularly the pillar focused on strengthening the people's economy.

The Company's tangible commitment to empowering the people's economy is clearly reflected in its KUR distribution. As the largest KUR distributing bank. In 2025, BRI had distributed IDR178.08 trillion, reaching IDR3.8 million debtors.

In terms of economic sectors, BRI's KUR distribution remained predominantly allocated to productive sectors, covering agriculture, fisheries, trade, manufacturing, and other services, which accounted for 64.49% of the total KUR disbursement. The agriculture sector emerged as the primary contributor, with financing reaching IDR80.09 trillion, equivalent to 44.97% of the total KUR distributed by BRI. This achievement reflects BRI's strong commitment to strengthening the real sector and supporting sustainable economic growth.

Empowering MSMEs through 5,245 Fostered Villages and 42,682 Business Clusters

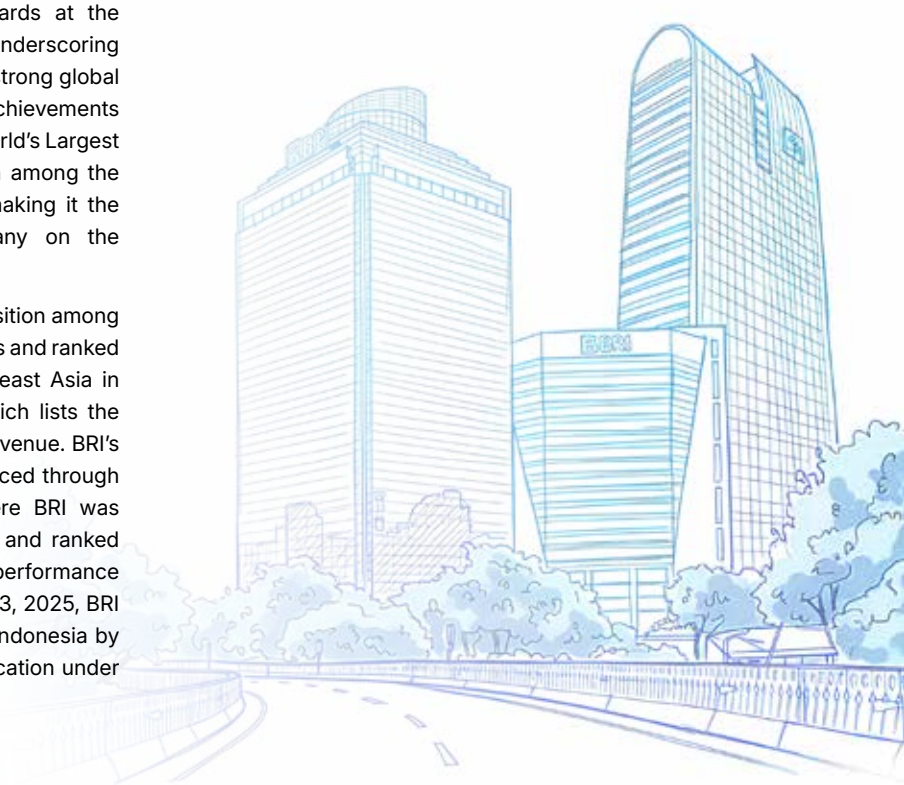
Beyond financing initiatives, BRI continues to implement various empowerment programs that directly impact communities and MSMEs. As of December 2025, the BRILiaN Village program had reached 5,245 fostered villages across Indonesia.

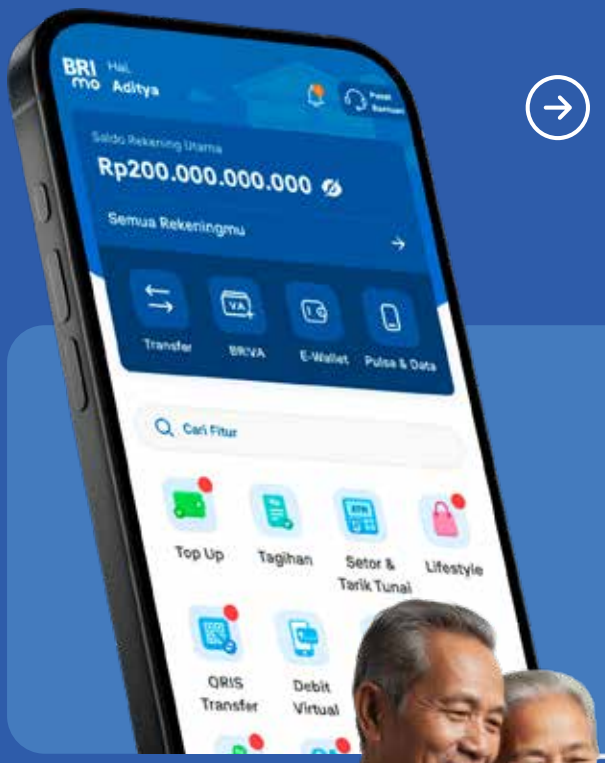
In addition, through the BRI Business Cluster Program, the Bank has developed 42,682 business clusters as part of its strategy to strengthen community-based productive sectors. BRI also introduced LinkUMKM, a digital empowerment platform designed to enhance the capability and capacity of MSMEs. More than 14.98 million MSME entrepreneurs have utilized the platform to strengthen their business capacity, accelerate their upgrading process, and expand market access. Furthermore, to foster sustainable MSME development, BRI manages 54 BUMN Houses and has conducted 18,218 training programs, reinforcing its commitment to building resilient and competitive MSMEs nationwide.

BRI Expands Its Global Presence, Recognized as Indonesia's Largest Public Company by Forbes

Throughout 2025, BRI garnered 256 awards at the domestic, regional, and international levels, underscoring its consistent performance excellence and strong global recognition. One of the most notable achievements came from the Forbes Global 2000 - The World's Largest Companies 2025, where BRI ranked 349th among the world's 2,000 largest public companies, making it the highest-ranked Indonesian public company on the prestigious list.

At the regional level, BRI secured the top position among all Indonesian banks and financial institutions and ranked 4th in the financial category across Southeast Asia in the Fortune Southeast Asia 500 2025, which lists the largest companies in the region based on revenue. BRI's international recognition was further reinforced through The Banker Top 1000 World Banks, where BRI was named the number one bank in Indonesia and ranked 114th globally, supported by strong financial performance fundamentals. Most recently, on December 3, 2025, BRI was honored as Bank of the Year 2025 in Indonesia by The Banker, a leading global financial publication under the Financial Times Group.





Increasingly Preferred by Customers, BRImo Super Apps Reaches 45.9 Million Users

BRI continues to realize tangible results from the ongoing implementation of its BRIVolution Reignite transformation. One notable achievement is the growth in users of the BRImo Super Apps, which reached 45.9 million users throughout 2025, representing an 18.9% YoY increase compared to the previous year. In parallel, BRImo's transaction activities have continued to demonstrate robust growth. By the end of 2025, BRImo had facilitated 5.62 billion transactions, reflecting a 30.4% annual increase, underscoring the public's growing trust in BRI's digital services, which are secure, fast, and convenient.

Strengthening the Grassroots Economy, UMi Holding Reaches 34.5 Million Borrowers

The Ultra Micro Holding (UMi Holding), consisting of BRI, Pegadaian, and PNM, has become a strategic pillar in expanding national financial inclusion. As of the end of December 2025, the UMi Holding had served more than 34.5 million active borrowers, with total micro savings accounts exceeding 187 million accounts.

BRI has also expanded its outreach and delivered services closer to the community. The UMi Holding operates a service network comprising more than 15,000 physical outlets, 1,034 SenyuM (Ultra Micro Service Centers) outlets, 1.2 million BRILink Agents, more than 627 thousand BRI e-channels, and approximately 74 thousand marketers and financial advisors from BRI, Pegadaian, and PNM distributed across Indonesia.

Performance Highlights

"In 2025, BRI was able to sustain its growth and deliver a strong performance record. These achievements were further reinforced by awards and recognitions from external parties, both domestically and internationally."

Important Performance Achievement in 2025

Important Performance Achievement
the consolidated period December 31, 2025

Asset

IDR2,135.37
trillion

Total Loans and Financing

IDR1,521.49
trillion

Third Party Funds

IDR1,466.84
trillion

CASA Composition

70.61%

Profit

IDR57.132 trillion

MSMEs Loans and Financing*

IDR1,178.98 trillion

* non-wholesale segment

The Empowerment of MSMEs

In addition to a large portion of MSMEs loan distribution, BRI was committed to advance MSMEs by a real measure regarding various empowerment programs, as follows:

5,245
Desa BRILiaN

Desa BRILian was a rural economic development program, in accordance with specific potentials, such as tourism village, craftmanship village, agriculture village, etc.

14.98
Million Users

Online platform aimed to track and monitor the upgraded Indonesian MSMEs through a series of the integrated empowerment program.

54
Rumah BUMN

This program was SOE collaboration medium in shaping the digital economy ecosystem by MSMEs fostering and involving >17 thousands training.

42,682
Business Clusters

The empowerment program that was based on business uniformity into a business cluster/group.

Consolidated Financial Ratio

NIM	7.81%
COF*	2.87%
NPL	3.07%
NPL Coverage	178.06%
CAR	23.52%

*) on Third Party Fund

BRI's Contribution to the Government's Strategic Priorities

People's Business Loan (KUR) Distribution

KUR distribution amounted to IDR 178.08 trillion to 3.8 million debtors.

Merah Putih Village Cooperatives (KDMP) Program

Supporting KDMP program by cooperatives facilitation & empowerment as well as AgenBRILink transaction service.

Subsidized Mortgage (FLPP) Distribution

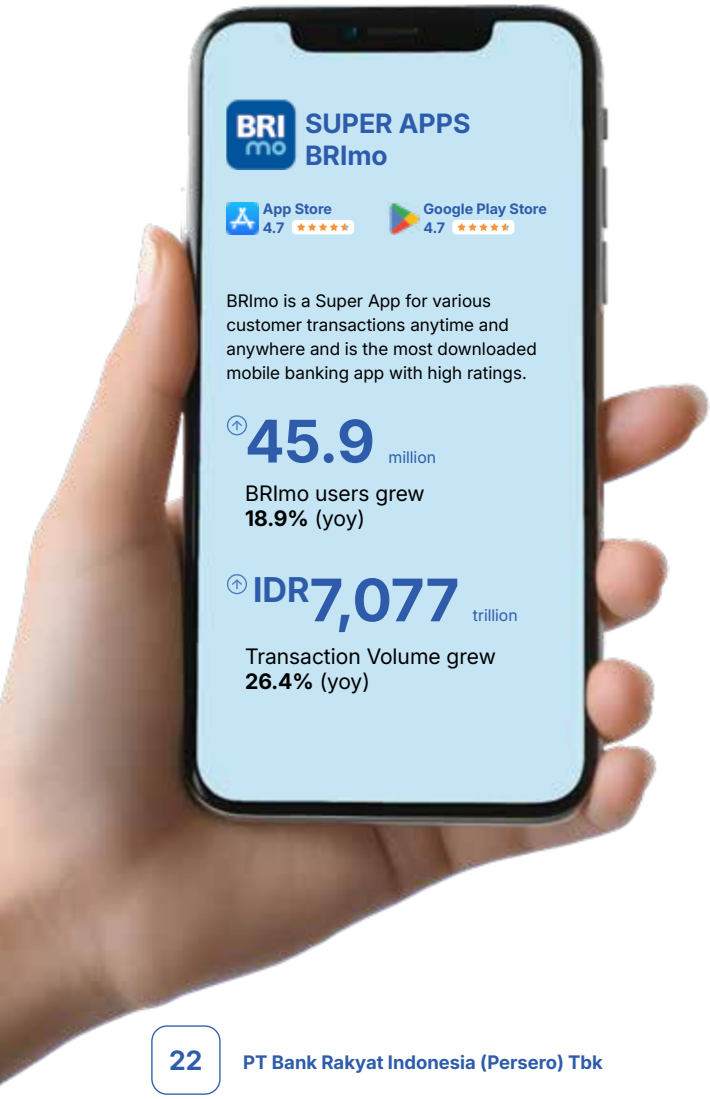
Supporting 3 Million Housings program by distributing FLPP to 118 thousands Low Income Communities (MBR) as of IDR16.16 trillion.

Wage Subsidy Assistance (BSU) Distribution

The 2025 BSU distribution amounted to IDR2.25 trillion to 3.7 million beneficiary accounts.

Free Nutritious Meals (MBG) Program

3,854 Nutritional Food Supply Units (SPPG) had received BRI's banking service. BRI's financing sector had distributed financing as of IDR104.4 billion to the development of MBG kitchen in various regions of Indonesia.



Digital Services & Financial Inclusion

SENTRA LAYANAN ULTRA MIKRO

SenyuM | BRI | Pegadaian | PNM

The Ultra-Micro (UMi) Holding is a synergy between BRI, the holding company of Pegadaian, and Permodalan Nasional Madani (PNM), to provide access to comprehensive, integrated financial services that met the needs of businesses, particularly in the Ultra-Micro (UMi) segment.

Loan Customers
34.5 million

Micro Deposit Customers
>187 million

Total Co-Location
1,034

BRILink Agen

AgenBRILink is a service expansion where BRI collaborates with customers as agents/partners who can provide real-time online banking transactions for the public using a fee-sharing concept.

1.19 million
AgenBRILink grew **12.18%** (yoy)

IDR 1,820 trillion
Transaction Volume grew **14.6%** (yoy)

Reaching
66 thousands villages
or covering
>80% villages
of the total villages across Indonesia

Awards Highlight 2025

Forbes 2025 Global 2000

- The 1st Indonesia's Largest Company
- The 349th in the World

Fortune 500 Southeast Asia

- The 1st Indonesia's Financial Industry
- The 4th Southeast Asia's Financial Industry

The Asset AAA

- South East Asia Best Advisers – Best Issuer for Sustainable Finance
- Best in Treasury and Working Capital – SME's

Brand Finance Global 500 2025

- The Most Valuable Brand in Indonesia (Number 1 in Indonesia and Number 323 in the World)

The Banker Top 1000 World Banks 2025

- The 1st Indonesian Bank and the 114th in the World

Finance Asia Awards 2025

- Best Managed Company
- Best Bank Domestic (Highly Commended)
- Best Bank for Financial Inclusion

Important Financial Data Summary

Financial Summary and Financial Ratio

Table of Financial Highlight and Financial Ratios

(in IDR millions)

Description	2025	2024	2023	2022	2021
CONSOLIDATED STATEMENT OF FINANCIAL POSITION					
ASSETS					
Cash	**32,044,482**	29,783,642	31,603,784	27,407,478	26,299,973
Current accounts with Bank Indonesia	**31,929,608**	88,878,969	101,909,121	150,935,150	56,426,573
Current accounts with Other Banks - net	**63,488,113**	83,448,015	87,545,335	91,869,777	73,012,684
Securities, Export Bills, Reverse Repo and Other Receivables	**420,454,320**	382,903,830	416,411,206	418,685,107	455,174,902
Loans, Sharia Receivables, and Financing	**1,521,485,857**	1,354,640,779	1,266,429,247	1,139,077,065	1,042,867,453
Allowance for Loans Provided, Sharia Receivables, and Financing	**(83,058,656)**	(81,063,511)	(85,501,888)	(93,087,981)	(87,829,417)
Derivative Receivables - net	**1,167,029**	1,087,048	911,683	911,405	730,083
Acceptances Receivables - net	**13,046,341**	9,783,690	9,967,710	7,031,064	9,066,005
Investment in Shares - net	**8,834,868**	8,076,567	7,305,491	6,506,903	6,071,727
Premises and Equipment - net	**63,294,240**	62,477,965	59,678,119	55,216,047	47,970,187
Deferred Tax Assets - net	**8,129,522**	12,800,660	15,445,977	18,712,994	16,284,898
Other Assets - net	**54,555,381**	39,369,252	53,709,169	42,374,001	32,022,666
TOTAL ASSETS	**2,135,371,105**	**1,992,186,906**	**1,965,414,954**	**1,865,639,010**	**1,678,097,734**
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY					
LIABILITIES					
Deposits from Customers**)	**1,466,843,839**	1,365,450,104	1,358,328,761	1,307,884,013	1,138,743,215
Demand Deposits	**448,203,670**	374,554,340	346,124,372	349,755,590	220,590,197
Saving	**587,585,862**	544,426,947	527,945,550	522,647,920	497,676,739
Deposits	**431,054,307**	446,468,817	484,258,839	435,480,503	420,476,279
Liabilities Due Immediately	**39,818,745**	36,821,661	30,651,807	24,910,579	18,735,387
Deposits from Other Banks	**17,601,436**	14,679,482	11,958,319	9,334,547	13,329,434
Securities Sold under Agreement to Repurchase	**27,932,749**	25,043,717	19,079,458	9,997,592	29,408,508
Fund Borrowings	**129,186,116**	127,879,804	98,850,813	79,371,200	68,458,547
Marketable Securities Issued	**40,901,648**	32,502,499	49,637,581	63,611,761	55,306,697
Other Liabilities	**82,145,138**	66,494,623	80,049,320	67,134,001	62,329,142
TOTAL LIABILITIES	**1,804,429,671**	**1,668,871,890**	**1,648,556,059**	**1,562,243,693**	**1,386,310,930**

Description	2025	2024	2023	2022	2021
EQUITY					
Capital Stock	**7,577,950**	7,577,950	7,577,950	7,577,950	7,577,950
Additional paid-in-capital	**75,946,195**	75,880,223	75,853,127	75,637,083	76,242,898
Revaluation surplus arising from Premises and equipment - net of tax	**20,754,251**	20,222,379	20,216,505	20,267,952	17,006,230
Differences arising from the translation of foreign currency financial statements	**227,059**	(204,632)	(253,744)	(127,954)	(115,975)
Provision for bonus shares compensation	**453,231**	452,031	287,482	210,266	210,266
Unrealized gain/(loss) on fair value through other comprehensive income securities - net	**1,289,152**	(2,196,060)	(2,221,745)	(4,464,483)	1,949,387
Allowance for impairment losses on fair value through other comprehensive income securities	**60,966**	51,931	128,230	139,978	547,026
Gain (or loss) on remeasurement of defined benefit plan - net of deferred tax	**(2,198,095)**	(505,787)	(2,134,699)	(689,473)	(1,423,685)
Treasury stock	**(4,463,270)**	(4,349,007)	(3,614,321)	(2,202,178)	(45,997)
Stock Option	**121,808**	313,404	54,769	16,356	19,255
Impact of transactions with non-controlling	**1,758,580**	1,758,580	1,758,580	1,758,580	1,758,580
Cadangan keuangan asuransi - neto	**(157.347)**	(5.050)	(47.420)	-	-
Retained earnings	**222,663,378**	218,032,389	213,861,223	201,169,934	185,009,048
Appropriated	**3,022,685**	3,022,685	3,022,685	3,022,685	3,022,685
Unappropriated	**219,640,693**	215,009,704	210,838,538	198,147,249	181,986,363
Total Equity Attributable to Equity Holders of the Parent Entity	**324,033,858**	317,028,351	311,465,937	299,294,011	288,734,983
Non-controlling Interest	**6,907,576**	6,286,665	5,392,958	4,101,306	3,051,821
TOTAL EQUITY	**330,941,434**	**323,315,016**	**316,858,895**	**303,395,317**	**291,786,804**
TOTAL LIABILITIES AND EQUITY	**2,135,371,105**	**1,992,186,906**	**1,965,414,954**	**1,865,639,010**	**1,678,097,734**
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME					
INCOME AND EXPENSES FROM OPERATION					
Total Interest and Sharia Income	**150,498,429**	142,658,657	135,183,487	124,597,073	114,094,429
Premium income – net	**1,298,183**	1,166,810	2,161,392	1,577,323	1,043,075
Revenue from gold sold – net**)	**2,398,966**	703,197	319,644	299,151	-
Other Operating Income	**53,681,192**	53,948,329	45,625,785	39,127,694	41,215,807
Provision for allowance for impairment losses on financial assets – net	**(46,723,647)**	(41,744,402)	(29,523,426)	(27,384,906)	(35,806,312)
Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net	**624,058**	3,596,482	341,994	543,145	(3,321,266)
Provision for allowance for impairment losses nonfinancial assets - net	**(82,414)**	(13,008)	(497,848)	(137,431)	(163,243)
Other operating expenses	**(88,446,886)**	(82,100,218)	(76,782,291)	(74,316,012)	(75,918,108)
OPERATING INCOME	**73,247,881**	**78,215,847**	**76,828,737**	**64,306,037**	**41,144,382**
NON OPERATING (EX-PENSE) INCOME – NET	**(455,062)**	**(963,653)**	**(399,025)**	**290,664**	**(152,317)**
INCOME BEFORE TAX EXPENSE	**72,792,819**	**77,252,194**	**76,429,712**	**64,596,701**	**40,992,065**

Description	2025	2024	2023	2022	2021
TAX EXPENSE	**(15,660,454)**	**(16,945,848)**	**(16,004,664)**	**(13,188,494)**	**(7,835,608)**
INCOME BEFORE NET PRO FORMA INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL	**57,132,365**	**60,306,346**	**60,425,048**	**51,408,207**	**33,156,457**
PRO FORMA NET INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COM-MON CONTROL	**-**	**-**	**-**	**-**	**(2,400,691)**
NET INCOME	**57,132,365**	**60,306,346**	**60,425,048**	**51,408,207**	**30,755,766**
Other comprehensive income:					
Items not to be reclassified to profit or loss					
Remeasurement of liabilities for employee bene-fits	**(2,105,170)**	2,001,031	(1,787,840)	902,754	487,841
Income taxes related to items not to be reclassi-fied to profit or loss	**408,841**	(376,095)	348,975	(176,671)	(67,751)
Revaluation surplus arising from premises and equipment	**543,712**	9,670	(82,365)	3,297,304	(92,127)
Items to be reclassified to profit or loss					
Differences arising from the translation of foreign currency financial statements	**431,691**	49,112	(125,790)	(11,979)	(61,226)
Unrealized gain (loss) on securities and Govern-ment Recapitalization Bonds classified as fair value through other comprehensive income[****)]	**4,826,637**	(145,799)	1,782,067	(7,946,514)	(3,143,546)
Allowance for impair-ment losses on securities classified as fair value through ither compre-hensive income	**18,756**	(86,410)	(9,105)	(413,197)	(425,090)
Finance expenses from insurance contracts issued.	**(361,281)**	98,305	348,975	(176,671)	(67,751)
Income taxes related to items to be reclassified to profit or loss	**(854,180)**	14,658	502,669	1,509,279	478,796
Other Comprehensive Income for the Year After Tax	**2,909,006**	1,564,472	628,611	(2,839,024)	(2,823,103)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR BEFORE PRO FORMA COMPREHENSIVE INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL	**60,041,371**	**61,870,818**	**61,053,659**	**48,569,183**	**30,333,354**
PRO FORMA COMPREHENSIVE INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL	**-**	**-**	**-**	**-**	**(2,776,220)**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**60,041,371**	**61,870,818**	**62,131,602**	**48,569,183**	**27,557,134**
INCOME FOR THE YEAR ATTRIBUTABLE TO:					
Equity holders of the parent entity	**56,652,384**	59,944,649	60,099,863	51,170,312	31,066,592
Non-controlling interest	**479,981**	361,697	325,185	237,895	(310,826)
TOTAL	**57,132,365**	**60,306,346**	**60,425,048**	**51,408,207**	**30,755,766**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO					
Equity holders of the parent entity	**59,265,589**	61,620,303	60,708,390	48,333,349	27,855,902
Non-controlling interest	**775,782**	250,515	345,269	235,834	(298,768)
TOTAL	**60,041,371**	**61,870,818**	**61,053,659**	**48,569,183**	**27,557,134**

Description	2025	2024	2023	2022	2021
EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)					
Basic	**376**	398	398	338	238
Dilusian	**376**	398	398	338	238
CONSOLIDATED STATEMENT OF CASH FLOWS					
CASH FLOWS FROM OPERATING ACTIVITIES					
Income received					
Interest and investment income	**188,133,607**	191,363,148	169,068,778	130,501,831	136,283,648
Sharia income	**14,733,244**	13,891,084	12,922,019	10,118,043	6,257,927
Premium income	**6,383,438**	8,760,610	8,996,516	8,936,995	6,989,783
Revenue from gold sold	**61,566,593**	18,192,082	7,982,888	8,715,106	-
Expense paid					
Interest expense	**(56,224,677)**	(55,680,976)	(42,461,798)	(25,762,613)	(28,533,680)
Sharia expense	**(1,252,495)**	(993,686)	(1,161,971)	(1,008,042)	(1,293,103)
Claim expense	**(6,322,597)**	(5,547,858)	(6,549,595)	(7,359,672)	(5,946,708)
Cost of revenue from gold sold	**(59,167,627)**	(17,488,885)	(7,663,244)	(7,875,955)	-
Recovery of written-off assets	**20,952,308**	25,363,951	16,833,578	12,468,321	9,005,760
Other operating income	**32,563,546**	27,775,215	29,267,943	27,534,502	34,345,472
Other operating expense	**(80,928,270)**	(85,574,645)	(75,776,851)	(70,993,349)	(73,658,162)
Other expense	**(555,267)**	(1,108,735)	(568,000)	(52,531)	(203,971)
Payment of corporate income tax	**(10,543,662)**	(13,742,335)	(14,279,292)	(15,762,408)	(11,164,431)
Cash flows before changes in operating assets and liabilities	**109,338,141**	**105,208,970**	**96,610,971**	**68,920,228**	**72,082,535**
Changes in operating assets and liabilities					
Decrease (increase) in operating assets:					
Placement with Bank Indonesia and Other Financial Institutions	**(544,175)**	1,273,810	(505,646)	(195,110)	945,891
Securities measured at fair value through profit or loss	**(1,594,522)**	(976,011)	(1,277,298)	(2,114,619)	9,164,531
Export bills and other receivables	**(7,595,261)**	13,473,275	(14,828,029)	(9,403,150)	(2,091,221)
Securities purchases under agreement to resell	**16,821,238**	16,749,541	17,419,447	3,900,820	(8,096,930)
Loans	**(203,205,917)**	(127,686,861)	(152,128,249)	(106,917,972)	(68,377,027)
Sharia Loans	**(10,658,658)**	(4,133,183)	(3,335,688)	(1,354,828)	39,905,977
Financing Receivables	**2,027,451**	1,479,857	(5,720,404)	(9,996,487)	(11,951,573)
Other assets	**(1,213,587)**	1,562,240	(16,170,249)	(2,941,947)	1,422,631
Increase (decrease) in operating liabilities:					
Liabilities due immediately	**2,997,084**	6,169,854	5,741,228	6,175,192	3,261,813
Deposits:					
Demand deposits	**73,649,330**	28,429,968	(3,631,218)	129,165,393	35,741,846

Description	2025	2024	2023	2022	2021
Wadiah Demand Deposits	-	-	-	-	(6,258,078)
Mudharabah Demand Deposits	-	-	-	-	-
Saving Deposits	43,158,915	16,481,397	5,297,630	24,971,180	37,005,372
Wadiah Saving Deposits	-	-	-	-	(9,247,604)
Mudharabah Saving Deposits	-	-	-	-	-
Time Deposit	(15,414,510)	(37,790,022)	48,778,336	15,004,224	(5,923,271)
Mudharabah Saving Deposits				-	-
Deposit from other banks and other financial institutions	**2,921,954**	2,721,163	2,623,772	(3,994,882)	(10,456,563)
Derivative payable			-	-	(208,079)
Securities sold under agreement to repurchase	**2,889,032**	5,964,259	9,081,866	(19,410,916)	(11,070,164)
Other liabilities	**1,040,508**	(4,645,149)	7,072,077	5,698,879	235,264
Increase (decrease) temporary syirkah fund	**-**	-	-	-	(33,496,976)
Net cash provided by (used in) operating activities	**14,617,023**	**24,283,108**	**(4,971,454)**	**97,506,005**	**32,588,374**
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sales of premises and equipment	**100,205**	129,827	168,975	343,195	51,654
Investment in shares	**-**	(4,912)	36,137	(145,649)	(315,724)
Proceeds from dividend	**166,422**	137,035	75,572	144,069	4,349
Acquisition of premises and equipment	**(6,344,276)**	(10,334,588)	(8,177,296)	(10,538,233)	(8,254,116)
(Increase) securities and Government Recapitalisation Bonds classified as fair value through other comprehensive income and amortized cost	**(40,012,932)**	9,884,449	2,907,520	37,424,578	(64,581,768)
Net cash provided by/(used in) investing activities	**(46,090,581)**	**(188,189)**	**(4,989,092)**	**27,227,960**	**(73,095,605)**
CASH FLOW FROM FINANCING ACTIVITIES					
Proceed from/(payments of) fund borrowing	**1,077,997**	29,188,564	19,360,539	11,068,534	(4,229,199)
Treasury stock	**(51,881,643)**	(48,102,283)	(43,494,766)	(26,406,603)	(12,125,589)
Distribution of income for dividend	**-**	-	494,142	-	-
Proceeds of subordinated loans	**-**	-	(500,000)	-	-
Payment of subordinated loans	**28,395,963**	10,905,923	14,112,994	21,739,525	12,547,672
Proceeds of marketable securities issued	**(19,724,136)**	(28,578,477)	(28,141,850)	(14,650,023)	(14,608,236)
Payments of matured marketable securities issued		-	-	-	41,059,206
Additional capital	**(488,373)**	(875,758)	(1,382,284)	(2,187,544)	-
Net cash used in financing activities	**(42,620,192)**	**(37,462,031)**	**(39,551,225)**	**(10,436,111)**	**22,643,854**
DECREASE (INCREASE) IN CASH AND CASH EQUIVALENT	**(74,093,750)**	**(13,367,112)**	**(49,511,771)**	**114,297,854**	**(17,863,377)**
EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES	**1,085**	**17,758**	**(2,663)**	**(30,287)**	**(2,190)**

Description	2025	2024	2023	2022	2021
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	**205,328,380**	**218,677,734**	**268,192,168**	**153,924,601**	**171,790,168**
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	**131,235,715**	**205,328,380**	**218,677,734**	**268,192,168**	**153,924,601**
Cash and cash equivalents at the end of the period consist of:					
Cash	**32,044,482**	29,783,642	31,603,784	27,407,478	26,299,973
Current accounts with Bank Indonesia	**31,929,608**	88,878,969	101,909,121	150,935,150	56,426,573
Current accounts with Other Banks	**42,444,581**	25,582,825	22,331,919	21,488,434	14,065,097
Placement with Bank Indonesia and other financial institutions – maturing within three months or less since the acquisition date	**19,240,525**	56,601,825	62,678,940	68,361,106	57,132,958
Certificates of Bank Indonesia and Deposits Certifi-cates of Bank Indonesia – maturing within three months or less since the acquisition date	**5,576,519**	4,481,119	153,970	-	-
Total Cash and Cash Equivalent	**131,235,715**	**205,328,380**	**218,677,734**	**268,192,168**	**153,924,601**
FINANCIAL RATIOS (BANKS ONLY)					
Liquidity					
LDR	**91.96%**	89.39%	84.73%	79.17%	83.67%
CASA	**70.89%**	67.54%	64.55%	66.92%	63.30%
Loan Quality					
NPL Gross	**3.29%**	2.94%	3.12%	2.82%	3.08%
NPL Nett	**0.96%**	0.75%	0.76%	0.73%	0.70%
NPL Coverage	**165.14%**	199.43%	215.27%	291.54%	278.14%
Profitability					
NIM	**6.54%**	6.75%	6.84%	6.80%	6.89%
ROA	**3.26%**	3.76%	3.93%	3.76%	2.72%
ROE B/S	**16.84%**	18.40%	18.25%	16.76%	14.09%
Profit (Loss) to Income Ratio	**23.19%**	25.42%	28.03%	29.50%	21.16%
Efficiency					
BOPO	**71.50%**	67.64%	64.35%	64.20%	74.30%
CER	**39.29%**	38.21%	38.32%	41.33%	44.39%
Solvability					
Liability to Total Assets Ratio	**84.49%**	83.73%	83.72%	83.23%	81.79%
Liabilities to Equity Ratio	**544.93%**	514.75%	514.34%	496.34%	449.11%
Earning Assets					
Earning Assets and Non-Performing Non-Earning to Total Earning Assets and Non-Earning Assets	**2.15%**	1.91%	1.95%	1.72%	1.77%
Non-Performing Earning Assets to Total Earning Assets	**2.15%**	1.91%	1.95%	1.72%	1.77%
Allowance for Impairment Losses on Financial Assets to Earning Assets	**4.08%**	4.48%	5.24%	6.11%	6.16%

Description	2025	2024	2023	2022	2021
Capital					
Minimum Capital Adequacy Ratio	**21.06%**	24.41%	25.23%	23.30%	25.28%
Capital Adequacy Ratio Tier 1	**19.93%**	23.28%	24.06%	22.30%	24.27%
Compliance					
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
The Minimum Statutory Reserve – Rupiah	**5.03%**	5.39%	8.05%	12.11%	4.47%
The Minimum Statutory Reserve – Foreign Currency	**4.16%**	4.69%	4.22%	4.24%	4.13%
Net Open Position	**2.51%**	2.42%	0.62%	0.85%	0.81%
Other Ratio					
Cost to Income Ratio	**38.92%**	37.87%	37.74%	41.95%	43.26%

*) After reclassification and restatement.
**) Including mudharabah and musyarakah deposits.
***) Gold sales originating from PT Pegadaian have been recognized since the full consolidation of Pegadaian's profit or loss in 2022.
****) Finance expenses from insurance contracts issued are presented as a separate line item in the 2025 financial statements.

Operational Overview

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

(in billion rupiah)

Description	2025	2024	2023	2022	2021
BISNIS MIKRO					
Third-party funds (in billions of rupiah)	**387,172**	382,926	373,474	367,657	356,268
Loans (in billion of rupiah)	**470,722**	491,220	496,554	449,627	396,959
AgenBRILink (in full amount)	**1,193,835**	1,064,219	740,818	627,012	503,151

Retail Segment Operating Performance Table (Bank only)

(in billion rupiah)

Description	2025	2024	2023	2022	2021
Small and Medium Business Loans	**295,106**	267,145	260,348	237,834	225,013
Consumer Credit Business Loans	**227,771**	203,243	182,355	161,722	149,306
Third-party funds	**547,320**	509,274	488,122	469,090	429,701

Corporate Segment Operating Performance Table (Bank only)

(in billion rupiah)

Description	2025	2024	2023	2022	2021
Corporate Business Loans	**352,024**	254,240	206,825	180,620	172,425
Third-party funds	**525,597**	467,934	491,087	464,028	341,879

Subsidiary Segment Operating Performance Table

(in billion rupiah)

Description	2025	2024	2023	2022	2021
PT Pegadaian					
Assets	**151,260.93**	102,172.44	82,151.80	72,920.62	65,156.47
Income	**30,445.16**	21,142.05	24,438.65	14,991.62	14,361.71
Net Income	**8,344.21**	5,851.80	4,377.49	3,337.75	2,427.38
PT Permodalan Nasional Madani					
Assets	**56,986.25**	55,348.06	51,106.91	46,744.76	43,797.91
Income	**17,172.51**	16,784.24	15,375.03	12,838.44	8,292.78
Net Income	**1,016.58**	1,496.19	1,686.04	945.42	845.13
PT Asuransi BRI Life					
Assets	**28,177.45**	26,520.61	23,678.04	21,627.64	18,334.91
Income	**7,595.42**	9,882.49	8,940.41	8,971.24	7,282.29
Net Income	**953.94**	773.24	538.75	360.46	170.88
PT Bank Raya Indonesia Tbk (Raya)*					
Assets	**13,211.30**	13,158.24	12,492.37	13,949.38	16,927.20
Income	**1,359.08**	1,596.43	1,307.16	1,642.67	1,774.06
Net Income	**(498.52)**	50.27	24.71	10,08	(3,061.36)
PT BRI Asuransi Indonesia					
Assets	**8,158.07**	7,721.02	6,465.61	4,891.25	3,838.16
Income	**4,221.45**	2,033.15	1,729.65	1,387.57	1,984.00
Net Income	**689.60**	702.96	479.37	373.10	289.95
PT BRI Multifinance Indonesia					
Assets	**5,419.42**	7,689.46	9,057.07	7,321.87	5,246.04
Income	**1,229.87**	1,409.29	1,236.43	974.12	65,501.95
Net Income	**90.96**	103.36	102.85	83.36	41.50
PT BRI Ventura Investama					
Assets	**2,118.36**	2,471.12	2,672.05	2,229.57	2,047.89
Income	**87.87**	87.77	43.69	148.81	255.74
Net Income	**(290.90)**	(89.44)	4.36	39.63	221.74

Description	2025	2024	2023	2022	2021
PT BRI Danareksa Sekuritas					
Assets	**1,279.09**	1,089.79	1,059.17	1,648.17	1,143.64
Income	**396.71**	320.93	308.78	351.57	281.27
Net Income	**20.93**	9.12	70.52	72.97	92.87
PT BRI Manajemen Investasi (BRI MI)					
Assets	**375.57**	313.10	288.82	276.52	279.91
Income	**300.30**	249.47	172.91	11.95	158.27
Net Income	**33.22**	29.49	18.16	6.27	40.37
BRI Global Financial Services Co. Ltd					
Assets	**62.54**	42.14	24.23	17.98	13.09
Income	**45.37**	29.47	20.42	14.22	10.16
Net Income	**15.74**	8.42	4.24	2.75	1.89

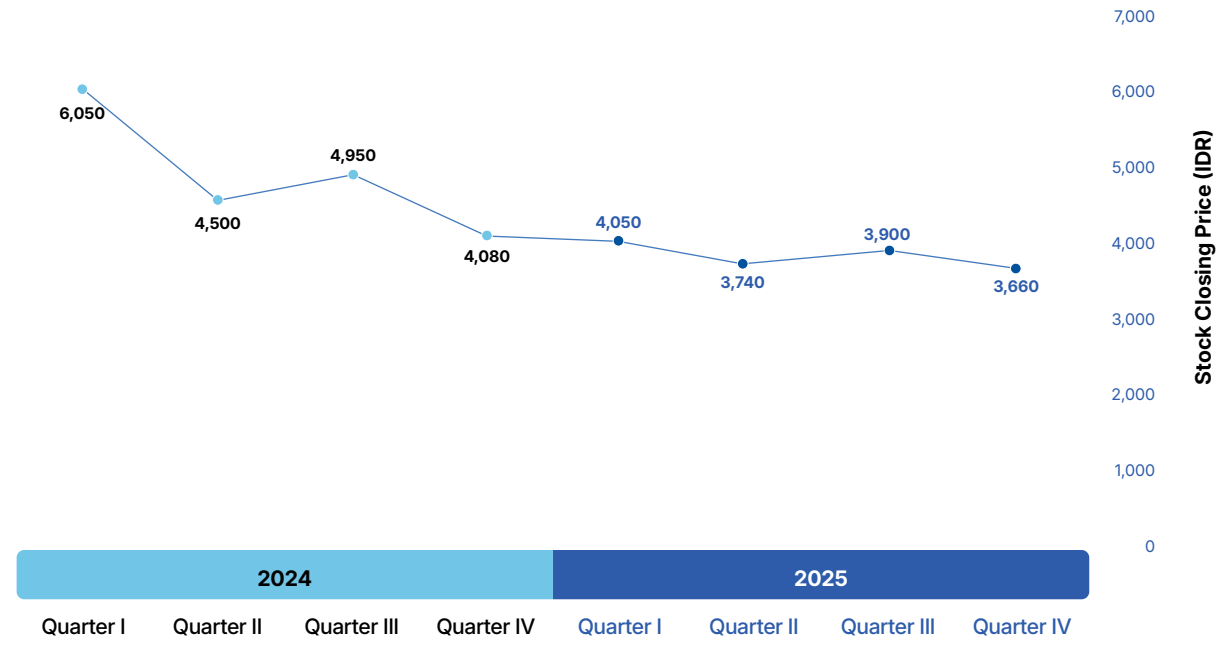
* Previously named PT Bank Rakyat Indonesia Agroniaga Tbk

Stock Information

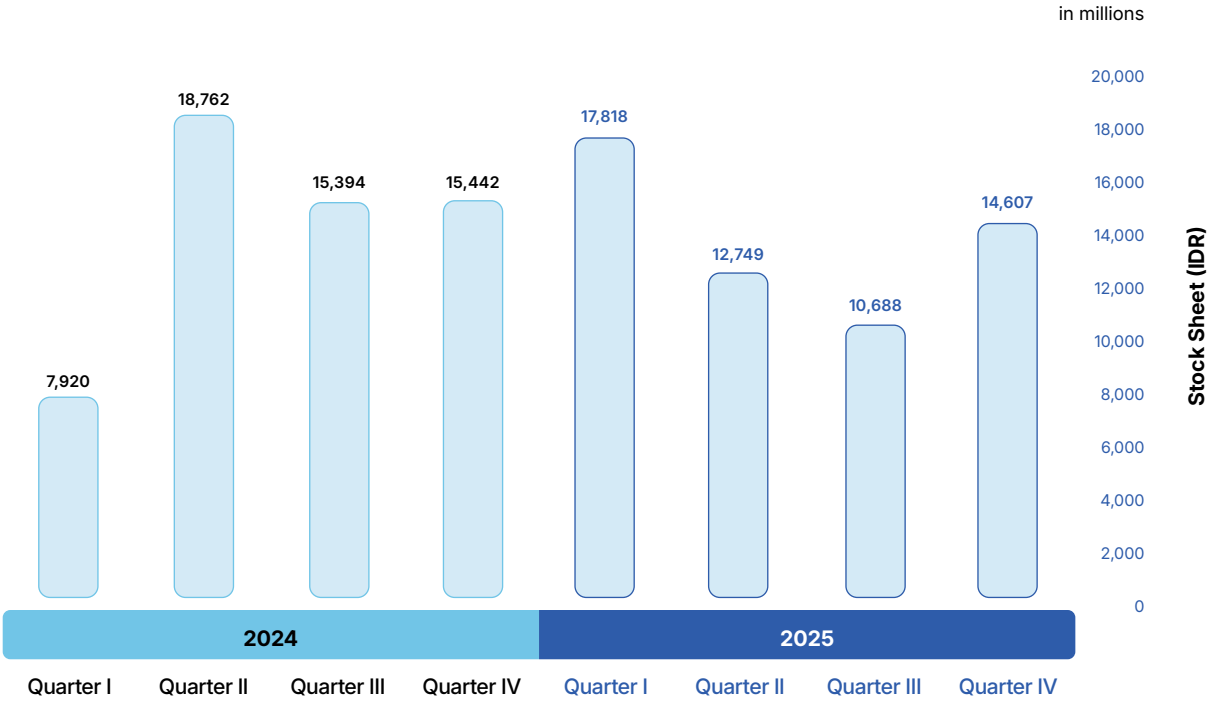
BRI Stock Information Table 2024-2025

Years	Price per Stock (IDR)				Number of Stocks Outstanding (Stock)	Trading Volume (Stock)	Market Capitalization (IDR Trillion)
	Opening (IDR)	The Highest (IDR)	The Lowest (IDR)	Closing (IDR)			
2024							
Quarter I	5,675	6,400	5,425	6,050	151,559,001,604	7,920,442,300	916.93
Quarter II	6,050	5,925	4,100	4,600	151,559,001,604	18,761,734,000	697.17
Quarter III	4,600	5,525	4,530	4,950	151,559,001,604	15,394,401,700	750.22
Quarter IV	4,950	5,075	4,060	4,080	151,559,001,604	15,441,502,300	618.36
2025							
Quarter I	4,080	4,300	3,360	4,050	151,559,001,604	17,818,057,900	613.81
Quarter II	4,050	4,450	3,620	3,740	151,559,001,604	12,748,679,100	566.83
Quarter III	3,740	4,250	3,670	3,900	151,559,001,604	10,688,420,200	591.08
Quarter IV	3,900	4,050	3,500	3,660	151,559,001,604	14,606,731,100	554.71

BRI Stock Closing Price Chart for 2024-2025



BRI Stock Trading Volume Chart in 2024-2025

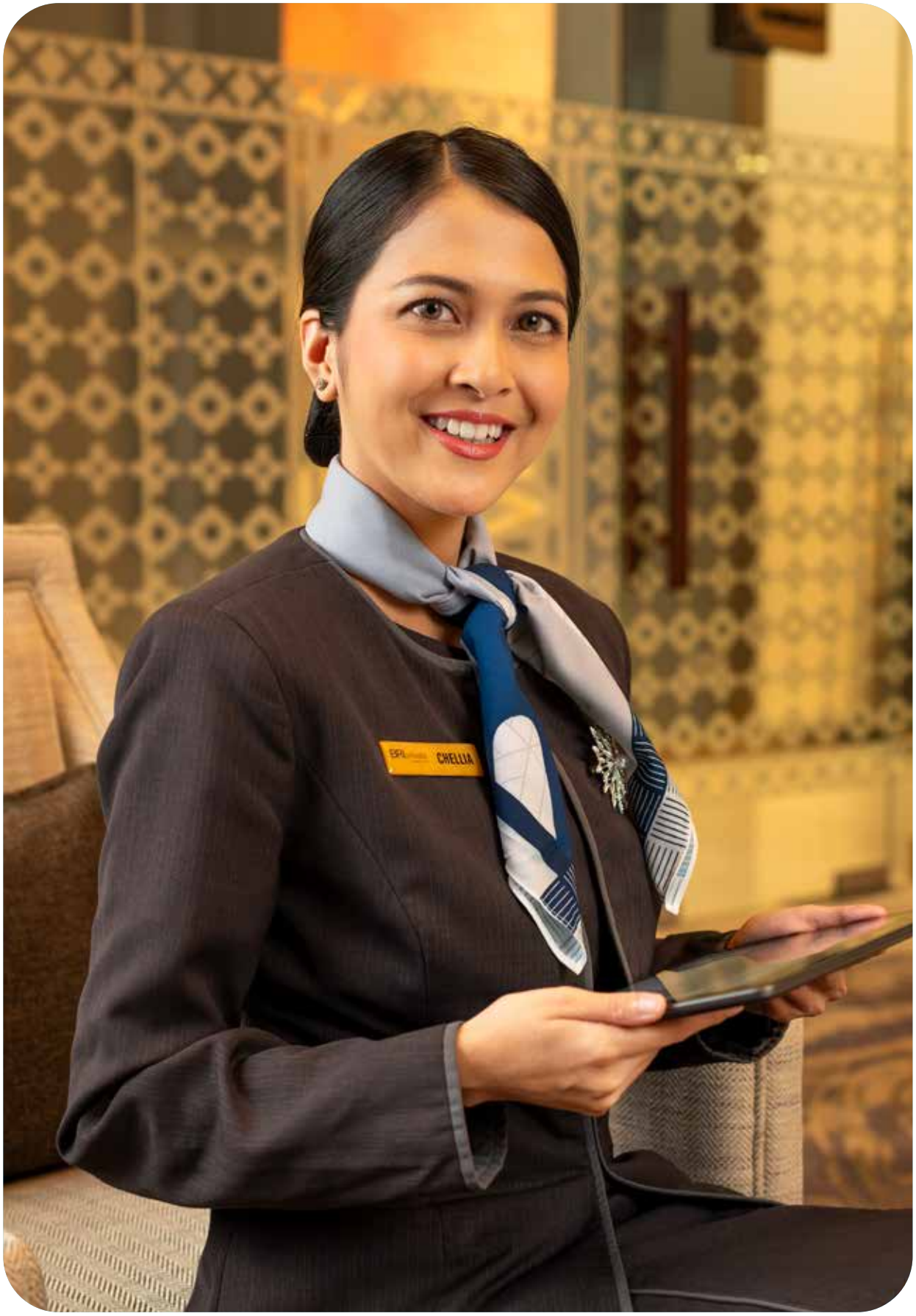


Corporate Action

In 2025, BRI did not conduct any Corporate Actions related to activities that affect the number of outstanding stocks, including stock splits, stock mergers, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, and additions and reductions to capital.

Suspension and/or Delisting Actions

Until December 31, 2025, BRI has never been subject to suspension and/or delisting sanctions.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Information on Bonds, Sukuk, and/or Convertible Bonds

Bond Information

Table of Outstanding Bond Information

No.	Description	Electronic distribution date of the Bonds	Tenor	Currency	Bonds Total (million)	
1.	Sustainable Bonds II Bank BRI Phase I Year 2016 Series E	December 01, 2016	10 Years	IDR	IDR2,350,000	
2.	Sustainable Bonds II Bank BRI Phase II Year 2017 Series D	April 11, 2017	10 Years	IDR	IDR1,300,500	
3.	Sustainable Bonds II Bank BRI Phase IV Year 2018 Series B	February 21, 2018	7 Years	IDR	IDR605,000	
4.	Sustainable Environmental Bonds I Bank BRI Phase I Year 2022 Series C	July 20, 2022	5 Years	IDR	IDR500,000	
5.	Bank BRI Subordinated Bond IV Year 2023	July 06, 2023	5 Years	IDR	IDR500,000	
6.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series B	October 17, 2023	2 Years	IDR	IDR4,154,350	
7.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series C	October 17, 2023	3 Years	IDR	IDR500,000	
8.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2024 Series A	March 20, 2024	1 Years	IDR	IDR1,237,665	
9.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2024 Series B	March 20, 2024	2 Years	IDR	IDR879,430	
10.	Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series C	March 20, 2024	3 Years	IDR	IDR382,905	
11.	Sustainable Environmental Bonds I Bank BRI Phase I Year 2025 Series A	June 26, 2025	2 Years	IDR	IDR1,563,090	
12.	Sustainable Environmental Bonds I Bank BRI Phase I Year 2025 Series B	June 26, 2025	3 Years	IDR	IDR2,110,745	
13.	Sustainable Environmental Bonds I Bank BRI Phase I Year 2025 Series C	June 26, 2025	5 Years	IDR	IDR1,326,165	
14.	Sustainable Bonds I PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series A	December 4, 2025	1 Month	IDR	IDR45,900	
15.	Sustainable Bonds I PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series B	December 4, 2025	3 Month	IDR	IDR30,300	
16.	Sustainable Bonds I PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series C	December 4, 2025	6 Month	IDR	IDR20,000	
17.	Sustainable Bonds I PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series D	December 4, 2025	12 Month	IDR	IDR403,800	

Sukuk Information

As of 31 December 2025, BRI had not issued any sukuk.

	Offer Price	Due Date	Rate of Interest	Status of Payment	Rating		Trustee
					2025	2024	
	100% of the principal amount of the bond	December 01, 2026	8.90%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	April 11, 2027	8.80%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	February 21, 2025	6.90%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	July 20, 2027	6.45%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	July 06, 2028	6.45%	Not Paid Off	idAA by Pefindo	idAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	October 17, 2025	6.35%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	October 17, 2026	6.30%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 30, 2025	6.15%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 20, 2026	6.25%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 20, 2027	6.25%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	June 26, 2027	6.45%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	June 26, 2028	6.55%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	June 26, 2030	6.60%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	January 03, 2026	4.50%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 04, 2026	4.60%	Not Paid Off	idA1+ by Pefindo	idA1+ by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	June 02, 2026	4.85%	Not Paid Off	idA1+ by Pefindo	idA1+ by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	November 29, 2026	4.95%	Not Paid Off	idA1+ by Pefindo	idA1+ by Pefindo	Bank Tabungan Negara

Convertible Bonds

As of December 31, 2025, BRI had not issued any convertible bonds.

Other Funding Sources

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

No.	Description	MTN Electronic distribution date	Tenor	Currency	MTN total (Million)	
1.	MTN Bank BRI 2022 Series B	November 24,2022	3 years	IDR	IDR3,000,000	

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

No.	Description	LTN Electronic distribution date	Tenor	Currency	LTN total (Million)	
1.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk I 2022	December 27, 2022	162 months	IDR	IDR52,332	
2.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk III 2023	October 25, 2023	159 months	IDR	IDR59,485	
3.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk II 2023	March 26, 2024	155 months	IDR	IDR55,920	
4.	Long Term Notes yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk II Tahun 2024	March 26, 2024	155 months	IDR	IDR55,920	
2.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk II 2025	January 16, 2025	156 months	IDR	IDR81,271	

The Company Rating in 2025

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

Rating of Agency	Rating
FITCH RATINGS	
Long Term Rating	BBB
Short Term Rating	F2
Viability Rating	bbb-
Government Support Rating	bbb
National Long-Term Rating	AAA
National Short-Term Rating	F1+
Sovereign Risk	BBB
Outlook	Stable

	Offer Price	Due Date	Rate of Interest	Status of Payment
	100% of the total principal amount of MTN	November 24, 2025	6.98%	Paid Off

	Offer Price	Due Date	Rate of Interest	Status of Payment
	100% of the total principal amount of LTN	June 27, 2036	0.55%	Not Paid Off
	100% of the total principal amount of LTN	January 25, 2037	0.55%	Not Paid Off
	100% of the total principal amount of LTN	February 26, 2037	0.55%	Not Paid Off
	100% of the total principal amount of LTN	February 26, 2037	0.55%	Not Paid Off
	100% of the total principal amount of LTN	January 16, 2038	0.55%	Not Paid Off

Rating of Agency	Rating
MOODY'S	
Counterparty Risk Rating	Baa1/P-2
Bank Deposits	Baa2/P-2
Baseline Credit Assessment	Baa2
Adjusted Baseline Credit Assessment	Baa2
Counterparty Risk Assessment	Baa1(cr)/P-2 (cr)
Outlook	Stable

Rating of Agency	Rating
PT PEMERINGKAT EFEK INDONESIA (PEFINDO)	
Final Rating (National Rating)	$_{id}$AAA, Stable Outlook
Stand Alone Rating	$_{id}$AA+(sa)

The Important Events

January 30, 2025

BRI UMKM EXPO(RT) 2025 and BRI Microfinance Outlook 2025

BRI organized BRI UMKM EXPO(RT) 2025 in conjunction with the BRI Microfinance Outlook 2025 as a manifestation of its commitment to expanding market access and enhancing the competitiveness of Indonesian MSMEs. The event also served as a platform for collaboration and strategic dialogue aimed at fostering inclusive and sustainable economic growth

February 12, 2025

BRI Announced 2024 Financial Performance, Records Net Profit of IDR60.64 Trillion

BRI recorded a consolidated net profit of IDR60.64 trillion throughout 2024, with total assets amounting to IDR1,992.98 trillion and total loan disbursements reaching IDR1,354.64 trillion as of the end of December 2024. Of the total loans disbursed, IDR1,110.37 trillion, or 81.97%, was allocated to the MSME segment.

February 12, 2025

BRI Entered the List of 500 Best Companies in Asia-Pacific

BRI received recognition as one of the Asia-Pacific's Best Companies of 2025 (TIME–Statista) based on assessments of employee satisfaction, financial performance, and ESG reporting transparency, reaffirming BRI's consistency in maintaining business resilience and upholding global sustainability standards.

February 26, 2025

Inauguration of Pegadaian Bullion Services by the President of the Republic of Indonesia

The President of Republic of Indonesia, Prabowo Subianto, inaugurated Pegadaian's Gold Bank services to strengthen bullion services encompassing gold savings, gold financing or lending, gold custody, and gold trading. The inauguration also marked a significant milestone for Pegadaian as part of the BRI Group in expanding its gold-based financial services ecosystem to support the national economy.

February 26, 2025

BRI Launched Its Second Private Signature Outlet in Surabaya

BRI introduced its second BRI Private Signature Outlet in Surabaya to expand wealth management services for the high net worth individual (HNWI) segment through more personalized and integrated private banking services, encompassing comprehensive financial planning and investment management solutions.

March 8, 2025

BRI Group Distributed 100,000 Ramadan 2025 Basic Necessities Packages

BRI Group distributed more than 100,000 basic food packages through the "Sharing Happiness with BRI Group" program during Ramadan 2025 across various regions in Indonesia. The assistance was provided to orphanages, nursing homes, and the general public, along with charitable donations to thousands of orphans

March 13, 2025

BRI Won Five Awards at the BRI Asia Trailblazer Awards 2025

BRI secured five awards at the BRI Asia Trailblazer Awards 2025, namely Best Retail Bank Indonesia, SME Bank of the Year, Best CSR Initiative, Excellence in Employee Engagement, and Best Current Account Offering, reaffirming international recognition of BRI's performance and service innovation.

March 18, 2025

Brand Finance Global 500 2025: BRI Ranks No. 1 in Indonesia and 323rd Globally

In the Brand Finance Global 500 2025 report, BRI was ranked the No. 1 brand in Indonesia and placed 323rd globally, marking a significant rise from 446th position in 2024. This achievement reflects the strengthening of BRI's brand value and further reinforces public trust in the Company's products and services.

March 17, 2025

BRILiaN Fest Ramadan 1446 H

BRILiaN Fest Ramadan 1446 H was organized as a form of appreciation for BRILiaN employees and customers, featuring dozens of tenants offering Ramadan and Eid necessities. The event was complemented by a subsidized basic food program, auction activities, donations for orphans, as well as promotional transaction programs through BRImo and BRI Debit and Credit Cards.

March 24, 2025

2025 AGMS: BRI Approved IDR51.73 Trillion Dividend Distribution

RI held its 2025 Annual General Meeting of Shareholders (AGMS), which approved a cash dividend distribution amounting to IDR51.73 trillion, as well as a share buyback plan of up to IDR3 trillion. The meeting also resolved changes to the composition of the Board of Management, including the appointment of Hery Gunardi as President Director of BRI.

March 27, 2025

BRI Group Sent Off 8,482 Homebound Travelers Free of Charge

Through the “Mudik Bersama BUMN 2025” program themed “Safe Journey Home”, BRI Group facilitated the departure of 8,482 homebound travelers free of charge from five departure points, supported by 170 buses heading to various cities across Java and Sumatra. This initiative reflects BRI Group’s contribution to supporting the smooth flow of Eid homecoming travel during the Lebaran period.

March 28, 2025

BRI Won Award at the Euromoney Private Banking Awards 2025

At the Euromoney Private Banking Awards 2025, BRI received the award for Indonesia’s Best Bank for Discretionary Portfolio Management.This recognition reflects BRI’s consistent commitment to strengthening its customer-centric wealth management services through adaptive investment strategies and measurable wealth management solutions for the high net worth individual segment.

April 23, 2025

Launching BRIvolution Reignite

BRI launched the BRIVolution Reignite transformation, designed to strengthen the Company's competitiveness on a sustainable basis. The transformation is built on two main pillars, namely Transform the Funding Franchise and Revamp Existing Core and Build New Core, supported by six key foundations comprising Human Capital, Risk Management, IT & Digital, Distribution, Operational Excellence, and Rebranding. Through this transformation, BRI aims to strengthen its low-cost funding structure, enhance transaction banking capabilities, reinforce the Company's core business, and create new sources of growth across various business segments in order to expand the transaction base and increase the contribution of fee-based income.

June 12, 2025

Forbes Global 2000 2025: BRI Ranks Highest in Indonesia and 349th Globally

In the Forbes Global 2000 2025 ranking, BRI was placed 349th worldwide and emerged as the highest-ranked Indonesian public company. This achievement reaffirms BRI's strong position on the global stage, reflecting its consistent performance and service transformation efforts to address the increasingly diverse needs of customers.

June 13, 2025

BRI Fellowship Journalism 2025 Awarded Postgraduate Scholarships to 45 Journalists

The BRI Fellowship Journalism 2025 program confirmed 45 journalists as recipients of postgraduate scholarships, complemented by preparatory sessions and mentorship from senior journalists to strengthen the capacity of media professionals while fostering sustainable collaboration.

June 17, 2025

RI Won Awards at the FinanceAsia Awards and Asia's Best Companies 2025

During the FinanceAsia Awards and Asia's Best Companies 2025 event in Hong Kong, BRI secured a total of 15 awards, underscoring the strengthening of its funding services capabilities and governance practices across various segments, while further enhancing the Company's regional competitiveness.

June 20, 2025

Fortune Southeast Asia 500 2025:
BRI Ranks 14th and the Highest in Indonesia

In the Fortune Southeast Asia 500 2025 ranking, BRI was placed 14th among the 500 largest companies in Southeast Asia and emerged as the highest-ranked financial institution in Indonesia.

June 26, 2025

BRI Issues IDR 5 Trillion Social Bond

To strengthen its ESG-oriented funding structure and diversify its wholesale funding sources, BRI issued an IDR 5 trillion Social Bond (Sustainable Social Bond I Phase I Year 2025). This initiative positioned BRI as the first bank in Indonesia to issue a Social Bond, with proceeds allocated for refinancing eligible social projects and socio-economic empowerment programs, including support for MSMEs.

July 14, 2025

Corporate Culture Transformation: BRI Launches Brilian Way

To further strengthen its corporate transformation and support its aspiration to become one of the most profitable banks in Southeast Asia, BRI introduced the Brilian Way as a shared cultural framework. This framework is founded upon the core values of Integrity, Collaborative, Accountability, Growth Mindset, and Customer Focus, aimed at reinforcing a performance-oriented work culture across the organization.

August 3, 2025

Launching of the 2025/2026 BRI Super League

The 2025/2026 BRI Super League was officially launched as Indonesia's top-tier football competition. BRI's continued support for the league reaffirms its commitment to enhancing the quality of the competition, expanding the exposure of the Company's products and services, and stimulating regional economic activity.

August 8, 2025

Strengthening Services for Indonesian Migrant Workers and the Diaspora, BRI Inaugurated Taipei Branch

As part of strengthening its international service network in East Asia, BRI officially inaugurated its Taipei Branch. The branch enhances banking service access for Indonesian migrant workers (PMI) and the Indonesian diaspora in Taiwan, including remittance services, deposit products, and cross-border transactions, while also supporting economic connectivity between Indonesia and Taiwan.

August 17, 2025

Celebrating the 80th Anniversary, BRI Organized Public Entertainment Stage at Monas

In collaboration with Danantara Indonesia, BRI presented a public entertainment stage at Monas as a space for community celebration and togetherness. The initiative was further supported by the provision of stages at several points along the carnival route, enhancing public engagement throughout the event.

September 4, 2025

BRI Board of Directors Engaged Customers on National Customer Day 2025

BRI President Director Hery Gunardi personally greeted customers at the BRI Branch Office Kelapa Gading in commemoration of National Customer Day 2025, reaffirming BRI's commitment to continuously delivering the best services to its customers. In addition, members of BRI's Board of Directors simultaneously conducted visits and engaged with customers across various work units in multiple regions.

September 9, 2025

BRI Supported the Establishment of a Garment Vocational Training Center in Nusakambangan

Through synergy with the Ministry of Immigration and Correction, BRI supported the establishment of a garment vocational training center in Nusakambangan to strengthen rehabilitation programs and enhance the skills of inmates, enabling them to be better prepared for reintegration into society.

September 25, 2025

BRI Inaugurated Regional Treasury Team Medan

BRI President Director Hery Gunardi inaugurated the Regional Treasury Team Medan to deliver treasury services that are closer, faster, and more responsive to customers in Sumatra. This initiative also strengthened support for foreign exchange transactions, hedging solutions, and international trade services through an integrated approach.

October 3, 2025

Consumer BRI Expo 2025 Surabaya Expanded Access to Consumer Financing

BRI once again held the Consumer BRI Expo 2025 in Surabaya as part of its efforts to expand its consumer business by providing easier access to financing for the public. Carrying the theme "Better Life, Starts Here," the event featured a wide range of residential properties and vehicles, complemented by various promotional programs and seamless transaction facilities through BRI's digital channels.

October 21, 2025

BRI Supported Mass Signing of KUR for 800,000 Debtors and Launch of KPP in Surabaya

The mass signing of KUR financing for 800,000 debtors and the launch of the Housing Program Credit (KPP) were held in Surabaya with BRI's support, in line with the Company's commitment to expanding access to financing to drive the people's economy.

October 24, 2025

BRI Won Three Awards at the 2025 ASRA in Singapore

At the Asia Sustainability Reporting Awards (ASRA) 2025 held in Singapore, BRI received three awards: two Platinum awards for Asia's Best Sustainability Report (Public Sector) and Asia's Best Sustainability Report (CEO Letter), as well as one Gold award for Asia's Best Materiality Reporting.

October 28, 2025

BRI Reintroduced Young BRILiaN Entrepreneurs 2025

The Young BRILiaN Entrepreneurs 2025 program was relaunched as part of BRI's business acceleration initiatives to strengthen business capacity, innovation, and digitalization among young entrepreneurs, enabling MSMEs to move up the value chain. The program covered eight regions and attracted more than 2,700 applicants, followed by incubation and selection processes to identify the best MSMEs across five categories.

November 21, 2025

BRI Sahabat Disabilitas Program Held in Makassar

Through its BRI Peduli initiative, BRI organized the BRI Sahabat Disabilitas Program in Makassar, providing training and internship opportunities for persons with disabilities. The program equipped participants with administrative and entrepreneurial skills, along with hands-on work experience in collaboration with industry partners.

November 28, 2025

BRI and SOGO Collaboration Strengthens MSME Penetration in Modern Retail

BRI collaborated with SOGO to introduce products from its assisted MSMEs into modern retail channels, expanding their reach into urban markets while reinforcing BRI's support to enable MSMEs to move up the value chain

December 3, 2025

BRI Named Bank of the Year 2025 by The Banker

BRI was awarded the Bank of the Year 2025 in Indonesia by The Banker (Financial Times Group) in recognition of its financial strength, business strategy, technological advancements, and commitment to customers and communities, while further strengthening global recognition of the BRIVolution Reignite transformation initiative.

December 16, 2025

BRI's 130th Anniversary Celebrated Simultaneously Across Indonesia

BRI commemorated its 130th anniversary with a spirit of dedication and togetherness. The celebration at the Head Office in Jakarta was attended by the Board of Commissioners, the Board of Directors, SEVPs, and BRILiaN personnel, and was held simultaneously across all Regional Offices throughout Indonesia.

December 16, 2025

Official Launch of BRI Corporate Rebranding

BRI officially launched a comprehensive corporate rebranding initiative as part of the BRIVolution Reignite transformation, aimed at strengthening its positioning as "One Bank for All." The initiative included the renewal of visual identity and the restructuring of brand architecture across the BRI Group ecosystem to ensure greater consistency, structure, and brand recognition.

December 17, 2025

BRI 2025 EGMS Approved Amendments to the Articles of Association

BRI convened an Extraordinary General Meeting of Shareholders (EGMS), which approved amendments to the Company's Articles of Association, the delegation of authority to the Board of Commissioners to approve the 2026 Corporate Work Plan and Budget (RKAP) including its revisions, as well as changes to the composition of the Company's management.

December 21, 2025

"United Steps for Sumatra" Initiative: BRI Disbursed Rp50 Billion in Aid

BRI Group launched the "United Steps for Sumatra" initiative as a humanitarian response to support communities affected by disasters across various regions in Sumatra, committing assistance of up to Rp50 billion focused on post-disaster infrastructure recovery.

BritAma

BRI
Bank Rakyat Indonesia

Report of The Board of Directors and Board of Commissioners

In April 2025, BRI launched the BRIVolution Reignite transformation, designed to strengthen the Company's competitiveness on a sustainable basis. This transformation is built upon two main pillars: Transform the Funding Franchise and Revamp Existing Core and Build New Core.

Board of Directors' Report

Hery Gunardi

President Director

As of December 31, 2025, BRI's total consolidated assets grew by 7.14% to IDR2,135 trillion. This growth was partly driven by an increase in loan and financing disbursements, which reached IDR1,521 trillion, representing a 12.32% year-on-year growth.

Dear Shareholders and Stakeholders,

Praise be to God Almighty for His blessings and grace. Amid the evolving dynamics of the global economy and the challenges facing the banking industry, BRI has maintained healthy, sustainable performance. The Company's consistency in innovating and responding strategically to change has become an important foundation for strengthening its competitiveness.

In responding to these dynamics, in April 2025, BRI launched the BRIVolution Reignite transformation designed to strengthen the Company's competitiveness in a sustainable manner. This transformation is built upon two main pillars, namely Transform the Funding Franchise and Revamp Existing Core and Build New Core, supported by six key foundations covering Human Capital, Risk Management, IT & Digital, Distribution, Operational Excellence, and Rebranding.

As part of the transformation, BRI also strengthened its cultural transformation through the internalization of the BRILiaN Way values, namely Integrity, Collaborative, Accountability, Growth Mindset, and Customer Focus. At the same time, the Company reinforced its positioning through a rebranding initiative toward the vision of "One Bank for All", reflecting BRI's aspiration to become a more inclusive, modern, and relevant bank for all segments of society.

Through this transformation, BRI strengthens its funding structure based on low-cost funds, enhances transaction banking capabilities, reinforces the Company's core business, and creates new sources of growth across various business segments in order to expand the transaction base and increase the contribution of fee-based income.

In line with the ongoing transformation agenda, in 2025, BRI successfully recorded solid performance with consolidated assets reaching IDR 2,135 trillion or growing 7.2% YoY. On the intermediation side, BRI's loans grew 12.3% YoY to IDR 1,521 trillion, with a focus on lending to the MSME segment, which is the backbone of the national economy, in line with BRI's people-centric DNA. Through financing for micro, small, and medium-sized enterprises, the BRI also supports the government's efforts to expand financial inclusion and strengthen productive sectors across various regions. Asset and loan growth were supported by a stronger funding structure. Third Party Funds (DPK) grew 7.4% YoY to IDR 1,466.8 trillion, with the CASA ratio increasing to 70.61% from 67.30% in the previous year.

The positive financial performance was supported by prudent business management and continuous strengthening of risk management. In 2025, BRI recorded profitability levels with a Return on Assets of 2.7% and a Return on Equity of 17.4%, as well as a net profit of IDR57.132 trillion. These achievements reflect the Company's solid and sustainable performance.

In 2025, BRI also contributed IDR56.0 trillion to the Government, which included IDR27.9 trillion in the form of dividends and other non-tax state revenues (PNBP), as well as IDR28.2 trillion in tax contributions.

On this occasion, allow us to present the Company's management report for the 2025 financial year. In this report, we present BRI's performance throughout 2025, business prospects, and the implementation of good corporate governance.

About the Company

Rooted in its mandate and national mission to serve the community and drive the national economy, PT Bank Rakyat Indonesia (Persero) Tbk. continues to demonstrate its consistency in providing inclusive and relevant financial services for all segments of society. This commitment is realized through the provision of a comprehensive range of financial products and services for various customer segments, supported by an increasingly strong digital ecosystem.

In carrying out its business activities, the Company offers various banking products and services, including savings products such as BRI BritAma Savings, BRI Simpedes Savings, BRI Business Savings, BRI Savings Plan, BRI Junio, BRI Giro, and BRI Deposits, as well as card and electronic money products consisting of BRI Debit, BRI Credit Card, and BRIZZI by BRI.

In addition, on the financing side, the Company provides various loan products, including BRI KUR, BRI KPR, BRI KKB, BRI Multipurpose Loan, BRI Investment Loan, and BRI Working Capital Loan. The Company also offers various investment and insurance services, including BRI Investment, BRI Bancassurance, BRI Custodian, BRI Trustee, and BRI Trustee services, as well as transaction and business services, including BRI Trade Finance, BRI Remittance, BRI Money Changer, BRI EDC, and the BRILink Agent network.

Meanwhile, in digital banking services, the Company provides the mobile banking (superapps) application BRImo to facilitate customers in conducting various banking transactions, as well as Qlola by BRI as an integrated transaction platform that provides cash management, trade finance, and foreign exchange services. The Company also provides other digital services such as BRI eBuzz, as well as wealth management services through BRI Prioritas and BRI Private.

To strengthen the reach of these services, BRI is also supported by a network of business partners spanning various regions. Domestically, BRI has 1 Head Office, 18 Regional Offices, 18 Regional Audit Offices, 454 Branch Offices, and 6,885 Sub-Branch Offices (including 5,082 BRI Units, 490 Cash Offices, 758 BRI Terrace, 6 Mobile Terrace, and 4 Ship BRI Terrace) spread throughout Indonesia.

Meanwhile, the overseas office network comprises 6 Overseas Branch Offices and 3 Overseas Sub-Branch Offices in New York, the Cayman Islands, Singapore, Taipei, Timor Leste, and Hong Kong. As part of its commitment to serving customers and expanding financial inclusion, BRI also integrates the presence of its operational network with branchless banking through **BRILink Agents** spread across Indonesia, supported by competent financial advisors with digital capabilities. The combination of these three elements delivers banking services that are more effective, efficient, and integrated, in line with the development of literacy and the digital service needs of the Indonesian people.

Structurally, BRI is led by the President Director and Vice President Director, supported by 11 Directorates and 5 SEVPs in carrying out its activities as a banking service provider through its extensive network. In conducting its operational activities, BRI has 84,949 employees, with the following educational background composition: 16 employees with Doctoral degrees, 2,255 employees with Master's degrees, 72,416 employees with Bachelor's degrees, 9,465 employees with Diploma degrees, and 797 employees with Senior High School (SLTA) or equivalent education.

Analysis of the Company's Performance

Economic Conditions Directly Affecting the Company's Performance

Throughout 2025, global conditions were dominated by persistent volatility, driven by trade dynamics, geopolitical tensions, and various policy shocks. These factors caused markets to repeatedly shift between risk-off phases and relief rally periods, reflecting high uncertainty and sensitivity to external developments. Inflation continued to moderate compared with the peak period of 2022–2023; however, energy price pressures and geopolitical uncertainty, particularly due to the escalation of conflicts in the Middle East, once again increased the global risk premium. Oil prices, which had risen significantly, raised concerns over imported inflation and maintained volatility in international financial markets.

In the United States, economic growth began to slow in line with the lagging effects of prolonged high-interest-rate policies. Although the Federal Reserve began cutting interest rates in 2025, the move was not aggressive as core inflation remained relatively high. US Treasury yields remained at relatively elevated levels, resulting in tighter global liquidity throughout 2025 and making capital flows to emerging markets more selective.

In this context, Indonesia demonstrated relatively strong resilience. Economic growth in 2025 was around 5%, supported by domestic demand and the acceleration of investment in the second half of 2025. The growth structure began to show a shift, where the contribution of investment (GFCF) increased, particularly in downstreaming sectors, infrastructure, energy, as well as export-oriented manufacturing and import substitution.

Household consumption remained the main pillar of the economy, but with increasingly segmented dynamics. Throughout 2025, consumption among the upper-middle class group was more resilient, while the lower-middle and micro segments faced purchasing power pressures due to rising living costs and income adjustments. This was reflected in faster fund turnover in the lower-middle and micro segments, but with relatively more moderate average balances.

From the inflation perspective, price pressures remained relatively controlled and within Bank Indonesia's target range. The stability of food prices and coordination between monetary and fiscal policies helped maintain inflation expectations. However, global energy price volatility remained a risk factor that required vigilance, particularly regarding its impact on subsidies and administered prices.

The rupiah exchange rate throughout 2025 moved fluctuatively, following the dynamics of the US dollar and global sentiment. The strengthening of the dollar due to still-high US yields, as well as episodes of risk-off, at times pressured the rupiah. However, strong domestic fundamentals and measured interventions by Bank Indonesia helped keep volatility under control. In general, the rupiah moved relatively stable, albeit within a wider range compared with the period prior to global monetary tightening.

From the fiscal perspective, the Government continued to maintain the deficit within the stipulated limit, although fiscal space became increasingly limited. Social spending and priority programs continued to be implemented, while financing needs increased in line with the optimization of expenditures. Fiscal discipline throughout 2025 became an important factor in maintaining investor confidence in government bonds and the stability of the domestic financial market.

Indonesia's bond market throughout 2025 reflected a balance between solid domestic factors and volatile external pressures. Yields moved dynamically following the direction of US Treasury yields and foreign capital flows, but generally remained within a manageable range. Inflation stability and policy coordination served as the main supports for market sentiment.

Overall, 2025 can be characterized as a year of consolidation amid a challenging global environment. Indonesia was able to maintain economic growth of around 5%, with controlled inflation and preserved financial system stability. Entering 2026, this momentum provides a relatively strong foundation, although external risks and limited policy space remain factors that need to be carefully anticipated.

Target Market

BRI consistently positions itself as a bank that focuses on empowering the Micro, Small, and Medium Enterprises (MSMEs) segment as the backbone of the national economy. With an extensive service network reaching remote areas and supported by ongoing digital transformation, BRI continues to strengthen its role as a financial integrator that promotes financial inclusion and drives people-centered economic growth in Indonesia.

BRI has also begun strengthening its positioning as "one bank for all", referring to a bank capable of serving the comprehensive financial needs of customers across various segments. Through this approach, BRI not only focuses on the micro segment as its core business, but also promotes the Consumer business as a new source of growth, while developing integrated services for retail, small and medium enterprises, and selectively for the corporate segment.

The MSME segment, particularly micro and ultra-micro enterprises, remains BRI's primary target market. Through various financing products, transaction services, and empowerment programs, such as developing MSME ecosystems and expanding access to financing, BRI is committed to continuously enhancing public business capacity and expanding financial inclusion.

To drive new sources of growth, BRI is accelerating its consumer business through payroll-based and ecosystem-based financing, while also strengthening its gold pawn business through the optimization of BRI's network. These efforts are supported by the digitalization of business processes to enhance efficiency and accelerate service level agreements (SLA), enabling the financing application-to-disbursement process to become faster, simpler, and more integrated.

In addition, BRI also strengthens its business in the small and medium enterprise (SME) segment, which plays an important role in supporting national economic growth, particularly in the trade, manufacturing, and services sectors. This segment is part of BRI's strategy to encourage MSME players to scale up their businesses to become more productive and competitive.

In the commercial and corporate segments, BRI adopts a more selective approach, focusing on companies connected to MSME value chains, the national trade ecosystem, and priority sectors that support economic development. This approach enables BRI to build an integrated business ecosystem spanning microenterprises to large corporations.

In line with its ongoing digital transformation, BRI also expands its market reach through strengthening digital services and platform-based financial ecosystems, including the development of the BRImo super app and various other digital solutions. This step aims to improve service quality, expand financial access, and provide a banking experience that is easier, faster, and more secure for all segments of society.

Through this strategy, BRI is committed to continuously strengthening its role as a bank serving all segments of society while remaining a champion of MSME empowerment, thereby contributing sustainably to inclusive national economic growth.

Strategic Policy Strategies Implemented by the Company

BRI implements a long-term strategy oriented toward healthy and sustainable growth. The Company's growth is driven not only by business expansion but also by a strong funding structure, maintained asset quality, and a resilient organizational foundation. To this end, the Company carries out a transformation focused on three main areas.

First, strengthening and transforming the funding franchise to build a stable transaction-based low-cost funding base, deepen relationships with customers, and enhance liquidity resilience across various economic cycles.

Second, strengthening the core business comprehensively while building new and sustainable sources of growth, enabling the Company not only to maintain market leadership but also to create future growth engines.

Third, building world-class foundations through strengthened governance, disciplined risk management, technology modernization, and the enhancement of talent quality and corporate culture.

Through these strategies, BRI not only pursues growth but also ensures that such growth is of high quality, resilient, and competitive over the long term. With disciplined execution and prudent risk management, the Company remains confident in its ability to continuously deliver sustainable value to investors and all stakeholders.

The Role of the Board of Directors in Formulating Strategic Strategies and Policies

The Board of Directors plays an active and collective role in formulating the Company's strategies and strategic policies in a comprehensive and integrated manner. This process takes into account external dynamics, industry conditions, internal performance, and projections of long-term risks and opportunities.

In every strategy formulation, the Board of Directors involves all elements of the organization, both business lines and supporting functions (enablers) such as The Risk Management, Finance, Information Technology, Operations Directorates and from the perspectives of the Human Capital to ensure alignment of direction and readiness for implementation. Through this approach, the strategies established are not only ambitious in terms of growth but also realistic, measurable, and aligned with the organization's capacity.

Strategy formulation is conducted iteratively through management forums and discussions within the Board of Directors, ensuring that each policy has undergone processes of testing, refinement, and cross-functional alignment before being finalized. Each strategy is also reviewed based on the principles of prudence and disciplined risk management, and is communicated transparently to the Board of Commissioners in accordance with the applicable governance provisions.

Through this governance process, the Board of Directors ensures that every strategic direction has a strong and accountable foundation and is capable of addressing both short-term and long-term challenges in a sustainable manner.

Processes Undertaken by the Board of Directors to Ensure Strategy Implementation

The Board of Directors believes that the quality of a strategy is determined by consistency and discipline in its implementation. Therefore, the Company implements a structured and measurable execution framework to ensure that every strategic direction is translated into concrete and impactful initiatives.

Each strategy is translated into a clear work plan, measurable performance targets, and success indicators that are monitored periodically through management forums and Board of Directors meetings. To ensure the implementation of strategies, the Board of Directors conducts routine evaluations of achievements, risks, and deviations that occur, and takes corrective actions promptly and in a targeted manner when necessary.

In addition, the Board of Directors ensures clarity of roles and accountability at every level of the organization, so that strategy implementation becomes a collective responsibility, not merely a top management initiative. With the support of internal control systems, disciplined risk management, and a strong performance culture, the Company is able to maintain consistency in execution under various conditions.

Through this approach, the Board of Directors ensures that the Company's strategies do not stop at the planning stage, but are realized in practice and deliver sustainable results.

Analysis of the Company's Performance

Operational and Financial Performance

As of December 31, 2025, BRI's total consolidated assets grew by 7.14% to IDR 2,135 trillion. This growth was partly driven by the increase in loan and financing disbursements, which reached IDR 1,521 trillion, representing a 12.32% year-on-year growth. BRI consistently continued to channel loans and financing to the Micro, Small, and Medium Enterprises (MSME) segment, which accounted for 78% of BRI's total loan and financing disbursements or IDR 1,179 trillion. Meanwhile, BRI's flagship segment, namely the Micro and Ultra Micro segment, contributed 42.61% of the total loans and financing.

The growth in loans and financing to the MSME segment was also supported by the major contribution of the Ultra Micro Holding, consisting of BRI, Pegadaian, and PNM, which has been established since September 2021. Pegadaian's loans grew by 47.63% to IDR 126.1 trillion, while PNM's loans increased by 0.48% to IDR 50.3 trillion. On the other hand, loans in BRI's Micro and Ultra Micro segments also recorded positive growth of 3.32%, reaching IDR 648.3 trillion.

Loan growth in the Micro segment, particularly the Kupedes product, experienced a slowdown in line with the Company's focus on quality growth and efforts to improve credit quality. Meanwhile, the People's Business Credit (KUR) product continued to record positive growth as a key driver in increasing more inclusive financing by providing access to financing for customers who had previously not obtained commercial financing facilities. In 2025, BRI disbursed IDR 178.1 trillion in KUR, demonstrating BRI's commitment to continue being the Government's main partner in the distribution of KUR to support the national economy.

Growth in the MSME segment was also supported by impressive performance in the Consumer segment, which recorded 9.41% year-on-year growth to IDR 228.8 trillion. Growth in the consumer segment was primarily driven by BRIGUNA and Mortgage Loans (KPR), which grew by 9.90% and 13.30% year-on-year, respectively. In addition, BRI continued to support the Government's program to increase public home ownership by distributing 32,000 FLPP mortgage units in 2025. The Commercial, Small, and Medium Enterprise (CSME) segment also recorded strong growth momentum with double-digit growth of 14.03% year-on-year. Meanwhile, loans in BRI's Corporate segment recorded solid growth, reaching IDR 342.5 trillion, or growing 40.22% year-on-year. Growth in this corporate segment was focused on strengthening the wholesale business through the optimization of transaction banking services.

In 2025, BRI also maintained a strategic focus on strengthening retail banking capabilities, particularly in mobilizing low-cost funds through Current Account Saving Account (CASA), which are more stable and sustainable. This strategy delivered results, with BRI's consolidated deposits growing 7.43% to IDR 1,466 trillion, with a CASA ratio of 70.61%, the highest ratio in BRI's history. The growth of this low-cost CASA will continue to be the main focus of BRI's funding sources.

CASA mobilization was supported by the Company's strategy to increase customer transactions in both retail and wholesale segments. In the retail segment, CASA mobilization was driven by transaction optimization through BRILink Agents, mobile banking (BRImo), EDC Merchants, and QRIS, the digital payment platform (BRI API), as well as the expansion of merchant acquiring acceptance. Meanwhile, in the wholesale segment, CASA mobilization was optimized through the development of an integrated digital payment platform for corporate customers, namely Qlola, which provides comprehensive access to BRI's wholesale banking services, such as cash management, trade finance, supply chain management, foreign exchange, investment services, and a financial dashboard.

The strengthening of CASA in the retail segment was also reflected in the increasing customer transactions through BRILink Agents and BRImo, which contributed positively to BRI's profitability performance. Throughout 2025, BRILink Agents recorded 1.2 billion transactions with a total value of IDR 1,820 trillion, representing 14.6% year-on-year growth compared to the previous year. In addition, BRImo also recorded an increase in transaction value of 26.4% year-on-year, reaching IDR 7,076 trillion.

This solid performance was also reflected in the Company's net profit of IDR57.132 trillion. BRI's profitability achievement was driven by the bank-only net profit of IDR 50.4 trillion. The main drivers of BRI's profit growth stemmed from the Company's ability to manage the growth of net interest income, fee-based income, recovery income, as well as operational cost efficiency.

BRI's topline performance also recorded impressive results, with Net Interest Income (NII) on a consolidated basis growing by 5.50% year-on-year. This growth was driven by the management of loan and financing assets offering competitive interest rates, as well as by optimal liquidity management. The interest rate levels applied by BRI are reflected in the Basic Interest Rate of Loan (SBDK) as follows.

SBDK Table (Prime Lending Rates) as of December 31, 2025

QUANTITATIVE DISCLOSURE

Data Period December 31, 2025	Non-MSME Loans		MSME Loans			KPR/KPA	Non KPR/ Non KPA
	Corporate	Retail	Medium	Small	Micro		
Fund Cost for Loan (HPDK)	3.41	N/A	3.41	3.41	3.41	3.41	3.41
Overhead Cost(%)	1.33	N/A	3.67	3.38	8.29	3.84	3.66
Profit Margin (%)	3.46	N/A	3.17	3.41	2.10	2.65	2.03
Prime Lending Rates (SBDK) (%) (HPDK + Overhead + Margin)	8.20	N/A	10.25	10.20	13.80	9.90	9.10

Note: Effective from January 1, 2025

QUALITATIVE DISCLOSURE

Category	Credit Category Definition	Credit Category Indicator / Criteria
Corporate	Working capital loans and investment loans for non-MSME and non-retail segments	Total credit ceiling > IDR 500 billion
Retail	N/A	N/A

Deposit Counter Rate Table as of December 31, 2025

Product	IDR Interest Rate	USD Interest Rate
Current Accounts	0.00% - 1.25%	0.05% - 0.15%
Savings	0.00% - 2.00%	0.08% - 0.25%
Deposits	2.50% - 3.00%	4.00%

Fee-based income and other operating income grew to IDR 55.9 trillion, representing an increase of 2.61% YoY. The achievement of this fee-based income was in line with the growth of fee income from lending services and international banking, which increased by 15.86%, reflecting the transformation of the wholesale banking business toward strengthening transaction banking services. On the other hand, BRI also maintained operational cost efficiency, as reflected in the year-on-year growth in operating expenses of 5.65%. This resulted in a consolidated Cost-to-Income Ratio (CIR) of 42.55%.

With strong business growth and profitability, BRI was able to maintain its financial ratios at healthy levels. The Company's Loan to Deposit Ratio (LDR) stood at 91.43% on a consolidated basis and 91.96% on a bank-only basis, indicating that the Company's liquidity remained at an adequate level to support future business growth. BRI's profitability ratios also recorded positive results, reflected in Return on Assets (ROA) After Tax and Return on Equity (ROE) Balance Sheet, which reached 2.74% and 17.44%, respectively.

In terms of asset quality, BRI still faced challenges in resolving the restructured loan portfolio resulting from the COVID-19 pandemic. BRI's Non-Performing Loan (NPL) ratio was recorded at 3.07% in December 2025, slightly increasing compared to the same period in the previous year. This condition was in line with the Company's strategy to accelerate the resolution of restructured loan portfolios resulting from COVID-19.

Nevertheless, the Company continued to maintain an adequate provisioning level, as reflected in the NPL Coverage ratio, which remained at 178.06%. In addition, the Loan at Risk (LAR) ratio also continued its downward trend from 10.70% in 2024 to 9.61% in 2025. This decline was driven by the reduction in the restructured loan portfolio resulting from COVID-19, from IDR 15.6 trillion at the end of 2024 to IDR 7.7 trillion at the end of 2025.

BRI also maintained strong capital conditions, with the Capital Adequacy Ratio (CAR) reaching 23.57% on a consolidated basis and 21.06% on a bank-only basis. This ratio is well above the minimum regulatory requirement of 17.5% (after considering the implementation of Basel III) and above the Company's risk appetite of 19%.

With this adequate capital adequacy ratio, BRI can anticipate key risks in bank management, including market risk, credit risk, and operational risk, while also supporting the Company's long-term sustainable business growth.

Non-Financial Performance

IT DIGITAL

BRI prioritizes reliable digital services through the fulfillment of IT Hygiene Factors (Reliability, Availability, Scalability, Security). These efforts support the BRIVolution Reignite strategy by ensuring secure, scalable, and future-proof IT infrastructure. IT transformation is carried out through three main pillars: Run the Bank to modernize infrastructure, Change the Bank to enhance applications and customer experience, and Transform the Bank to strengthen strategic planning and an adaptive IT organization.

BRI develops various innovations, such as enhancing the gold investment experience in BRImo, adopting cloud technology, and implementing multiple KYC to improve identity reliability and accuracy. BRI also introduced Sabrina, an AI-based virtual assistant that handles millions of customer interactions and achieves high satisfaction levels. In addition, WISE helps frontliners find work guidance quickly and accurately, significantly improving service efficiency.

BRI strengthens all Data Centers through capacity upgrades, device modernization, and the implementation of Tier-III standards to ensure service reliability. This initiative forms the basis for implementing an Active-Active Data Center architecture, including cloud implementation for critical applications such as BRImo and Qlola. This strategic step reaffirms BRI's commitment to providing a strong, secure IT infrastructure capable of supporting sustainable business growth in the digital era.

CULTURE

The BRIVOLUTION Reignite transformation represents a strategic step to strengthen the business model while transforming work culture as the main driver of performance. We believe that strategy will only be effective when supported by a transformation of mindset and real collective behavior. Through the synergy of an inclusive bottom-up approach and strategic direction from management, the five core values, namely Integrity, Collaborative, Accountability, Growth Mindset, and Customer Focus, now serve as a compass for behavior and decision-making across the organization.

The internalization of these values is carried out systematically by integrating them into the entire Human Capital Cycle, from recruitment to performance management. This approach ensures that the Company's culture is not merely a slogan, but a measurable parameter that directly impacts productivity and operational efficiency. The strong commitment from the management team, along with the active role of Change Agents, serves as the main driving force in maintaining consistent implementation at every level.

With a strong cultural foundation, we are optimistic that the Company will be able to sustain healthy and resilient growth amid the dynamics of the global market. Our focus remains on creating sustainable long-term value for all stakeholders. We believe that the alignment between business strategy and a strong corporate culture will become the Company's key competitive advantage in facing future challenges.

HUMAN CAPITAL

BRI views Human Capital as the main driver of transformation and the sustainability of the Company's performance. In line with the BRIVolution Reignite transformation agenda, in 2025, BRI focused on strengthening the foundations uman Capital management through the refinement of various hygiene factors to ensure that the talent management system becomes more solid, integrated, and aligned with the strategic direction of the business. Various initiatives are carried out in a structured manner, ranging from improving data quality, enhancing and accelerating recruitment processes, strengthening talent management, succession planning, and performance management, as well as enhancing the capability of Human Capital (HC) as a strategic business partner. This approach serves as an important foundation for BRI in building an organization that is increasingly adaptive, performance-oriented, and ready to face the continuously evolving dynamics of the industry.

Throughout 2025, BRI recorded a significant acceleration in strengthening its talent pipeline, with recruitment through the BRI Future Leader Program (BFLP) increasing by 685% compared to the previous year, covering nine strategic specializations to address future competency needs. The strengthening of the talent pipeline was also achieved through the BrilianNext program, which identified outstanding candidates. At the same time, BRI continued to strengthen the foundation of data-based Human Capital management by optimizing Employee Self Service (ESS) and data governance, including structuring HC data management and mapping HC data variables. To prepare the strategic leadership pipeline, the Board of Directors (BOD) and Regional leaders were systematically and structurally involved in conducting succession planning, resulting in the identification of around 500 Top Talents in Bands 1–3 as part of the talent management process.

To ensure an increasingly agile and performance-oriented organization, BRI enhanced its performance management system to be more objective and transparent through fully KPI-based assessments, complemented by 180-degree behavioral assessments. The capabilities of the Human Capital function continued to be strengthened through capability-building programs, particularly for HCBP, enabling them to become more responsive and solution-oriented to business needs. In addition, RHCBP strengthened their roles as decision-makers at the Regional Office level in aspects such as recruitment, career management, and learning. All these initiatives culminated in strengthening the cultural transformation through the implementation of the Brilian Way across BRI and its Subsidiaries, including the piloting of Lighthouse Branch Offices as role models for cultural implementation, as well as end-to-end measurement of organizational culture to ensure that BRI's values and work behaviors are consistently internalized across all lines of the organization.

The development of employee competencies is a key priority for BRI, as it can drive productivity and support the achievement of the Company's overall performance. In 2025, BRI developed education programs structured in alignment with the employee lifecycle. Accordingly, the education programs have a clear structure while supporting the achievement of the Company's strategic objectives.

In addition, to increase ownership of education at the Regional Office level and ensure that employee capability development in the regions aligns with their specific needs, starting in 2025, BRI implemented the Green Program. The preparation of the curriculum, learning objectives, learning materials, budget calculations, implementation of education, and evaluation of education fall within the scope of each Regional Office.

DISTRIBUTIONS

Over the past year, BRI has undertaken various enhancements in the distribution function to improve network effectiveness and drive business growth. Improvements began with organizational restructuring, including strengthening the role of Regional Offices under the Network & Retail Funding Director, enhancing the independence of operational and risk management functions, and sharpening the role of business units in the regions to focus more on business development and support for Branch Offices.

BRI also established 74 Area Heads to strengthen the orchestration of business development in the regions. This role clarifies the interaction model between Regional Offices and Branch Offices, enhances cross-segment collaboration, and ensures more focused branch performance management. In line with this, BRI also strengthened branch leaders' capabilities to drive business transformation, improve network productivity, and become more adaptive in capturing market potential in their respective areas.

BRI continues to strengthen its national distribution coverage by optimizing all available channels, including 7,349 service offices, 54 e-Buzz units, 6 Mobile Terrace units, 19,657 e-channels, 1.19 million BRILink Agents, and 4 Ship Terrace units to reach remote areas and islands that are not yet optimally served by banking networks. In addition to maintaining its extensive network, BRI also optimizes the distribution of service points by relocating to high-potential areas and adjusting branch service capabilities to better align with customer needs, enabling market potential across various regions to be utilized more effectively.

OPERATIONS

Throughout 2024–2025, the Operations Directorate implemented various strategic initiatives focused on improving process efficiency, strengthening customer experience, and mitigating operational risks. These achievements are reflected in significant improvements in Service Level Agreements (SLA), including the acceleration of RTGS Incoming processing from 1.5 minutes to 0.5 minutes, Trade Finance Transactions from 65 minutes to 20 minutes, and Mass Account Opening, which was successfully reduced from 16 hours to only 10 minutes. Overall, the Operations Directorate succeeded in reducing manual processes by 31%, from 900 processes to 675 processes.

In terms of service, BRI successfully maintained the #2 position in the Bank Service Excellence Monitor (BSEM) MRI and recorded a Net Promoter Score (NPS) of 69.00. The reliability of the e-channel infrastructure also remained optimal, with ATM reliability reaching 99.69% and CRM at 99.61%, both exceeding the set targets. On the credit operations side, improvements in SLIK data quality reached 99.90%, while the implementation of AGF (Auto Grab Fund) has covered 88% of loan accounts, contributing to a 73% reduction in manual overbooking and generating approximately 418 thousand hours of teller free-up time.

Digitalization and automation initiatives have further strengthened operational capabilities, including the implementation of Smart RTGS, which successfully redirected funds amounting to IDR 3.8 trillion, the acceleration of mortgage (KPR) disbursement through BRISPOT reaching 85% with Turn Around Time twice as fast, and the piloting of the Biometric Verification Platform (BVP) to mitigate the risks of fictitious credit and fraud. These achievements provide a strong foundation in supporting the aspiration of the Operations Directorate to deliver a seamless customer experience through operations that are efficient, reliable, and well-controlled in terms of risk.

REBRANDING

The success of this operational digitalization also marks a new chapter in BRI's identity as a more modern and inclusive institution. As part of Bank Rakyat Indonesia's long journey, which is entering its 130th year, we recognize the need to strengthen our positioning to ensure that BRI remains a relevant institution and continues to serve as a trusted business partner for all segments of society.

Through this rebranding, BRI renews its identity, becoming more modern and refreshed. This transformation reinforces BRI's position as a universal bank that remains rooted in MSMEs, while strengthening the consumer segment as a new source of growth. This initiative also serves as a bridge for BRI to continue expanding its role in supporting inclusive and sustainable economic growth.

In keeping with this transformation, we also reintroduced BRI's commitment through the tagline "One Bank for All." This tagline reflects our aspiration to serve all segments of society comprehensively, from the micro and MSME segments to consumer, commercial, and corporate segments. With an increasingly comprehensive range of products and services supported by a strengthened digital ecosystem, BRI continues to strive to deliver integrated, easily accessible, and relevant services to the evolving needs of customers.

More than merely a change in identity, this rebranding also reinforces BRI's new character as a trusted, progressive, and inclusive institution. We aspire for BRI to be recognized as a brand that is ambitious yet grounded, aspirational yet practical, inclusive, digitally savvy, and world-class, capable of reaching new generations while maintaining our commitment and DNA as a bank that grows together with Indonesia's MSMEs. This transformation reflects BRI's long journey while also demonstrating our readiness to continue serving the public and becoming a reliable financial partner for Indonesia.

Comparison Between Achieved Results and Targets

In general, BRI on a consolidated basis successfully achieved the performance targets set for 2025, with the following details:

(Consolidated, in IDR Billion)

Description	December 2025		
	Target	Realization	Achieved
Loans and Financing Granted (IDR Billion)	1,462,009	1,521,486	104.1%
CASA Ratio	67.28%	70.61%	105.0%
Net Interest Income (IDR Billion)	150,053	150,498	100.3%
Operating Profit Before Provisions for Loan Losses (PPOP) (IDR Billion)	118,607	119,430	100.7%
Loan at Risk (LAR)*)	10.36%	9.61%	107.8%

*) The calculation of LAR achievement uses the formula Target/Actual.

Challenges Faced by the Company and Mitigation Measures

BRI's solid performance throughout 2025 was not without challenges arising from the global and domestic environments, as well as dynamics within the banking industry. Various external factors also affected liquidity conditions, asset quality, and financing demand patterns in the banking sector.

From a global perspective, the world economy continued to face uncertainty influenced by geopolitical dynamics, trade tensions between countries, and volatility in energy and food commodity prices. Global monetary policies that remained relatively tight in several advanced economies also exerted pressure on global capital flows and financial market stability. These conditions impacted increased exchange rate volatility and influenced the sentiment of business actors and investors across various countries, including Indonesia.

At the domestic level, Indonesia's economy continued to demonstrate resilience with stable economic growth. Nevertheless, pressure on purchasing power in several segments remained a challenge, particularly among the lower-middle-income groups, which form the primary base of micro and small economic activities. These conditions affected the dynamics of financing demand and required banks to become more selective in extending credit in order to maintain sustainable asset quality.

In addition, the growth of Third Party Funds (DPK) in the banking industry also faced pressure amid increasing competition among financial institutions in mobilizing public funds. Competition for low-cost funding has intensified, prompting banks to continually strengthen their liquidity management strategies while driving innovation in transaction services and digital banking.

From an industry perspective, competition in the banking sector has intensified, particularly in the retail and MSME segments, which remain BRI's primary focus. Competition arises not only from other banking institutions, but also from financial technology (fintech) companies and various digital platforms that are increasingly aggressive in offering technology-based financial services.

Technological developments such as artificial intelligence, data analytics, and business process automation are also driving changes in the financial industry landscape toward service models that are faster, more efficient, and increasingly digital-based. Changes in customer behavior, which increasingly rely on digital services, also present challenges for the banking industry to continuously enhance technological capabilities while ensuring the security and reliability of their digital systems.

Internally, BRI also faces challenges in maintaining a balance between business growth and asset quality, particularly in the micro and MSME segments, which remain the Company's primary focus. This segment offers significant growth potential but also carries inherent risk characteristics that must be managed prudently, especially amid dynamic economic conditions.

In addition, efforts to strengthen the funding structure through increasing low-cost funds (CASA) also present challenges amid intensifying industry competition. The Company continues to enhance digital transaction capabilities and expand its service ecosystem to increase customer engagement and strengthen a sustainable funding base.

The digital transformation continuously carried out by BRI also requires significant investment in the development of technology infrastructure, strengthening cybersecurity, and enhancing human capital capabilities. These efforts form an important part of the Company's long-term strategy to ensure that the transformation it undertakes delivers sustainable value for customers and all stakeholders.

Key Matters Expected to Occur in the Future and Business Prospects

In recent years, the global economy has moved within an increasingly complex landscape. The world no longer follows a fully linear economic cycle. Geopolitical dynamics, changes in the configuration of international trade, and the acceleration of technological transformation are shaping an economic environment increasingly influenced by structural factors rather than by short-term business cycle fluctuations.

Entering 2026, global uncertainty is expected to continue influencing the world economy. However, supported by relatively strong domestic fundamentals, Indonesia's economy is projected to grow by 5.1%–5.3% in 2026. Domestic demand will remain the main engine of growth, although with a more moderate momentum compared to the post-pandemic recovery period.

This phase reflects the normalization of the economic cycle. In such a phase, the quality of growth becomes increasingly important. Productivity, structural transformation, and broader job creation will determine the sustainability of economic growth going forward.

In this context, the banking sector plays an increasingly strategic role. Banks not only function as financial intermediaries but also act as drivers of economic transformation through productive financing, strengthening business ecosystems, and expanding financial inclusion.

In Indonesia, economic transformation cannot be separated from the role of micro, small, and medium enterprises (MSMEs), which absorb the majority of the workforce while serving as a primary source of domestic economic resilience. For BRI, MSMEs are not merely a business segment, but rather the core foundation of the Company's business model Supported by a nationwide network that reaches even remote areas and extensive experience in serving the grassroots economy, BRI is strategically positioned to strengthen MSME capacity through financing, empowerment programs, and ecosystem development, thereby continuing to drive MSME growth as one of the key pillars of the national economy.

With a solid economic foundation and increasingly strong policy coordination among the Government, Bank Indonesia, and financial sector authorities, we believe that Indonesia's economy will remain on a path of stable and sustainable growth. By leveraging its internal strengths, BRI remains optimistic about its future positive prospects.

Information Related to the Bank Business Group

Ownership of Shares by the Board of Directors, Board of Commissioners, and Shareholders within the Bank Business Group

As of December 31, 2025, there was no significant share ownership by the Board of Directors and Board of Commissioners within the BRI Bank Business Group, as previously disclosed in the section on Share Ownership of the Board of Directors and Board of Commissioners.

Significant Changes in the Bank and the Bank Business Group in 2025

Throughout 2025, there were no significant changes within the Bank and the Bank Business Group. Going forward, BRI remains fully committed to driving the performance and contribution of BRI's Subsidiaries, through increasing net profit and contributions in the form of fee-based income to BRI, enabling the Subsidiaries to become sustainable growth drivers for BRI in the future.

In addition, based on the Decree of the Member of the Board of Commissioners of the Financial Services Authority (OJK) Number KEP-11/KS.1/2025 dated September 16, 2025, OJK designated BRI as the Parent Entity of a Financial Conglomerate, consisting of 22 (twenty-two) Financial Conglomerate Members. Furthermore, on December 23, 2024, the Financial Services Authority (OJK) enacted Financial Services Authority Regulation Number 30 of 2024 concerning Financial Conglomerates and Parent Entities of Financial Conglomerates (POJK on Financial Conglomeration) and revoking Financial Services Authority Regulation Number 45/POJK.03/2020 concerning Financial Conglomerates. The POJK on Financial Conglomeration requires Financial Services Institutions that meet the criteria of a financial conglomerate to establish a Parent Entity of a Financial Conglomerate. In addition to holding

equity participation in Financial Conglomerate Members that are Subsidiaries, BRI also holds non-significant equity participation in several companies that are not members of the BRI Financial Conglomerate.

Development of the Implementation of Good Corporate Governance

Strengthening integrated compliance and governance capabilities serves as a strategic foundation for BRI Group in responding to continuously evolving market dynamics. Through the alignment of human capital competencies, information technology, and risk management across the entire BRI Group, we build a solid foundation to drive the creation of quality growth.

The implementation of integrated governance is carried out in accordance with applicable regulations, including Financial Services Authority Regulation Number 30 of 2024 concerning Financial Conglomerates. This integration ensures that every innovation developed remains within the corridor of regulatory compliance and good corporate governance, while also creating sustainable added value for all stakeholders. This strategy is a key factor in achieving governance and compliance maturity within the BRI Group environment, as evidenced by the achievement of an integrated governance maturity score of 4.06/5.00 and an integrated compliance score of 3.90/5.00.

In line with the ongoing transformation process and in line with the adoption of international standards, including the ISO Compliance Management System, Anti-Bribery Management System, and Quality Management System, BRI continues to promote information technology innovation as a key instrument for managing compliance risk and governance in a more proactive manner. This collective dedication has resulted in notable recognition, with BRI receiving the Most Trusted Company predicate at the Corporate Governance Perception Index. This recognition not only validates the maturity of the Company's governance and compliance implementation but also strengthens BRI's position as a credible and trusted banking institution in the eyes of global stakeholders.

To further strengthen its presence in the global market, BRI promotes fair and transparent disclosure for all stakeholders through public communication grounded in the principles of good corporate governance. BRI's success in presenting accountable and internationally standardized corporate information has also received positive recognition from external parties, as reflected in BRI's achievement as a Top 5 PLC in Indonesia and ASEAN Asset Class in accordance with the ASEAN Corporate Governance Scorecard criteria.

As part of our commitment to maintaining the integrity of the financial system, BRI continuously strengthens the effectiveness of preventing money laundering, terrorism financing, and proliferation financing of weapons of mass destruction (AML/CFT & CPF). These ongoing efforts are reflected in the "Very Good" rating received from PPATK in the Financial Integrity Rating on Money Laundering/ Terrorist Financing (FIR on ML/TF) 2025 assessment. This achievement demonstrates that BRI's commitment to prevention, policies, and implementation, as well as to AML/ CFT reporting obligations, has been implemented at a high level.

Performance Evaluation of Committees under the Board of Directors and Their Assessment Criteria

In supporting the effectiveness and efficiency of the Bank's management duties and responsibilities, the Board of Directors of BRI is assisted by ten committees that operate under and report directly to the Board of Directors. As of 31 December 2025, BRI has ten committees under the Board of Directors, as follows:

1. Asset and Liability Committee (ALCO)
2. Credit Policy Committee
3. Environmental, Social & Governance (ESG) Committee
4. Human Capital Committee
5. Information Technology Steering Committee
6. Procurement Committee
7. Product Committee
8. Risk Management Committee
9. Transformation Steering Committee
10. Financial Conglomeration Governance Committee

The evaluation procedure for the committees under the Board of Directors is conducted annually by the Board of Directors. The assessment is carried out based on performance outcomes reflected in each committee's contribution to the Company, including the reports and recommendations submitted to the Board of Directors. Based on this evaluation, the Board of Directors considers that all committees performed their duties optimally in 2025.

Changes in the Composition of the Board of Directors

During 2025, there were changes in the composition of the Board of Directors. These changes were made based on the Company's needs. The changes in the composition of the Board of Directors are as follows:

COMPOSITION OF THE BOARD OF DIRECTORS BEFORE THE 2025 ANNUAL GMS

The composition of the Board of Directors prior to the 2025 Annual GMS consisted of 12 (twelve) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors, as follows:

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

COMPOSITION OF THE BOARD OF DIRECTORS AFTER THE 2025 ANNUAL GMS

On March 24, 2025, the 2025 Annual General Meeting of Shareholders resolved to:

1. Honorably dismiss Sunarso as President Director, Catur Budi Harto as Vice President Director, Handayani as Director of Consumer Business, Supari as Director of Micro Business, Amam Sukriyanto as Director of Commercial, Small and Medium Business, Arga Mahanana Nugraha as Director of Digital and Information Technology, Agus Winardono as Director of Human Capital, Agus Sudiarto as Director of Risk Management, Andrijanto as Director of Retail Funding and Distribution, and Viviana Dyah Ayu R.K. as Director of Finance.
2. Change the nomenclature of the positions of the members of the Company's Board of Directors, namely: the former Director of Compliance and Director of Human Capital becoming Director of Human Capital & Compliance; the former Director of Consumer Business becoming Director of Consumer Banking; the former Director of Wholesale and Institutional Business becoming Director of Corporate Banking; the former Director of Micro Business becoming Director of Micro; the former Director of Finance becoming Director of Finance & Strategy; the former Director of Digital and Information Technology becoming Director of Information Technology; the former Director of Commercial, Small, and Medium Business becoming Director of Commercial Banking; and the former Director of Retail Funding and Distribution becoming Director of Network and Retail Funding. Subsequently, the positions of Director of Treasury and International Banking and Director of Operations were added.
3. Reassign the duties of members of the Board of Directors, namely Agus Noorsanto, who was previously Director of Wholesale and Institutional Business, to become Vice President Director, and Ahmad Solichin Lutfiyanto, who was previously Director of Compliance, to become Director of Human Capital & Compliance.
4. Appoint Hery Gunardi as President Director, Hakim Putratama as Director of Operations, Riko Adythia as Director of Corporate Banking, Aquarius Rudianto as Director of Network and Retail Funding, Farida Thamrin as Director of Treasury and International Banking, Akhmad Purwakajaya as Director of Micro, Alexander Dippo Paris Y. S. as Director of Commercial Banking, Nancy Adistyasari as Director of Consumer Banking, Viviana Dyah Ayu R.K. as Director of Finance & Strategy, Mucharom as Director of Risk Management, and Saladin Dharma Nugraha Effendi as Director of Information Technology.

Thus, the composition of the Board of Directors after the 2025 Annual GMS consists of 13 (thirteen) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 11 (eleven) Directors, as follows:

Hery Gunardi	: President Director
Agus Noorsanto	: Vice President Director
Ahmad Solichin Lutfiyanto	: Director of Human Capital & Compliance
Viviana Dyah Ayu R.K.	: Director of Finance & Strategy
Hakim Putratama	: Director of Operations
Riko Adythia	: Director of Corporate Banking
Aquarius Rudianto	: Director of Network and Retail Funding
Farida Thamrin	: Director of Treasury and International Banking
Akhmad Purwakajaya	: Director of Micro
Alexander Dippo Paris Y.S.	: Director of Commercial Banking
Nancy Adistyasari	: Director of Consumer Banking
Mucharom	: Director of Risk Management
Saladin Dharma Nugraha Effendi	: Director of Information Technology

COMPOSITION OF THE BOARD OF DIRECTORS AFTER THE 2025 EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS

On December 17, 2025, the Extraordinary General Meeting of Shareholders (EGMS) 2025 resolved to:

1. Honorably dismiss Agus Noorsanto as Vice President Director, Achmad Solichin Lutfiyanto as Director of Human Capital & Compliance, Mucharom as Director of Risk Management, and Nancy Adistyasari as Director of Consumer Banking.
2. Change the nomenclature of the member of the Board of Directors position from Director of Human Capital & Compliance to Director of Legal & Compliance.
3. Reassign the duties of Viviana Dyah Ayu R.K., who was previously Director of Finance & Strategy, to become Vice President Director.
4. Appoint Achmad Royadi as Director of Finance & Strategy, Mahdi Yusuf as Director of Legal & Compliance, Ety Yuniarti as Director of Risk Management, and Aris Hartanto as Director of Consumer Banking.

Thus, the composition of the Board of Directors after the 2025 Extraordinary GMS consists of 13 (thirteen) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 11 (eleven) Directors. The composition and basis for the appointment of the Board of Directors are set out in the table below.

Hery Gunardi	: President Director
Viviana Dyah Ayu R.K.*	: Vice President Director
Hakim Putratama	: Director of Operations
Riko Adythia	: Director of Corporate Banking
Aquarius Rudianto	: Director of Network and Retail Funding
Farida Thamrin	: Director of Treasury and International Banking
Akhmad Purwakajaya	: Director of Micro
Alexander Dippo Paris Y.S.	: Director of Commercial Banking
Saladin Dharma Nugraha Effendi	: Director of Information Technology
Mahdi Yusuf*	: Director of Legal & Compliance
Aris Hartanto*	: Director of Consumer Banking
Achmad Royadi*	: Director of Finance & Strategy
Ety Yuniarti*	: Director of Risk Management

* The member of the Board of Directors may only perform the duties and functions of the position upon obtaining approval from the Financial Services Authority through the Fit and Proper Test.

Closing

On this occasion, the Board of Directors expresses its highest appreciation to all customers, shareholders, and stakeholders for the trust and support continuously given to BRI throughout 2025. The trust of customers, together with the support from the government, shareholders, and other stakeholders, has become an important foundation that enables BRI to remain resilient and maintain sustainable performance amid the dynamics of economic challenges. This support also strengthens BRI's commitment to continuously create long-term value for shareholders while contributing meaningfully to the national economy.

The Board of Directors also expresses its gratitude to all BRILiaN People for their dedication, hard work, and outstanding contributions that have been key to BRI's success. The continuous introduction of innovations and the commitment to delivering the best services have strengthened BRI's role in creating added value for customers, shareholders, and society, and reinforced BRI's position as a financial institution that actively supports national economic growth.

Our highest appreciation is also extended to the Government of the Republic of Indonesia for its continuous support and trust in BRI in carrying out its role as an intermediary institution focused on empowering the people's economy, particularly by strengthening the MSME sector and expanding financial inclusion across various regions of Indonesia.

Finally, the Board of Directors also conveys its appreciation to the Board of Commissioners for their strategic direction and constructive supervision in ensuring the sustainability of the Company's performance. Close collaboration between the Board of Directors, the Board of Commissioners, BRILiaN People, shareholders, the government, and all stakeholders will continue to serve as an important foundation in driving innovation, transformation, and continuous improvement to create sustainable growth and long-term value for all stakeholders.

Jakarta, March 2026
On behalf of the Board of Director

Hery Gunardi
President Director

The Board of Directors

3 4 5 6 7 1

1. **Hery Gunardi**: President Director
2. **Viviana Dyah Ayu R. K.**: Vice President Director
3. **Hakim Putratama**: Director of Operations
4. **Aquarius Rudianto**: Director of Network and Retail Funding
5. **Mahdi Yusuf**: Director of Legal & Compliance
6. **Ety Yuniarti**: Director of Risk Management
7. **Aris Hartanto**: Director of Consumer Banking

8. **Akhmad Purwakajaya**: Director of Micro
9. **Achmad Royadi**: Director of Finance & Strategy
10. **Farida Thamrin**: Director of Treasury and International Banking
11. **Saladin Dharma Nugraha Effendi**: Director of Information Technology
12. **Riko Adythia**: Director of Corporate Banking
13. **Alexander Dippo Paris Y. S.**: Director of Commercial Banking

Board of Commissioners' Report

Kartika Wirjoatmodjo

President Commissioner

The Board of Commissioners appreciates the success of the Board of Directors in maintaining profitability and implementing the BRIVolution Reignite transformation strategy in a disciplined manner amid highly challenging conditions throughout 2025.

Respected Shareholders and Stakeholders,

We express our gratitude to Almighty God for His blessings and grace, which enabled the Company to record positive performance and achievements in 2025 despite the still challenging economic conditions. Under these circumstances, the Company was able to demonstrate resilience and solid performance.

PT Bank Rakyat Indonesia (Persero) Tbk — hereinafter referred to as "the Company" or "BRI"— remained committed throughout 2025 to carrying out its mission as a value creator for society and the Indonesian economy, while also carrying out its strategic role as an agent of development that consistently supports the Government's priority programs in promoting national economic growth, empowering micro, small, and medium enterprises (MSMEs), and expanding financial access across the country.

Amid global macroeconomic volatility marked by uncertainty over the direction of major central banks' interest rate policies, escalating geopolitical tensions in various regions, weakening exchange rates of emerging market currencies, and slower economic growth among several of Indonesia's key trading partners, the Company was able to respond to these conditions in a prudent and adaptive manner. This resilience is reflected in the strengthening of the Company's fundamentals throughout 2025. BRI recorded improvements in its funding structure, supported by the growth of retail funds and increasingly solid transactions. In terms of asset quality, the Company also showed an improving trend supported by the strengthening of credit distribution standards as well as the refinement of business processes, operations, and risk management. These measures constitute an important foundation in maintaining the quality of credit growth, strengthening balance sheet resilience, and ensuring the sustainability of the Company's performance amid the evolving dynamics of the economic cycle.

At its 130th anniversary, BRI entered a new phase in its BRIVolution Reignite transformation journey, reaffirming its new positioning. This spirit was reflected in the launch of the corporate rebranding on December 16, 2025, marking the renewal of the Company's visual corporate identity. Through this new identity, BRI reaffirmed its commitment to continuous transformation and innovation as a universal bank serving all segments of society, while maintaining the MSME ecosystem as the backbone of its core business. Through an ecosystem approach that integrates all segments with the micro segment within a connected supply chain, BRI not only strengthens the competitiveness of MSMEs within a larger, integrated, and sustainable value chain, but also delivers increasingly digital-friendly and aspirational products and services to meet the evolving needs of customers in line with market developments and the rapidly advancing digital era.

The Board of Commissioners actively carried out supervisory functions and provided regular guidance to the Board of Directors throughout 2025. Such supervision and advisory were conveyed through the Board of Commissioners' Report, which includes, among others, the assessment of the Board of Directors' performance, views on the business prospects prepared by the Board of Directors, views on the implementation of Corporate Governance, evaluation of the performance of committees under the Board of Commissioners, as well as the composition and changes in the composition of the Board of Commissioners.

Performance Evaluation of the Board of Directors

Frequency and Methods of Providing Advice to the Members of the Board of Directors

In accordance with the mandate of the Company's Articles of Association, the Board of Commissioners is tasked with supervising the management of the Company and providing advice to ensure that the Company's management is carried out in a prudent and accountable manner and in compliance with the applicable regulations.

To optimize the implementation of these functions, the Board of Commissioners consistently holds meetings as a forum for supervision and the provision of advice.

Meetings of the Board of Commissioners consist of Board of Commissioners Meetings, which include Internal Meetings of the Board of Commissioners and meetings of the Board of Commissioners attended by the relevant Director in charge and/or Senior Executive Vice President (SEVP), as well as Joint Meetings of the Board of Directors and the Board of Commissioners, namely meetings of the Board of Commissioners together with the Board of Directors and SEVP. Through these forums, the Board of Commissioners discusses the Company's condition, the implementation of strategies and business plans, as well as other material issues that require joint attention and in-depth discussion. Every directive and recommendation resulting from these meetings is formally documented through letters from the Board of Commissioners to the Board of Directors as part of a structured check-and-balance mechanism.

Further examination of strategic issues is also carried out through meetings of the Committees under the Board of Commissioners in accordance with the respective scope of duties of each Committee. Working visits to business units and operational regions are also conducted to obtain direct insights into the implementation of strategies, the effectiveness of internal controls, and the quality of the Company's policy implementation in the field.

In exercising its authority, the Board of Commissioners provides opinions, responses, approvals, or decisions on proposals submitted by the Board of Directors, which are formalized in the form of approval letters or decision letters in accordance with the Company's Articles of Association and applicable laws and regulations.

Throughout 2025, the Board of Commissioners held 21 (twenty-one) joint meetings with the Board of Directors (Rakomdir) and 74 (seventy-four) Internal Meetings of the Board of Commissioners (Rakom). These meetings focused on deliberating the Company's strategic and critical matters, including requests for approval and the adoption of resolutions within the scope of the Board of Commissioners' authority.

Approvals granted throughout 2025 included, among others, the Company's Work Plan and Budget (RKAP) and strategic plans contained in the Bank Business Plan, corporate actions within the authority of the Board of Commissioners, provision of funds to related parties, the Sustainable Finance Action Plan, review and approval of the Risk Appetite Statement, Recovery Plan, and Resolution Plan, as well as other decisions falling under the authority of the Board of Commissioners in accordance with the Articles of Association and applicable regulations.

As part of the ongoing supervisory function, the Board of Commissioners periodically provides written responses to the Board of Directors regarding the Company's quarterly performance achievements, which include reviews of strategy implementation and recommendations for necessary improvements. Throughout 2025, the Board of Commissioners delivered written responses to quarterly performance through the following letters:

1. Letter No. R.11-KOM/02/2025 dated February 11, 2025 regarding the Response to the Fourth Quarter 2024 Performance of PT BRI (Persero) Tbk.
2. Letter No. R.49-KOM/04/2025 dated April 30, 2025 regarding the Response to the First Quarter 2025 Performance of PT BRI (Persero) Tbk.
3. Letter No. R.88-KOM/08/2025 dated August 5, 2025 regarding the Response to the Second Quarter 2025 Performance of PT BRI (Persero) Tbk.
4. Letter No. R.121-KOM/10/2025 dated October 29, 2025 regarding the Response to the Third Quarter 2025 Performance and the 2026 RKAP of BRI.

The Board of Commissioners continuously performs an active supervisory function over the Company's risk-based strategy at each process level (risk process-based oversight), in accordance with its duties and authority. Throughout 2025, the Board of Commissioners provided adequate advice, direction, and recommendations to Management based on the results of such oversight, including on the implementation of strategies, the execution of the Company's policies, and the granting of certain approvals in accordance with applicable regulations and its authority. The advice, directions, and recommendations provided include, among others:

Supervision by the Board of Commissioners over the Formulation and Implementation of Strategy by the Board of Directors

The Board of Commissioners continuously performs active supervision over the Company's strategy using a risk-based approach at each process level (risk process-based oversight) in accordance with its duties and authorities. Throughout 2025, the Board of Commissioners provided advice, guidance, and recommendations to Management based on the outcomes of such oversight, including with respect to the implementation of the Company's strategies and policies, as well as granting certain approvals in accordance with applicable regulations and within the scope of its authority. The advice, guidance, and recommendations provided include, among others, the following:

Supervision of Strategy Formulation

Throughout the 2025 financial year, the Board of Commissioners carried out active supervision over the process of formulating the Company's Work Plan and Business Plan, as well as other corporate strategic initiatives, among others by:

1. Conducting in-depth discussions on macroeconomic assumptions, credit growth projections, funding strategies, the IT Strategic Plan and Architecture, Governance and Security Systems of BRI applications, as well as Funding Transactions & Distribution strategies.
2. Providing strategic input related to strengthening the micro and MSME core business as BRI's competitive advantage, governance of BRI's People's Business Credit (KUR), and governance of Micro Business KPIs down to the Micro Loan Officer level.
3. Emphasizing the importance of balancing growth and asset quality through strengthened risk management and prudential banking principles.
4. Directing that the Company's strategy align with shareholder policies and support the national development agenda.

The Board of Commissioners ensures that the strategies established by the Board of Directors have undergone comprehensive, data-based assessments and have taken into account external conditions, including global financial market volatility and developments in banking sector regulations.

Supervision of Strategy Implementation

In carrying out its oversight of strategy implementation, the Board of Commissioners provides strategic direction and recommendations to the Board of Directors to undertake measured and timely mitigation actions, including the following:

1. **Strategic Aspects**, including supervision over the formulation of strategies for each business segment within the Company, macroeconomic projections, human capital strategy and roadmap, IT strategic plan and enterprise architecture, transformation of the branch network, early fraud detection, strengthening risk management across business segments, governance and performance of e-channels, progress of the implementation of Internal Control over Financial Reporting (ICoFR), as well as the implementation progress of Environmental, Social and Governance (ESG) initiatives and green financing.
2. **Credit Aspects**, including follow-up on the management of Loan at Risk (LaR), review of high-risk debtors across each segment and product, supervision of the restructured debtor portfolio, and assessment of the quality and portfolio of earning assets. The Board of Commissioners also directed that the implementation of credit relaxation and restructuring policies be carried out in accordance with OJK regulations and internal policies in a disciplined and targeted manner, while taking into account the business prospects of the debtors.
3. **Funding Aspects**, including supervision over BRI's condition and strategy in managing liquidity positions and securities positions.
4. **Policy Aspects**, including active supervision of Human Capital Policy, General Policy on Equity Participation, General Risk Management Policy, Policy on the Write-off of Non-Performing Loans to Micro, Small, and Medium Enterprises, as well as review of the Risk Appetite Statement (RAS), Recovery Plan, and Resolution Plan, to ensure that all policies remain relevant, prudent, and aligned with applicable regulations.
5. **Compliance, Anti-Fraud, and AML/CFT/PF Aspects**
   The Board of Commissioners places serious attention on strengthening compliance, anti-fraud measures, and the prevention of money laundering as key pillars in maintaining the integrity and reputation of the Company. In this regard, the Board of Commissioners actively supervises and provides direction to the Board of Directors to continuously strengthen customer identification systems, enhance the effectiveness of transaction monitoring, intensify coordination with relevant authorities, and consistently implement the Zero Fraud Program across all organizational levels to reinforce stakeholder trust in the Company's governance practices.
6. **Internal Audit and Internal Control Aspects**
   The Board of Commissioners recommends that the internal audit function continue to be optimized so that it not only detects potential irregularities at an early stage but also acts as a catalyst for strengthening corporate governance, internal controls, and the implementation of a strong risk culture.
7. **Financial Conglomeration Aspects**
   In terms of financial conglomeration, the Board of Commissioners, as the supervisory organ of the Financial Conglomeration Holding Company, oversees the policies and management implemented by the Board of Directors, including oversight of the transformation of Financial Conglomeration Members in line with the strengthening of BRI's financial conglomeration governance framework, including the implementation of POJK 30/2024. The Board of Commissioners provides strategic direction to ensure that each Financial Conglomeration Member, particularly subsidiaries, consistently identifies and follows up on strategic issues within their respective entities, conducts evaluations and enhances the maturity of integrated governance with priority given to entities that still have maturity gaps, and optimizes integration and strategic alignment among Financial Conglomeration Members covering governance, risk management, internal control, and human capital aspects in order to strengthen the ecosystem and increase sustainable contributions to the performance of the BRI Group.

Strengthening Corporate Governance and Risk Management

The Board of Commissioners ensures that all strategies implemented by the Board of Directors are based on the principles of Good Corporate Governance (GCG), supported by an adequate internal control system and an integrated risk management framework aligned with the scale, complexity, and risk profile of the Company. The Board of Commissioners' oversight focuses on compliance with regulatory requirements and supervisory authority provisions, strengthening risk culture across all levels of the organization, and maintaining transparency and accountability in every strategic decision-making process. Based on the results of its supervision throughout 2025, the Board of Commissioners assessed that the Board of Directors has managed the Company in a prudent, adaptive, and responsive manner in addressing the business environment, while maintaining a balance between achieving business growth targets and managing risks in a measured manner. The Board of Commissioners will continue to encourage the strengthening of governance and risk management as the foundation of the Company's sustainability in creating long-term value for all stakeholders.

Referring to Financial Services Authority Regulation (POJK) No. 5/POJK.03/2016 concerning the Bank Business Plan, the Board of Commissioners is required to supervise the implementation of the Bank Business Plan, which includes, among others, management policies and strategies. The results of such supervision are set out in the Report on the Supervision of the Implementation of the Bank Business Plan, which is submitted to the Financial Services Authority (OJK) every semester. During the reporting period, the Board of Commissioners has submitted the supervision reports as follows:

1. Report on the Supervision of the Board of Commissioners of PT BRI (Persero) Tbk for the Second Semester of 2024, No. R.22-KOM/02/2025, dated February 17, 2025.
2. Report on the Supervision of the Board of Commissioners of PT BRI (Persero) Tbk for the First Semester of 2025, No. R.87-KOM/08/2025, dated August 5, 2025.

In addition to the reporting described above, as mandated by the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated 3 March 2023 concerning Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises, the Board of Commissioners is required to prepare an annual report on the implementation of its supervisory and advisory functions to the Board of Directors. The Board of Commissioners has fulfilled this obligation through the submission of Letter No. R.31-KOM/02/2025 dated 28 February 2025 regarding the submission of the Board of Commissioners' supervisory report of PT Bank Rakyat Indonesia (Persero) Tbk for 2024.

Economic Conditions Directly Affecting the Company's Performance

Throughout 2025, the global economy faced heightened uncertainty, marked by escalating geopolitical risks in the Middle East, tensions between the United States and Venezuela, and evolving import tariff policies that increased pressure on global supply chains and trade. Nevertheless, global economic performance demonstrated stronger resilience than initially expected, particularly supported by improvements in the second half of 2025. The International Monetary Fund (IMF) revised its global economic growth projection upward to 3.3% from the previous estimate of 2.8%, in line with persistent disinflation trends, monetary easing by several major central banks, and accelerated investment in the technology sector, particularly artificial intelligence.

Looking ahead, global economic growth in 2026 is expected to moderate amid persistent geopolitical risks and the potential fragmentation of global supply chains. However, the continued disinflation trend and a more accommodative monetary policy stance are expected to support global economic stability.

Indonesia's economy demonstrated solid resilience despite the challenging global landscape. Based on official data from Statistics Indonesia (BPS), Indonesia's GDP grew by 5.10% in 2025, up from 5.03% in 2024, with GDP at current prices reaching IDR23,821.1 trillion and GDP per capita at IDR83.7 million, equivalent to USD5,083.4. Growth was primarily supported by household consumption, which grew by 4.98%, and stronger investment, which increased to 5.09%, while exports of goods and services recorded the highest growth at 7.03% year-on-year.

Indonesia's inflation rate in 2025 was recorded at 2.92% year-on-year, remaining within Bank Indonesia's target range of 2.5±1%. This condition provided room for Bank Indonesia to reduce the BI Rate five times throughout 2025, with a cumulative reduction of 125 basis points from 6.00% to 4.75%, in order to support economic growth while maintaining exchange rate and financial system stability.

From a fiscal perspective, the Government's policy stance in 2025 functioned as a stabilizing buffer, focusing on maintaining public purchasing power and sustaining household consumption momentum amid declining income levels among certain segments of society. By the end of 2025, the Government strengthened support for the national economy through an additional fiscal stimulus of approximately IDR48 trillion, primarily delivered through social assistance programs, labor-intensive programs, and labor incentives.

Looking forward, Indonesia's economic growth in 2026 is projected to gradually strengthen and remain within the range of 5.1%–5.3%, in line with Bank Indonesia's projections, supported by continued global and domestic monetary easing and sustained expansionary fiscal support. With strong policy coordination and gradual improvements in domestic demand, Indonesia's economy is expected to remain on a positive and sustainable growth trajectory.

Amid global and domestic macroeconomic conditions characterized by uncertainty, Indonesia's banking industry demonstrated stable and resilient performance throughout 2025. The resilience of the banking industry was reflected in positive growth in assets, loans, and third-party funds, as well as well-maintained asset quality and capital adequacy.

From an asset perspective, the banking industry recorded total assets of IDR13,646.42 trillion as of December 2025, increasing by IDR1,185.46 trillion or 9.51% year-on-year. This growth was driven by continued strong loan expansion, with total industry loans reaching IDR8,693.97 trillion, increasing by IDR862.41 trillion or 11.01% year-on-year. This loan growth indicates that demand for financing in Indonesia remained strong despite ongoing global economic and geopolitical uncertainties.

On the funding side, third-party funds (DPK) in the banking industry recorded positive growth. As of December 2025, total industry DPK reached IDR10,057.54 trillion, increasing by IDR1,220.30 trillion or 13.81% year-on-year, primarily driven by a 12.79% year-on-year growth in current accounts.

The credit quality of the banking industry also showed improvement. The Non-Performing Loan (NPL) ratio as of December 2025 was recorded at 2.05%, relatively stable compared with the same period in the previous year and well below the regulatory threshold of 5%. The amount of loans restructured due to the COVID-19 pandemic continued to decline in line with the national economic recovery, reflecting structural improvements in portfolio quality.

However, the banking industry faced several challenges throughout 2025, particularly related to liquidity conditions. The Loan to Deposit Ratio (LDR) was recorded at 85.35% as of November 2025, declining by 3.32% compared with 88.57% in December 2024. This more accommodative liquidity condition was partly influenced by the Ministry of Finance regulation issued in September 2025 regarding the placement of excess budget balance funds (Saldo Anggaran Lebih/SAL) amounting to IDR200 trillion in Himbara banks.

In terms of profitability, liquidity conditions also put pressure on the Net Interest Margin (NIM), which declined slightly by 6 basis points but remained at a relatively strong level of 4.56% as of December 2025. The banking industry continued to record net profit of IDR262.18 trillion through December 2025, with the industry's Return on Assets (ROA) remaining stable at 2.51%.

The banking industry also maintained strong capital conditions as a buffer against various uncertainties. The Capital Adequacy Ratio (CAR) stood at 25.89% as of December 2025, declining by 80 basis points compared with the same period of the previous year. The capital level, which remains well above the regulatory minimum requirement, demonstrates that the Indonesian banking industry has a solid foundation to continue supporting sustainable national economic growth.

Within the framework of the Asta Cita agenda, the Government has formulated a series of strategic programs aimed at promoting sustainable and inclusive economic growth. As an agent of development, BRI actively supports these programs through the distribution of People's Business Credit (KUR), Ultra Micro Financing (UMi), social assistance programs, Housing Finance Liquidity Facility (FLPP), and various other government credit schemes to expand access to financing and strengthen the domestic economic foundation. The Board of Commissioners views these programs as an effective catalyst to strengthen the fundamentals of the national economy. Synergy between the Government's fiscal policies in supporting the business sector—including the MSME ecosystem—and Bank Indonesia's pro-growth monetary and macroprudential policies, supported by BRI's active role, will be able to drive national economic growth and strengthen the resilience of the banking industry.

View on the Performance of the Board of Directors

As mandated by prevailing laws and regulations as well as the Company's Articles of Association, the Board of Commissioners consistently performs its supervisory and advisory functions toward the Board of Directors to ensure that the Company is managed in accordance with the principles of good corporate governance. The Board of Commissioners recognizes that the challenges faced throughout 2025 required prudent and measured responses. In this context, the Board of Commissioners actively maintained intensive communication and coordination with the Board of Directors to discuss various strategic and significant issues, including supervision of the implementation of the 2025 Bank Business Plan, the direction of the Company's development through the BRIVolution Reignite transformation, and the strengthening of internal control systems.

Despite various external challenges, the Company recorded solid performance throughout the 2025 financial year. BRI's total consolidated assets grew by 7.2% year-on-year to IDR2,135.4 trillion, driven by strong credit expansion. Loans and financing increased by 12.3% year-on-year to IDR1,521.5 trillion, surpassing the national banking industry's credit growth of 9.6%. This growth was largely contributed by the MSME segment, which continues to dominate the Company's loan portfolio, reaffirming BRI's consistency as an agent of

development in strengthening the people's economy. The Company also consistently served as the primary distributor of People's Business Credit (KUR), with total disbursement reaching IDR178.1 trillion to 3.8 million debtors throughout 2025.

Asset and loan growth were supported by a stronger and healthier funding structure. Third-party funds (DPK) grew by 7.4% year-on-year to IDR1,466.8 trillion, with the CASA ratio increasing to 70.61% from 67.30% in the previous year, reflecting the success of the Transform the Funding Franchise strategy in strengthening the low-cost funding base through optimization of digital channels and deeper integration of transaction ecosystems. BRImo users reached 45.9 million (+18.9% year-on-year) with transaction value totaling IDR7,076.9 trillion (+26.4% year-on-year), while the AgenBRILink network reached more than 1.19 million agents with transaction volume reaching IDR1,709.6 trillion, further strengthening service outreach across the country.

Asset quality remained a primary focus. The consolidated NPL ratio was maintained at 3.07% at the end of 2025, while the Loan at Risk (LaR) ratio improved significantly from 10.70% to 9.61%. Provisions were maintained at adequate levels, with LAR Coverage at 56.81% and NPL Coverage at 178.06%, demonstrating the Company's readiness to anticipate potential risks. The Special Mention Loan (SML) ratio also improved to 3.84% from 4.82% in the previous year, supported by strengthened early warning systems, strengthened data-driven monitoring, as well as disciplined restructuring and recovery measures.

In terms of income, consolidated Net Interest Income (NII) reached IDR150.5 trillion, increasing by 5.5% year-on-year, with the consolidated Net Interest Margin (NIM) maintained at 7.81%. Improvements in the cost of funds through CASA growth were able to offset yield pressures, thereby maintaining profitability. Pre-Provision Operating Profit (PPOP) grew by 2.6% year-on-year to IDR119.4 trillion, reflecting strong core income capacity. The efficiency ratio (Cost to Income Ratio/CIR) was recorded at 42.55%, remaining within the Company's guidance corridor.

The performance of BRI Group's Subsidiaries also contributed increasingly significantly. Total assets of Subsidiaries grew by 23.3% year-on-year to IDR267.0 trillion, while net profit increased by 16.1% year-on-year to IDR10.4 trillion, contributing 18.2% to total consolidated profit. Synergies among entities within the BRI Group continue to be strengthened through an integrated ecosystem approach, including the development of Second Engines of Growth in the consumer and CSME segments, as well as bullion services through Pegadaian.

The Company's capital position remained strong with a Capital Adequacy Ratio (CAR) of 23.52%, providing sufficient room to support sustainable expansion of productive lending.

Overall, BRI Group recorded consolidated net profit of IDR57.13 trillion, supported by comprehensive improvements in fundamental performance.

The Board of Commissioners appreciates the success of the Board of Directors in maintaining profitability and executing the BRIVolution Reignite transformation strategy with discipline amid the highly challenging conditions throughout 2025. The Board of Commissioners recognizes that this positive financial performance is inseparable from continuous collaboration and transformation across various aspects, including human capital, business, operations, technology, as well as the strengthening of Environmental, Social, and Governance (ESG) practices.

Based on the results of its supervision throughout 2025, the Board of Commissioners assessed that the Board of Directors has formulated strategies that are realistic and based on the Company's competitive advantages, implemented these strategies in a disciplined manner while maintaining quality growth, and managed risks adequately.

Going forward, the Board of Commissioners will continue to strengthen its active strategic oversight, particularly in ensuring the acceleration of digital transformation, strengthening the ultra-micro ecosystem, and integrating sustainability aspects into the Company's business model. The Board of Commissioners advises the Board of Directors to continue advancing BRI's transformation journey by maintaining effective communication and collaboration across all levels of the organization, including with regulators and relevant stakeholders, thereby not only achieving sustainable growth but also creating long-term value for all stakeholders.

View on the Business Prospects Prepared by the Board of Directors

The dynamics and challenges of the global and domestic economy—marked by geopolitical uncertainty, trade tariff policies, pressures on public purchasing power, accelerated digital transformation, and climate change issues—are projected to continue in the coming years. In response to these challenges and as part of the Company's efforts to create healthy, competitive, and sustainable growth, BRI launched the BRIVolution Reignite transformation program in 2025. This transformation is built upon two main pillars: Transform the Funding Franchise to strengthen a more efficient funding structure based on low-cost funds, and Revamp Existing Core and Build New Core to strengthen the core business while developing new growth engines in the consumer, commercial, and bullion services segments. These pillars are supported by the development of world-class foundations, which include strengthening human capital, risk management, technology and digital capabilities, distribution, operations, and corporate rebranding.

The Board of Commissioners views that the business prospects prepared by the Board of Directors for the upcoming period have adequately taken into account macroeconomic dynamics, the direction of regulatory policies, as well as potential global and domestic risks. The relatively stable outlook for national economic growth supported by the industrial downstreaming agenda, strengthening of MSMEs, infrastructure development, and digital transformation—provides opportunities for the Company to continue expanding productive financing. Nevertheless, potential global and domestic risks, changes in global interest rates, exchange rate pressures, and the risk of global economic slowdown remain factors that must be carefully anticipated.

As part of the overall supervisory process, the Board of Commissioners has approved the Bank Business Plan (RBB) for 2026–2028. The business prospects prepared by the Board of Directors are considered sufficiently relevant in aligning external trends and global and domestic macroeconomic assumptions with the Company's capabilities and strategic positioning. The strategic plan has been formulated with destination statements for each phase that are aligned as part of the BRIVolution Reignite transformation journey, in line with the Company's vision to Deliver Sustainable Values and Integrated Solutions to Achieve Indonesia's Aspiration. The Company has also established measurable guidance for 2026, including loan growth of 7%–9%, Net Interest Margin (NIM) in the range of 7.4%–7.8%, credit cost of 2.9%–3.2%, and a Cost-to-Income Ratio (CIR) of 41%–43%, reflecting the commitment to maintaining a balance between growth and quality.

The Board of Commissioners also emphasizes the importance of maintaining a balance between accelerated growth and portfolio quality, while ensuring that business expansion remains within the Company's risk appetite and capital capacity. Strengthening risk culture, governance discipline, and readiness to face various stress test scenarios must continue to form an integral part of the Company's strategy implementation going forward.

The Board of Commissioners consistently advises the Board of Directors to implement the transformation in a holistic manner—not only in business and funding aspects but also in the comprehensive alignment of strategy and organizational structure—supported by strengthened risk management and the enhancement of risk culture embedded across all levels of employees. By taking into account the driving factors as well as the challenges encountered in the implementation of previous transformation initiatives as valuable lessons, the Board of Commissioners believes that the Board of Directors will be able to execute the strategy effectively and competitively. The Board of Commissioners has approved the Bank Business Plan for 2026–2028 as well as the Company's Work Plan and Budget for 2026 as prepared by the Board of Directors.

View on the Implementation of Bank Governance

BRI remains committed to consistently implementing corporate governance across all levels of the organization in accordance with applicable regulations and best practices in corporate governance implementation within the financial industry, thereby supporting sustainable performance and protecting the interests of all stakeholders. In carrying out its supervisory function, the Board of Commissioners seeks to ensure that the management conducted by the Board of Directors complies with prevailing laws and regulations and provides the necessary advice on every strategic action in order to achieve the Company's objectives.

The Board of Commissioners assessed that throughout 2025, the Company consistently and sustainably implemented the principles of Corporate Governance. The application of the principles of transparency, accountability, responsibility, independence, and fairness was clearly reflected in strategic decision-making processes, financial reporting, risk management, and relationships with stakeholders. The check-and-balance mechanism between the Board of Commissioners and the Board of Directors operated effectively through meeting forums, the submission of written recommendations, and approval processes within the respective authorities, all of which were formally documented as part of supervisory accountability.

Internal control functions, internal audit, external audit, and the compliance function demonstrated increasingly strong and integrated roles throughout 2025, including within the context of the BRI Group financial conglomeration. The implementation of Internal Control over Financial Reporting (ICoFR) continued to be strengthened to maintain the integrity and accuracy of financial reporting. The enhancement of the Whistleblowing System, which is now managed by an independent party, further reinforces the violation reporting mechanism by ensuring confidentiality, anonymity, and protection for whistleblowers. Follow-up on audit findings was carried out in a disciplined manner and monitored through digital dashboards as well as effective communication with responsible parties for implementing the recommendations. In the area of integrated risk management, the Company has prepared and updated the Risk Appetite Statement, Recovery Plan, and Resolution Plan in accordance with regulatory provisions.

BRI continuously enhances governance practices through policy updates, improvements in management processes, and the optimization of outcomes that contribute to increasing the Company's value in the eyes of stakeholders. Oversight of governance implementation is reflected through inputs provided on policies and processes, including anti-bribery management systems, the management of the Whistleblowing System, and the effectiveness of

the compliance culture. The Company's commitment to achieving zero data breach for five consecutive years also reflects the strength of its cybersecurity governance, which remains a key priority in the digital era.

The Board of Commissioners observes that governance and compliance culture has become increasingly embedded across all levels of the organization. Nevertheless, strengthening risk awareness, ensuring consistent implementation of policies across all business units, and enhancing the quality of documentation and monitoring remain areas requiring continuous attention to ensure governance standards that are increasingly robust and adaptive to changes in the business environment.

As part of its efforts to evaluate and assess Corporate Governance internally, BRI refers to Financial Services Authority Regulation (POJK) No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks, SEOJK No. 13/SEOJK.03/2017, and other applicable regulations. Internal evaluation and assessment are conducted through a self-assessment process every semester. The results of the self-assessment form part of the bank soundness assessment submitted to the regulator. The Company's implementation of governance is based on the five fundamental principles of Corporate Governance and is carried out through periodic assessments of 11 (eleven) Corporate Governance factors as stipulated by the regulator. This assessment is not limited to the parent company but is also conducted together with Subsidiaries within the context of the BRI Group financial conglomeration, reflecting the comprehensive implementation of Corporate Governance across the aspects of governance structure, governance process, and governance outcome.

In 2025, the Company's Corporate Governance was also assessed by external parties, further reinforcing BRI's position as one of the companies with the highest governance standards in the region, with the following results:

1. ASEAN Corporate Governance Scorecard (ACGS) — BRI received the Top 3 Public Listed Company in Indonesia and ASEAN Asset Class recognition in the ACGS ranking organized by the ASEAN Capital Market Forum (ACMF), reflecting the Company's consistency in meeting the highest governance standards in the ASEAN region.
2. Corporate Governance Perception Index (CGPI) — BRI once again participated in the CGPI assessment organized by The Indonesian Institute for Corporate Governance (IICG) and received the Most Trusted Companies title with an index score of 95.31, reaffirming the high level of trust in the Company's governance practices.
3. S&P Global Corporate Sustainability Assessment (CSA) — BRI achieved a score of 74 in the 2025 S&P Global CSA and became a member of the Sustainability Yearbook for four consecutive years (2023–2026). In addition, BRI received an ESG Low Risk rating from Sustainalytics and an "A" rating from MSCI, reflecting the Company's ongoing commitment to Environmental, Social, and Governance (ESG) principles.

These recognitions serve as clear evidence that the implementation of Corporate Governance within the Company has been effective and continues to improve year by year, thereby strengthening the confidence of shareholders, investors, regulators, and all stakeholders in the integrity and quality of BRI's governance practices.

The implementation of Corporate Governance within the Company has been well established, as reflected in the following components.

Implementation of the Compliance Function

The implementation of BRI's Compliance Function refers to Financial Services Authority Regulation (POJK) No. 46/POJK.03/2017 concerning the Implementation of the Compliance Function for Commercial Banks, as well as POJK No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks. The Board of Directors is committed to ensuring compliance with all applicable laws and regulations. As part of this commitment, the Compliance Function Work Unit consistently plays a role in identifying potential compliance risks and providing recommendations to ensure that all policies, procedures, and business activities of the Company comply with regulatory requirements, both at the strategic and operational levels. The Board of Commissioners ensures that regular reporting on the implementation of the compliance function is carried out transparently, so that policy decisions are consistently based on prudential principles and in line with regulatory provisions.

The Board of Commissioners together with the Board of Directors continues to encourage the optimal implementation of the compliance function across all levels of the organization with continuously improving quality. In this regard, the Board of Commissioners consistently provides advice to the Board of Directors and all employees to strengthen the compliance culture, adhere to Standard Operating Procedures (SOP) and operational technical guidelines, and conduct ongoing monitoring and supervision. The Board of Commissioners also emphasizes that the Board of Directors should promptly fulfill commitments and follow up on audit findings issued by external parties or regulators. In addition, the Board of Commissioners ensures that the implementation of Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing of Weapons of Mass Destruction (CPF) policies remains a top priority in supporting sound and responsible banking services in accordance with regulatory standards.

Considering the increasingly dynamic changes in external regulations and the growing complexity of the Company's business scope, the Board of Commissioners directs that every new regulation issued by the regulator be subject to impact analysis and periodic evaluation of its implementation. This is particularly important for regulations related to BRI's governance as a financial conglomerate, where the quality of implementation must be monitored holistically both at BRI as the parent company and across all related Subsidiaries.

The Board of Commissioners also observed that the trend of fraud within the Company continues to increase despite various preventive and enforcement measures that have been undertaken, including the involvement of law enforcement authorities. In this regard, the Board of Commissioners has directed the Board of Directors, through the Compliance and Human Capital functions, to strengthen compliance policies and monitoring comprehensively, build a stronger risk culture across all levels of the organization, and accelerate and enhance the effectiveness of service level agreements (SLA) and follow-up procedures for case handling to ensure the creation of a tangible deterrent effect for all parties.

The Company's compliance risk profile in 2025 was rated at level 2 (Low to Moderate). The Board of Commissioners assessed that the implementation of the Company's compliance function has generally been effective. Nevertheless, the Board of Commissioners continues to encourage greater awareness of compliance culture across all levels of the organization, particularly in the areas of reporting compliance and fraud control. Such strengthening includes proactive preventive measures (ex-ante) to minimize potential violations, as well as curative actions (ex-post) as measurable and accountable corrective efforts, in order to maintain the trust of all stakeholders in the integrity and reliability of the Company's operations.

Anti-Fraud Strategy

BRI has established an Anti-Fraud Strategy policy aligned with OJK Regulation No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, which has been translated into the Company's internal policies. The policy reflects management's commitment to controlling fraud through a comprehensive internal control system and demonstrates the serious attention of both the Board of Commissioners and the Board of Directors by implementing a zero-tolerance principle toward any form of fraud, whether originating from internal or external parties.

Throughout 2025, the Board of Commissioners actively provided recommendations to strengthen controls related to fraud incidents in order to reduce potential losses and reinforce ongoing preventive measures. Management has continuously improved the implementation of the Anti-Fraud Strategy across its four pillars: prevention, detection, investigation and enforcement, as well as monitoring and evaluation.

Under the Prevention Pillar, the Company implemented the signing of integrity pacts starting from the Board of Commissioners and Board of Directors through to all employees, conducted employee awareness and customer awareness programs through education and socialization initiatives, identified potential vulnerabilities through control weakness analysis, and strengthened the Know Your Employee (KYE) program to detect employees with high-risk potential based on specific parameters.

Under the Detection Pillar, the Company receives and follows up on complaints through the Whistleblowing System (WBS), which is currently managed by an independent party, conducts surprise inspections, and enhances the supervisory dashboard and Fraud Detection System (FDS) through the addition of critical indicators.

Under the Investigation, Reporting, and Enforcement Pillar, the Company conducts investigations and reports fraud incidents to the Regulator in accordance with applicable regulations, carries out recovery processes, and imposes sanctions on fraud perpetrators.

Under the Monitoring, Evaluation, and Follow-Up Pillar, the Company organizes the Risk Management Forum (FMR) to discuss the handling of both internal and external fraud cases, implements fraud recovery programs, and cooperates with law enforcement authorities in addressing fraud perpetrators.

The Board of Commissioners has monitored and evaluated the Anti-Fraud Strategy on a semi-annual basis, including providing input to the Board of Directors regarding the strengthening of strategies across all pillars, as well as monitoring corrective actions and recovery efforts related to fraud incidents. Based on the results of this oversight, the Board of Commissioners provided several strategic directives to the Board of Directors.

First, considering that the largest internal fraud modus remains related to invalid documentation in the credit approval process, the Board of Commissioners directed management to strengthen controls in the first line of defense, improve document verification and validation processes, and reinforce a culture of compliance and accountability among all personnel involved in the credit process.

Second, the Board of Commissioners emphasized that although a zero-tolerance policy has been established, the effectiveness of sanction enforcement must continue to be evaluated so that execution can be faster, firmer, and capable of creating a tangible deterrent effect. Sanctions must clearly reflect the Company's commitment to the

zero-tolerance principle, thereby fostering an organizational culture that upholds integrity.

Third, the Board of Commissioners recommended strengthening the roles of the second line and third line of defense within credit operations, particularly during the stage after approval but before disbursement, to ensure stricter verification and validation of credit documentation. In implementing this recommendation, the Board of Commissioners also emphasized the need to consider the geographical characteristics of BRI's operational units, especially those located in remote areas, to ensure effective controls across the entire operational network.

The Board of Commissioners considers that efforts to address fraud cannot stand alone but must be integrated with the strengthening of the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing of Weapons of Mass Destruction (CPF) frameworks, as well as legal governance and the overall compliance function. This integrated approach is necessary to ensure that all lines of defense within the Company operate synergistically in safeguarding operational integrity and maintaining the trust of all stakeholders.

The Board of Commissioners continuously urges the Board of Directors and all BRILiaN personnel to remain vigilant toward evolving fraud schemes, safeguard the Company's reputation, and uphold the trust of the public and shareholders as the most valuable assets for the Company's long-term sustainability.

Gratification Control

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

The Company has established the BRI Gratification Control Unit, which develops work programs, provides information services, and facilitates gratification reporting. Additionally, BRI continuously enhances anti-fraud detection using big data analytics to improve the effectiveness of monitoring and prevention of activities that do not align with corporate governance principles. Throughout 2025, the Company has implemented various gratification control programs, including:

1. Gratuity Control Commitment - The Board of Commissioners, the Board of Directors, and all employees signed BRI's anti-gratuity commitment through the code of ethics declaration and the signing of integrity pacts.
2. Reinforcement of Regulations - In order to strengthen the implementation of Corporate Governance principles and prevent corruption within BRI, the Board of Commissioners, the Board of Directors, and all BRI employees across Indonesia are required to comply with the Company's gratuity-related policies. These include the prohibition of giving gratuities, the prohibition and obligation to refuse gratuities, as well as the obligation to report any gratuity-related violations through the Whistleblowing System (WBS).
3. Education and Socialization Programs - As part of internalization efforts to enhance understanding of the Anti-Bribery and Gratuity Control Policy, the Gratuity Control Unit, in collaboration with BRI Corporate University, conducted an e-learning socialization program through the BRISmart application on Anti-Bribery and Gratuity Control, targeted at all BRI employees.
4. Reporting of Gratuity Acceptance or Rejection - During 2025, the Gratuity Control Unit received 12 gratuity reports, which were subsequently processed in accordance with applicable regulations. This included forwarding reports to the Corruption Eradication Commission (KPK) as mandatory gratuity reports, as well as categorizing other reports that fall under non-mandatory reporting categories.

The Board of Commissioners views that the implementation of gratuity control within the Company has been carried out effectively. The Board of Commissioners also emphasizes that internal gratuity control must continue to receive ongoing attention to ensure that BRI's business processes are conducted in accordance with applicable business ethics and to uphold the value of integrity.

Whistleblowing System

As part of its commitment to the implementation of Good Corporate Governance and the strengthening of the detection pillar of the Anti-Fraud Strategy, the Company provides a violation reporting channel through the Whistleblowing System (WBS). This mechanism is designed as a strategic instrument to identify potential fraud and violations at an early stage, mitigate reputational risks, and promote an organizational culture that upholds integrity and accountability.

In 2025, the Company implemented significant enhancements to the governance of the WBS by transferring the management of the system to an independent third party. This step was taken to strengthen the protection of whistleblowers' confidentiality, ensure impartial handling of complaints, and increase stakeholder trust in the credibility and effectiveness of the reporting mechanism. The WBS reporting channels are accessible through various media, providing convenience and flexibility for both internal and external reporters of the Company.

The Board of Commissioners regularly monitors and evaluates the effectiveness of the WBS implementation. In carrying out this function, the Board of Commissioners is supported by the Audit Committee, the Internal Audit Work Unit (SKAI), and other related units in conducting the evaluation, analysis, and follow-up of all complaints received. Each report is handled in accordance with the principles of transparency, objectivity, and full protection for whistleblowers, including safeguards against retaliation from reported parties.

The Board of Commissioners assesses that the management of the Whistleblowing System (WBS) throughout 2025 has shown notable progress, particularly in terms of management independence and the quality of complaint handling. All reports received during 2025 have been followed up in accordance with the applicable procedures, and the outcomes have been reported periodically to the Board of Commissioners through the Audit Committee. The integration of the WBS with the Corruption Eradication Commission (KPK) has been maintained as a reflection of the Company's joint commitment to combating corruption. The Board of Commissioners has also directed the Board of Directors to continue expanding the socialization and education of the WBS to all BRILiaN personnel as well as external stakeholders, so that this reporting mechanism becomes more widely recognized, trusted, and embedded as an integral part of efforts to foster a clean, professional, and high-integrity working environment.

Risk Management Implementation

Amid increasing global and domestic economic uncertainty that may give rise to various risks, the Board of Commissioners consistently enhances the intensity of its oversight over the effectiveness of risk management implementation to ensure the realization of sound and sustainable business growth.

The Company has established an integrated Governance, Risk Management & Compliance (GRC) framework to control risks and ensure compliance across all business pillars and supporting functions, so that the achievement of performance targets goes hand in hand with operational excellence. The Company's risk management framework is based on four main pillars: active supervision by the Board of Directors and the Board of Commissioners; adequacy of policies, procedures, and risk limit determination; adequacy of risk identification, measurement, monitoring, and control processes supported by adequate information systems; and a comprehensive internal control system.

In performing its active oversight function, the Board of Commissioners is assisted by the Risk Management Oversight Committee to ensure that the Company's risk management practices meet the adequacy requirements of risk management procedures and methodologies. Oversight is conducted through meetings with the Director in charge of Risk Management as well as other relevant Directors depending on the discussion topics, and through direct discussions with the Risk Management Work Unit in reviewing reports submitted by the Board of Directors. Throughout 2025, the Board of Commissioners reviewed and approved, among others, the Risk Management Policy, Risk Appetite Statement, Recovery Plan, Resolution Plan, Loan Portfolio Guideline, Quarterly Risk Profile, AML–CTF–CPF framework, Bank Soundness Level, and the Anti-Fraud Strategy.

As the Holding Company of the BRI Financial Conglomeration, the implementation of Integrated Risk Management constitutes a crucial aspect in identifying and managing risk exposures arising from conglomeration activities in a comprehensive manner. At the supervisory level, the Board of Commissioners is assisted by the Integrated Governance Committee with an approach that encompasses capital management and risk management across both operational and business domains throughout BRI's organizational structure and the members of the Financial Conglomeration. The Company has established the BRI Financial Conglomeration Integrated Governance Guidelines as a form of compliance with prevailing regulations, including the implementation of POJK 30/2024, the application of which continues to be refined in line with the increasing number of Subsidiaries within the conglomeration structure.

The Board of Commissioners assesses that the implementation of the Company's risk management system throughout 2025 has been carried out effectively and in a proactive manner. This is reflected in the maintenance of the Composite Risk Profile Rating at the Low to Moderate level and the Bank Soundness Rating at the Healthy level based on the results of the self-assessment of key banking risks as of the fourth quarter of 2025. This achievement indicates that the Company has been able to effectively maintain a balance between business growth and risk control. The Board of Commissioners advises the Board of Directors to consistently maintain the risk profile rating and bank soundness level at an optimal level, not only at BRI as the parent entity but also across all entities within the BRI Group, as a foundation for sustainable value creation for all stakeholders.

Internal Control System

All BRI management and employees share responsibility for ensuring the implementation and continuous enhancement of a reliable and effective internal control system. Oversight of the implementation of the internal control system is carried out by the Board of Commissioners through periodic meetings with the Board of Directors and Executive Officers to review the effectiveness of the internal control system and to provide direction for strengthening controls across all Company activities.

The Internal Audit Work Unit (SKAI) periodically reports audit findings from both internal and external auditors, including the status of follow-up actions. On a regular basis, SKAI also conducts Internal Control Assessments to ensure that the internal control system—covering the five main components based on The Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control–Integrated Framework—has been effectively implemented. These components include the Control Environment, Risk Identification and Assessment, Control Activities and Segregation of Duties, as well as Accounting, Information, and Communication Systems.

The Board of Commissioners plays an active role in overseeing and fostering a strong control culture within BRI. In carrying out this responsibility, the Board of Commissioners is supported by the Audit Committee to ensure that risk management remains within the established risk appetite, supported by governance processes and systems that are implemented effectively and adequately. Through the Audit Committee, regular monitoring is conducted on the effectiveness of the internal control system as well as the follow-up actions and improvements on issues that may reduce control effectiveness.

Based on the reviews conducted throughout 2025, including the evaluation of the Summary of Internal Audit Findings (SKAI), the Board of Commissioners concluded that the Company's internal control system has been implemented in accordance with prevailing control principles and has generally functioned effectively. Nevertheless, the Board of Commissioners identified several areas that require further strengthening and has provided the following directives to the Board of Directors:

First, enhancing the effectiveness of surprise audits conducted by SKAI through increasing the frequency and expanding the scope of examinations. These audits should not be limited to cash-related aspects but should also cover credit processes, compliance with business procedures, and system controls that may pose operational risks. This enhancement should also be supported by adequate auditor manpower in terms of both quantity and competence.

Second, strengthening coordination between SKAI and relevant work units to ensure that all internal audit findings are followed up comprehensively and in a timely manner in accordance with the agreed corrective action plans.

Third, consistently implementing the Zero Fraud Program through the development of a strong integrity culture, improving the effectiveness of internal control systems, and enforcing a zero-tolerance policy toward any form of fraud across all levels of the organization. SKAI is expected to enhance the effectiveness of risk-based auditing, particularly in areas with a high risk of fraud.

Fourth, optimizing the overall audit function so that it not only detects potential irregularities at an early stage but also acts as a catalyst for strengthening corporate governance, internal control, and the implementation of a sound risk culture through constructive audit recommendations.

Fifth, strengthening the early warning system mechanism in risk management, including monitoring key debtors not only based on internal performance evaluations but also supported by comparative analysis of industry conditions and trends. This approach is intended to enable sharper risk identification and earlier detection of potential risks.

In line with business developments, the Company continues to strengthen its internal control system through the implementation of the Internal Control over Financial Reporting (ICoFR) roadmap in accordance with the established transformation journey. This implementation aims to ensure the reliability of consolidated financial statements, improve the efficiency and effectiveness of business processes through stronger internal controls, maximize data and information accuracy, strengthen the adequacy of existing policies, and foster a risk-aware culture. ICoFR is also designed to provide reasonable assurance as an early warning system, enabling all lines of defense to function synergistically in implementing combined assurance, thereby enhancing value creation for stakeholders.

The Board of Commissioners urges Management to remain committed to strengthening the internal control system and ensuring that the implementation of ICoFR is carried out consistently not only at the parent company level but also across all subsidiaries, in order to support stronger integrated governance across all entities within the BRI Group.

Corporate Social Responsibility and ESG

BRI has developed a sustainability strategy with the aspiration to become a Catalyst for Sustainable Growth, focusing on three main pillars: Sustainable Growth, Social Impact, and Responsible Leadership. The Company's commitment to sustainable business practices is reflected through various strategic programs and initiatives implemented throughout 2025, which are not only oriented toward economic value creation but also toward generating positive impacts for society and the environment.

In driving long-term value creation through sustainable governance practices, BRI conducts the identification of material issues using the Double Materiality Analysis (DMA) method. This approach evaluates issues that are most relevant and have significant impacts on both the Company's financial performance (financial materiality) and its social and environmental impacts (impact materiality), with the involvement of key stakeholders. Throughout 2025, the Company obtained input from a wide range of stakeholders,

including management and employees, investors, customers, the Government, suppliers, non-governmental organizations, and other relevant parties. Disclosures related to materiality are presented by adopting the IFRS S1 and IFRS S2 reporting frameworks in the Company's 2025 Sustainability Report.

BRI continues to strengthen the integration of Environmental, Social, and Governance (ESG) aspects into the Company's strategy and business activities to ensure sustainable growth. This commitment is reflected through enhanced management of environmental and social risks within business processes, the implementation of decarbonization strategies through emissions management and climate risk analysis, as well as the development of a financing portfolio for Environmentally Sustainable Business Activities (KUBL) that supports more environmentally friendly economic activities. The Company views these initiatives as an important part of maintaining business resilience amid the dynamics of the transition toward a low-carbon economy.

At the same time, BRI continues to expand its contribution to improving public welfare through strengthening financial inclusion and enhancing financial literacy. Various initiatives have been implemented to expand access to financial services, particularly for MSMEs and communities across Indonesia, including those in 3T regions (Disadvantaged, Frontier, and Outermost Regions), while also encouraging healthier financial management practices among customers. These efforts are accompanied by strengthened customer protection measures through the implementation of transparency principles, data security safeguards, and effective complaint-handling mechanisms, ensuring that the banking services provided are not only inclusive but also responsible and oriented toward the best interests of customers.

All of these initiatives are supported by the strengthening of the Company's governance framework, the implementation of business ethics, and human capital management that focuses on the development of employee competence, integrity, and well-being. BRI believes that a strong governance foundation is key to maintaining stakeholder trust and ensuring the long-term sustainability of the Company.

As a structured manifestation of the Company's commitment to social and environmental responsibility, BRI implements the BRI Peduli program, which aims to become a driver of shared value creation that empowers communities, stimulates economic activity, and restores the environment. The program is implemented through four main initiatives: BRI Peduli Flagship Program, Work Unit Initiatives, Disaster Emergency Response, and Stakeholder Programs. These initiatives cover the economic dimension through MSME empowerment and financial literacy programs extending to 3T regions; the environmental dimension through programs such as Jaga Sungai Jaga Kehidupan, Grow & Green, and various green initiatives that support the achievement of Net Zero Emissions targets; and the social dimension through the AURA program, which empowers women entrepreneurs.

In supporting the Company's consistency in implementing the Sustainable Finance Roadmap, the Board of Commissioners actively conducts oversight through meetings with the Board of Directors as well as field visits. This includes providing approval for the Sustainable Finance Action Plan (RAKB) for the short-term period of 2026 and the long-term period of 2026–2030, to ensure that the implementation of the programs is carried out consistently and that a sustainability culture has been adopted across BRI's work units. The Board of Commissioners appreciates the Company's consistency in integrating sustainability principles into its core business strategy, including the implementation of the BRI Peduli program, and has directed that these initiatives continue to be strengthened so that they deliver measurable and sustainable impacts for society, while further reinforcing BRI's position as a responsible financial institution in the eyes of all stakeholders.

Performance Assessment of Committees Under the Board of Commissioners

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

1. Audit Committee

   The Audit Committee reports to the Board of Commissioners and provides independent opinions on matters requiring the attention of the Board of Commissioners in accordance with the principles of Corporate Governance and applicable laws and regulations. The Audit Committee's oversight activities include evaluating and ensuring the effectiveness of the internal control system, including the implementation of both internal and external audits and their follow-up actions, assessing the effectiveness of the independent auditor, monitoring compliance with regulations within the Company, ensuring the effectiveness of the Whistleblowing System (WBS) as a transparent reporting channel, monitoring and providing input on the design and preparation of the Internal Control over Financial Reporting (ICoFR) implementation process as well as the implementation of integrated internal controls, and performing other duties as detailed in each section relating to the Board of Commissioners' committees.

   The Board of Commissioners believes that the Audit Committee performed its duties and responsibilities effectively throughout 2025, having held 28 (twenty-eight) meetings during the year.

2. Nomination and Remuneration Committee
   The Nomination and Remuneration Committee reports to the Board of Commissioners and supports the effective execution of the Board of Commissioners' duties and responsibilities relating to the nomination and remuneration of members of the Board of Directors and the Board of Commissioners, in accordance with applicable laws and regulations and the principles of Corporate Governance. The appointment and dismissal of members of the Nomination and Remuneration Committee are carried out by the Board of Commissioners.

   To support the effectiveness of the Board of Commissioners' oversight function, the Nomination and Remuneration Committee carries out, among others, the following activities: providing constructive advice and recommendations on the nomination system and procedures for the Company's management and the selection of management talent within BRI and its Subsidiaries; providing input on the results of strategic human capital policy reviews; evaluating the talent pool list; providing recommendations on proposals for the appointment of Subsidiary management in accordance with its authority; formulating the structure, policies, and remuneration levels for members of the Board of Directors and the Board of Commissioners; as well as performing other duties as detailed in each section of the Board of Commissioners' Committees.

   The Board of Commissioners is of the view that the Nomination and Remuneration Committee has carried out its duties and responsibilities effectively throughout 2025, having held 21 (twenty-one) meetings during the year.

3. Risk Management Oversight Committee
   The Risk Management Oversight Committee reports to the Board of Commissioners and assists in evaluating and ensuring that the implementation of risk management within the Company meets the adequacy requirements of risk management procedures and methodologies. The monitoring activities carried out by the Committee include evaluating and analyzing the Company's quarterly risk profile reports, monitoring the semi-annual Bank Soundness Level, providing recommendations or opinions on credit proposals above certain thresholds that require consultation with the Board of Commissioners, conducting analyses and providing recommendations on key issues within BRI, as well as performing other duties as detailed in each section relating to the Board of Commissioners' committees.

   The Board of Commissioners considers that the Risk Management Oversight Committee has performed its duties and responsibilities effectively throughout 2025, having held 24 (twenty-four) meetings during the year.

4. Integrated Governance Committee
   The Integrated Governance Committee reports to the Board of Commissioners and carries out oversight responsibilities related to the implementation of comprehensive and effective governance that applies the principles of transparency, accountability, responsibility, independence (or professionalism), and fairness in an integrated manner across the Financial Conglomeration.

   The monitoring activities conducted by the Integrated Governance Committee include overseeing the continuous improvement of policies, procedures, and practices at all levels of the Company to ensure the effectiveness of internal controls, compliance functions, and integrated risk management implementation.

   The Board of Commissioners believes that the Integrated Governance Committee has performed its duties and responsibilities effectively throughout 2025, having held 21 (twenty-one) meetings during the year.

The implementation of the committees' work plans is carried out, among others, through Committee Meetings by inviting relevant Directorates, Subsidiaries, Divisions, and Work Units, either directly or indirectly, to evaluate the reports submitted. These reports are subsequently reviewed by each Committee, and the results of the review are submitted in writing to the Board of Commissioners.

Each year, the Board of Commissioners conducts a self-assessment of the effectiveness of the performance of the committees under its supervision. Based on the implementation reports of each committee's work plan, the Board of Commissioners concludes that throughout 2025, the committees under the Board of Commissioners have performed their duties and responsibilities effectively and have provided views, recommendations, and inputs that support the Board of Commissioners in carrying out its active oversight of the Company's operations.

Changes in the Composition of the Board of Commissioners

Throughout 2025, one (1) change occurred in the composition of the Board of Commissioners. The changes in the composition of the Board of Commissioners are described as follows:

COMPOSITION OF THE BOARD OF COMMISSIONERS BEFORE THE ANNUAL GENERAL MEETING OF SHAREHOLDERS ON MARCH 24, 2025

The composition of the Board of Commissioners prior to the AGMS held on March 24, 2025 consisted of ten (10) members, comprising 1 (one) President Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 2 (two) Commissioners, and 6 (six) Independent Commissioners, as follows:

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

COMPOSITION OF THE BOARD OF COMMISSIONERS AFTER THE ANNUAL GENERAL MEETING OF SHAREHOLDERS ON MARCH 24, 2025

Based on the resolutions of the Annual General Meeting of Shareholders (AGMS) held on March 24, 2025:

1. Honorably dismissed Kartika Wirjoatmodjo as President Commissioner, Rabin Indrajad Hattari as Commissioner, Dwi Ria Latifa as Independent Commissioner, Rofikoh Rokhim as Vice President Commissioner/Independent Commissioner, Paripurna Poerwoko Sugarda as Independent Commissioner, Nurmaria Sarosa as Independent Commissioner, Haryo Baskoro Wicaksono as Independent Commissioner, Agus Riswanto as Independent Commissioner, and Heri Sunaryadi as Independent Commissioner
2. Appointed Kartika Wirjoatmodjo as President Commissioner, Parman Nataatmadja as Vice President Commissioner/Independent Commissioner, Helvi Yuni Moraza as Commissioner, Edi Susianto as Independent Commissioner, and Lukmanul Khakim as Independent Commissioner.

Thus, the composition of the Company's Board of Commissioners following the AGMS held on March 24, 2025 consists of six (6) members, comprising 1 (one) President Commissioner, 1 (one) Vice President Commissioner/ Independent Commissioner, 2 (two) Commissioners, and 2 (two) Independent Commissioners, in accordance with the applicable regulations, as follows:

Kartika Wirjoatmodjo	:	President Commissioner
Parman Nataatmadja	:	Vice President Commissioner/ Independent Commissioner
Awan Nurmawan Nuh	:	Commissioner
Helvi Yuni Moraza	:	Commissioner
Edi Susianto	:	Independent Commissioner
Lukmanul Khakim	:	Independent Commissioner

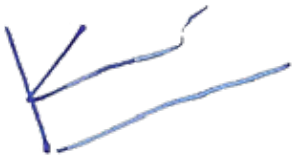
Closing

As closing statement, the Board of Commissioners would like to express its gratitude for the trust and confidence extended by the shareholders and stakeholders. The Board also extends its appreciation to the Board of Directors, management, and all BRILiaN personnel for their dedication and valuable contributions.

The Board of Commissioners recognizes BRI's achievements are inseparable from the support of all stakeholders, including shareholders, regulators, business partners, as well as the dedication of all BRILiaN personnel. As BRI marks its 130th anniversary with a renewed identity and an even stronger spirit of transformation, the Board of Commissioners will continue to strengthen its strategic oversight function to ensure that the Company remains adaptive, resilient, and capable of creating sustainable value.

With 130 years of service to the nation and a continuously strengthened transformation journey, the Board of Commissioners believes that BRI possesses all the necessary resources not only to grow further but also to create broader and more meaningful impacts on Indonesia's economy—aligned with the Company's vision: Deliver Sustainable Values and Integrated Solutions to Achieve Indonesia's Aspiration.

Jakarta, March 2026
On behalf of the Board of Commissioners



Kartika Wirjoatmodjo
President Commissioner

The Board of Commissioners

3 1 4

1. **Kartika Wirjoatmodjo**: President Commissioner
2. **Parman Nataatmadja**: Vice President Commissioner/ Independent Commissioner
3. **Lukmanul Khakim**: Independent Commissioner

5 2 6

4. **Helvi Yuni Moraza**: Commissioner
5. **Edi Susianto**: Independent Commissioner
6. **Awan Nurmawan Nuh**: Commissioner

2025 Annual Report
Responsibilities

Statement Letter of Members of the Board of Directors Regarding Responsibility for the 2025 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk

We, the undersigned, declare that all information in the 2025 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk has been presented completely, and we are fully responsible for the accuracy of the contents of the Company's Annual Report.

This statement was made with actual.

Jakarta, March 12, 2026

The Board of Directors

Hery Gunardi
President Director

Viviana Dyah Ayu R.K.*
Vice President Director

Hakim Putratama
Director of Operations

Riko Adythia
Director of Corporate Banking

Aquarius Rudianto
Director of Network and Retail Funding

Farida Thamrin
Director of Treasury and International Banking

Akhmad Purwakajaya
Director of Micro

Alexander Dippo Paris Y.S.
Director of Commercial Banking

Saladin Dharma Nugraha Effendi
Director of Information Technology

Mahdi Yusuf*
Director of Legal & Compliance

Aris Hartanto*
Director of Consumer Banking

Achmad Royadi*
Director of Finance & Strategy

Ety Yuniarti*
Director of Risk Managment

* The member of the Board of Directors may only perform the duties and functions of the position upon obtaining approval from the Financial Services Authority through the Fit and Proper Test.

Statement Letter of Members of the Board of Commissioners Regarding Responsibility for the 2025 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk

We, the undersigned, declare that all information in the 2025 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk has been presented completely, and we are fully responsible for the accuracy of the contents of the Company's Annual Report.

This statement was made with actual.

Jakarta, March 12, 2026

The Board of Commissioners

Kartika Wirjoatmodjo
President Commissioner

Parman Nataatmadja
Vice President Commissioner/Independent Commissioner

Awan Nurmawan Nuh
Commissioner

Helvi Yuni Moraza
Commissioner

Edi Susianto
Independent Commissioner

Lukmanul Khakim
Independent Commissioner

Annual Report
2025

BRI
Bank Rakyat Indonesia

Company Profile

"With over 7,000 domestic and nine overseas business units, as well as an e-channel network spread across Indonesia, BRI reaches all customers equally, ensuring reliability and high-quality service."

Company Identity

PT Bank Rakyat Indonesia (Persero) Tbk

Stock	Line of Business	Date of Establishment
BBRI	Banking	December 16, 1895

Ownership

- The Government of the Republic of Indonesia through the State-Owned Enterprises Regulatory Agency : **0.00**%
- PT Danantara Asset Management (Persero) : **53.19**%
- Public : **46.81**%

Description: As of December 31, 2025, the Government of the Republic of Indonesia held 1 Series A Dwiwarna Share through the State-Owned Enterprises Regulatory Agency and 80,610,976,875 Series B Shares through PT Danantara Asset Management (Persero).

Office Network Data

- 1 Head Office
- 18 Regional Offices
- 454 Branch Offices
- 6 Branch Overseas Offices
- 6,885 Sub-Branch Offices*
- 3 Sub-Branch Overseas Offices
- 6 Mobile BRI Terraces
- 4 Terraces BRI Ships

* In accordance with POJK No.12/POJK.03/2021 concerning Commercial Banks, there are adjustments for the bank office network consisting only of Head Office, Regional Office, Branch Office and Sub-Branch Office. Thus, BRI classifies BRI Unit, Teras BRI and Cash Office as Sub-Branch Office. As of December 31, 2024, there were 6,885 Sub-Branch Offices with details of 555 Sub-Branch Offices, 5,082 BRI Units, 758 Teras BRI and 490 Cash Offices.

Information Access

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

Contact Address
Contact BRI : 1500017
Email : callbri@bri.co.id
Sabrina Whatsapp : 0812 1214 017

Social Media
BANK BRI
BANK BRI
@BANKBRI_ID
@BANK_BRI
bankbri_id
PT Bank Rakyat Indonesia (Persero) Tbk

Corporate Secretary Group
Dhanny
Corporate Secretary Group
Gedung BRI 1, Lt. 15
Jl. Jend. Sudirman Kav. 44-46
Jakarta 10210
Email : humas@bri.co.id
Tel. : (021) 5751966
Fax : (021) 5700916

Investor Relation
Siaga Ridha Hutama
Acting Group Head of Investor Relations
Gedung BRI II Lt. 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

Listing in Indonesia Stock Exchange

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

Number of employees

84,949 people as of December 31, 2025.

Authorized Capital

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

Fully Paid-In Capital

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

Office Addresses and/or Branch Offices or Representative Offices

Regional Office

Region 1 / Regional Office Medan	Region 2 / Regional Office Pekanbaru	Region 3 / Regional Office Padang
Jl. Putri Hijau No. 2.A Kel. Kesawan, Kec. Medan Barat Kota Medan Telp : (061) 45256666 Fax : - Email : b0201@corp.bri.co.id Web : www.bri.co.id	Jl. Jenderal Sudirman No. 12 Kel. Tangkerang Tengah Kec. Marpoyan Damai, Kota Pekanbaru Telp : (0761) 8011100, 7865018 Fax : - Email : x0855@corp.bri.co.id Web : www.bri.co.id	Jl. Bagindo Azis Chan No. 30 Kel. Sawahan, Kec. Padang Timur Kota Padang Telp : (0751) 892309, 892310, 892311, 892312 Fax : - Email : c0205@corp.bri.co.id Web : www.bri.co.id
Region 4 / Regional Office Palembang	**Region 5 / Regional Office Bandar Lampung**	**Region 6 / Regional Office Jakarta 1**
Jl. Kapten A. Rivai No. 15, Kel Sungai Pangeran Kec. Ilir Timur I, Kota Palembang Telp : (0711) 313411 Fax : - Email : d0200@corp.bri.co.id Web : www.bri.co.id	Jl. Raden Intan No. 51, Kel. Tanjung Karang Kec. Enggal, Kota Bandar Lampung, Lampung Telp : (0721) 259340 Fax : - Email : j0449@corp.bri.co.id Web : www.bri.co.id	Jl. Veteran II No. 8, Kel. Gambir, Kec. Gambir, Jakarta Pusat Telp : (021) 3840802 Fax : (021) 3854253 Email : e0199@corp.bri.co.id Web : www.bri.co.id
Region 7 / Regional Office Jakarta 2	**Region 8 / Regional Office Jakarta 3**	**Region 9 / Regional Office Bandung**
Gedung Menara Mulia Lt. 12 Jl. Jend. Gatot Subroto Kav. 9-11, Kel. Karet Semanggi, Kec. Setiabudi, Jakarta Selatan Telp : (021) 52920585, 52920581 Fax : - Email : i0317@corp.bri.co.id Web : www.bri.co.id	Jl. Kapten Soebianto Djojokusumo Kav BSD II No.1, BSD Kel. Lengkong Gudang, Kec. Serpong, Kota Tangerang Selatan Telp : (021) 22230155 Fax : - Email : q0853@corp.bri.co.id Web : www.bri.co.id	Menara BRI Tower Jl. Asia Afrika 57 - 59, Kel. Braga, Kec. Sumur Bandung, Bandung Telp : (022) 4200356 Fax : (022) 4232038 Email : f0198@corp.bri.co.id Web : www.bri.co.id

Region 10 / Regional Office Semarang	**Region 11 /** Regional Office Yogyakarta	**Region 12 /** Regional Office Surabaya
Jl. Teuku Umar no 24 Kel. Jatingaleh Kec. Candisari Kota Semarang Telp : (024) 8440728, 8440729, 8440730 Fax : (024) 8445632 Email : g0196@corp.bri.co.id Web : www.bri.co.id	Jl. Cik Di Tiro No. 3 Kel. Terban, Gondokusuman, Kota Yogyakarta Telp : (0274) 520270, 510850 Fax : (0274) 514166 Email : h0197@corp.bri.co.id Web : www.bri.co.id	Gedung BRI Tower Jl. Basuki Rahmat No.122 - 138, Embong Kaliasin, Kec. Genteng, Kota Surabaya Telp : (031) 5324225 Fax : - Email : k0146@corp.bri.co.id Web : www.bri.co.id
Region 13 / Regional Office Malang	**Region 14 /** Regional Office Banjarmasin	**Region 15 /** Regional Office Makassar
Jl. Laksamana Martadinata No. 80 Kel. Sukoharjo Kec. Klojen, Kota Malang Telp : (0341) 474949 Fax : - Email : r0854@corp.bri.co.id Web : www.bri.co.id	Jl. Jend A. Yani KM 3,5 No. 151 Banjarmasin Kec. Banjarmasin Timur, Kel. Kebun Bunga, Kalimantan Selatan Telp : (0511) 3252056 Fax : - Email : l0204@corp.bri.co.id Web : www.bri.co.id	Jl. Jl. Ahmad Yani No. 8 Kel. Pattunuang Kec. Wajo , Kota Makassar Telp : (0411) 3613174, 312498 Fax : (0411) 312731 Email : p0202@corp.bri.co.id Web : www.bri.co.id
Region 16 / Regional Office Manado	**Region 17 /** Regional Office Denpasar	**Region 18 /** Regional Office Jayapura
Jl. Sarapung No 4-6 Kel. Wenang Utara Kec. Wenang, Kota Manado, Sulawesi Utara Telp : (0431) 863778, 863592 Fax : - Email : n0254@corp.bri.co.id Web : www.bri.co.id	Jl. Dr. Kusuma Atmaja No. 1, Kel. Panjer, Kec. Denpasar Selatan, Denpasar Telp : (0361) 228715 Fax : (0361) 234796, 225791, 264858 Email : m0203@corp.bri.co.id Web : www.bri.co.id	Gedung BRI Lantai 3-5. Jalan Pasific Permai Komplek Ruko Dok 2, Kel. Bhayangkara, Kec. Jayapura Utara, Jayapura Telp : (0967) 524488, 524453 Fax : - Email : o0856@corp.bri.co.id Web : www.bri.co.id

Overseas Branch Office

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

Company
Brand

The BRI logo is as follows:

Philosophy of Tagline:

"Bank Rakyat Indonesia"

Reflecting "**Universal**" character for all levels of Indonesian society. Furthermore, the tagline represents product diversity and financial services owned by BRI. Based on BRI's national mandate and mission which are known as The People's Bank. With the existence of 'Bank Rakyat Indonesia' philosophy it is hoped that BRI can become a consumer-oriented brand representation of the Brand Idea that is: '**supporting every ambition throughout Indonesia**'

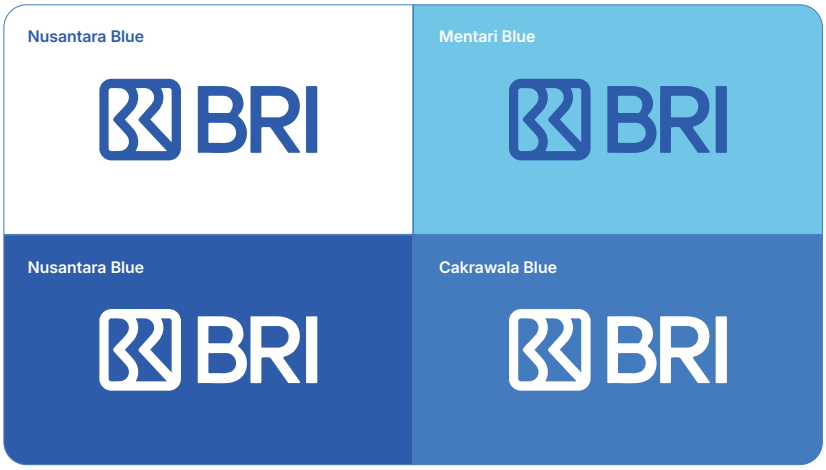
The meaning of logo:

The newest BRI logo is designed while maintaining distinctive and easily recognizable icon as a symbol of strength and brand equity that has been firmly established in the minds of customers. Improvements were made by smoothing the curves on the icon and wordmarks to present a more friendly, dynamic and modern character.

The choice of a brighter blue color is an evolution of BRI's signature color which reflects the progressive spirit, adaptive to digital development, and BRI's readiness to face the future. Overall, the combination of these elements reflects the balance between BRI's heritage values with the vision as a universal bank that is modern, relevant, and oriented toward customer needs.

The blue color will remain at the core of BRI's identity, bridging tradition with a modern image. Nusantara Blue is enriched with a secondary blue palette to reflect **progressive** and **customer-centric values**. A combination of Blue and White will be applied to create an aesthetic that is calm, contemporary, and firmly reflects BRI's identity.

Corporate Colour



The main blue color remains the fundamental element in the Company's brand identity, which reflects the continuity of BRI's values and heritage as well as strengthening relevance amidst current development. As the corporate color, blue reflects the stability, trust and integrity that have been rooted in the corporate journey, and has been transformed to support BRI's future growth direction. This main color is reinforced by a secondary color palette in the form of richer shades of blue, which is designed to represent the company's values which are progressive, inclusive and oriented towards the needs of customers and stakeholders.

In its implementation, the combination of blue and white creates a balanced, spacious and modern visual arrangement. This visual approach not only reflects respect for the Company's foundation and journey, but also emphasizes BRI's commitment to continuing to transform in a sustainable manner, in line with the implementation of good corporate governance and long-term growth strategies.

Corporate Font

BRI uses the Inter Font. A sans serif typeface designed specifically for digital displays. This letter is easy to read and very flexible to use. Its clean and modern appearance reflects BRI's confidence in offering banking solutions, while remaining friendly and easily accessible to various groups. With a wide choice of thicknesses and styles, Font Inter helps maintain consistency and flexibility across all BRI media, strengthening recognition and trust in every interaction.

INTER
INTER
INTER
INTER
INTER

Corporate Supergraphics

Supergraphic that represents stability, trust and strength as a trusted financial institution in the community. BRI is evolving from a traditional institution to a progressive and digital financial ecosystem, while still maintaining trust and closeness with the community. This supergraphic can be implemented in various visual image and video media.

Brief History of The Company

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

PT Bank Rakyat Indonesia (Persero) Tbk (hereinafter referred to as "BRI") was established and started its commercial operations on December 18, 1968 based on Law no. 21 of 1968. On April 29, 1992, based on Government Regulation of the Republic of Indonesia ("Government") No. 21 of 1992, the legal entity form of BRI was changed to a Limited Liability Company (Persero). The transfer of BRI to become a Limited Liability Company was documented by deed No. 133 dated July 31, 1992 before Notary Muhani Salim, S.H. and was ratified by the Minister of Justice of the Republic of Indonesia with Decree No. C2-6584. HT.01.01.TH.92 dated August 12, 1992, and announced in the State Gazette of the Republic of Indonesia No. 73, Supplement No. 3A dated September 11, 1992. BRI's Articles of Association were later amended by Deed No. 7 dated September 4, 1998 before Notary Imas Fatimah, S.H., article 2 concerning "Term of Establishment of the Company" and article 3 concerning "Aims and Objectives and Business Activities" to comply with the provisions of Law of the Republic of Indonesia No. 1 of Brief History of The Company 1995 concerning "Limited Liability Company" and was ratified by the Minister of Justice of the Republic of Indonesia with Decree No. C2- 24930. HT.01.04.TH.98 dated November 13, 1998, and was announced in the State Gazette of the Republic of Indonesia No. 86, Supplement No. 7216 dated October 26, 1999 and deed No. 7 dated October 3, 2003 before Notary Imas Fatimah, S.H., related to the company's status and adjustment to the Capital Market Law and was ratified by the Minister of Justice and Human Rights of the Republic of Indonesia with Decree no. C-23726 HT.01.04. TH.2003 dated October 6, 2003 and had been announced in the State Gazette of the Republic of Indonesia No. 88, Supplement No. 11053 dated November 4, 2003.

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

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

Furthermore, BRI's Articles of Association were amended several times. The latest amendments were documented before the Notary Deed of Fathiah Helmi S.H., No. 3 dated March 9, 2021, regarding to several provisions of the Articles of Association of BRI, which received the Acceptance of

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

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

In 2025, amendments to the Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk were stipulated in Deed No. 15 dated April 22, 2025, drawn up before Fathiah Helmi, S.H., a Notary in Jakarta, and have been acknowledged through the Receipt of Notification of Amendment to the Articles of Association issued by the Minister of Law of the Republic of Indonesia as stated in Letter No. AHU-AH.01.03-0126510 dated May 8, 2025.

The latest amendment to the Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk was stipulated in Deed No. 6 dated February 6, 2026, drawn up before Fathiah Helmi, S.H., a Notary in Jakarta, and has been acknowledged through the Receipt of Notification of Amendment to the Articles of Association issued by the Minister of Law of the Republic of Indonesia as stated in Letter No. AHU-AH.01.03-0038855 dated February 11, 2026. Based on Article 3 of BRI's Articles of Association, the scope of BRI's activities is to conduct business in the banking sector and to optimize the utilization of BRI's resources in order to deliver high-quality and highly competitive services, generate profits, and enhance the Company's value in accordance with the principles governing Limited Liability Companies.

The Government of the Republic of Indonesia is the controlling shareholder of BRI.

Description of Name Change

December 16, 1895

De Poerwokertosche Hulp en Spaarbank der Inlandsche Hoofden

Hulp en Spaarbank der Inlandshe Bestuurs Ambtenareen

De Poerwokertosche Hulp Spaaren Landbouw Credietbank atau *Volksbank*

August 11, 1897

De Poerwokertosche Hulp Spaaren Landbouw Credietbank

July 10, 1912

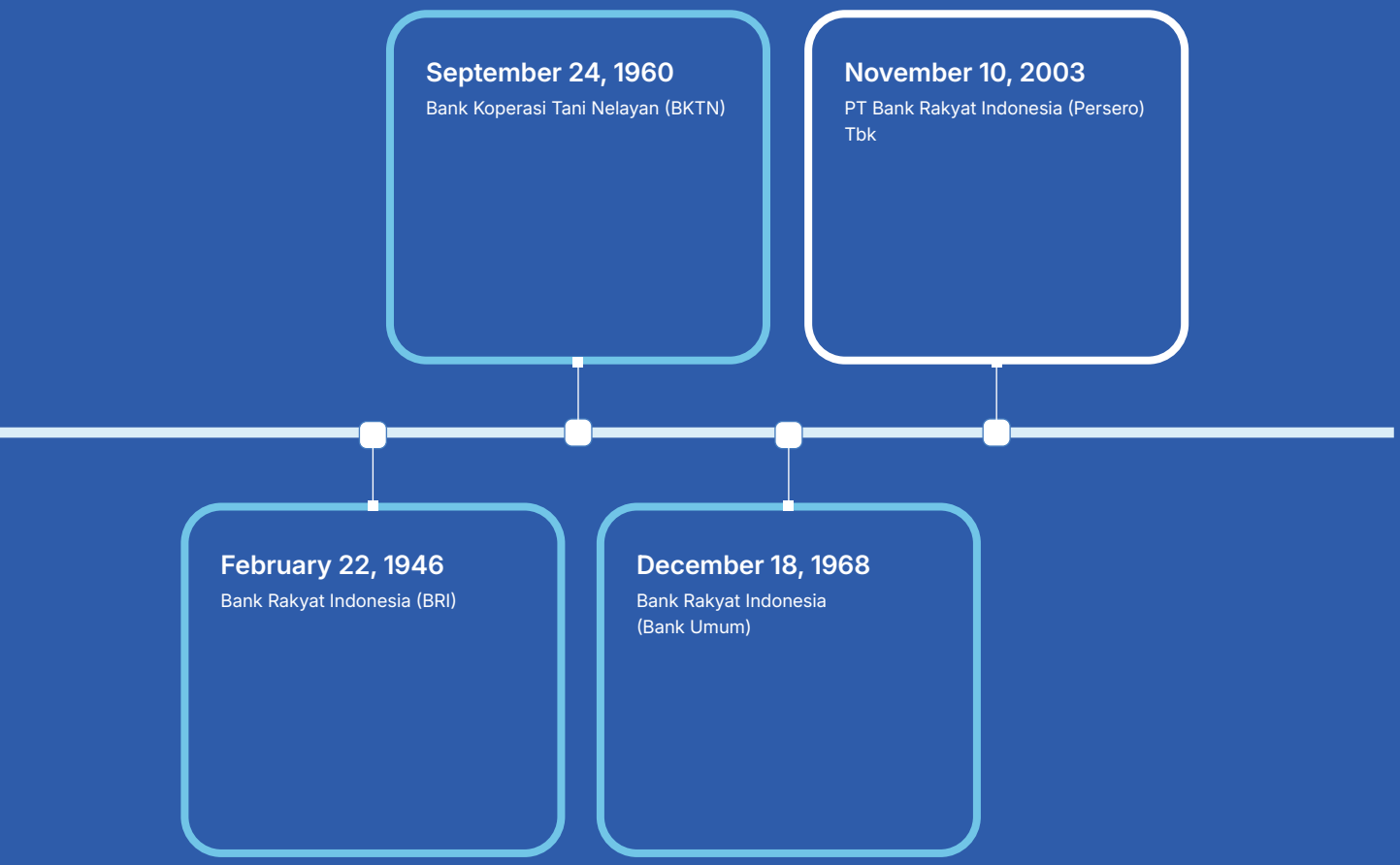
Centrale Kas Voor Volkscredietwezen Algemene

February 19, 1934

Algemene Volkscredietbank (AVB)

October 3, 1942

Syomin Ginko



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

Vision, Mission and Corporate Culture

VISION

Deliver Sustainable Values and Integrated Solutions to Achieve Indonesia's Aspiration

Creating sustainable value and integrated solutions to realize Indonesia's aspirations

Reviews of Vision and Mission by The Board of Commissioners and Board of Directors

In order to ensure the suitability of the Vision and Mission, the Company always reviews the Vision and Mission periodically. The Board of Commissioners and the Board of Directors have discussed and approved the Company's Vision and Mission at the Meeting of the Board of Commissioners and the Board of Directors with the agenda of requesting approval for the bank's strategic plan on November 25, 2025.

MISSION

- Providing trusted, integrated and innovative financial solutions for all segments of society and business actors, in order to strengthen national economic resilience and accelerate the achievement of Indonesia's aspirations.
- Become a home for the nation's best talent by creating an inclusive, adaptive and high performance-based work environment, thus making BRI an Employer of Choice in the financial industry.
- Increasing shareholder value and trust through sustainable profitability growth, operational efficiency and superior corporate governance (Good Corporate Governance).
- Become a catalyst for sustainable economic growth through support for MSMEs, the green economy and digital-based innovation, in order to create broad societal prosperity and Indonesia's global competitiveness.

Corporate Culture

BRI One Culture

BRI One Culture is used as a guideline for implementing and building a performance driven culture (performance-based company culture) in achieving the company's vision. BRI One Culture is based on the Brillian Way which functions as the main values and behaviors that are internalized in the daily work activities of all BRILiaN people.

Core Values

On July 14, 2025, BRI officially established the Brilian Way as a work culture that guides the behavior of BRILian people in carrying out their roles, duties and responsibilities. The Brillian Way reflects the character and main values (values) of Brillian People as the main driver of the Company's performance and transformation.

The Brillian Way was formulated through a collaborative and participatory process between the Board of Directors together with Brillian personnel, thereby confirming BRI's commitment to strengthening corporate culture as a strategic pillar for accelerating transformation and achieving the Company's long-term aspirations.

The Brillian Way consists of 5 (five) main values, namely Integrity, Collaborative, Accountability, Growth Mindset, and Customer Focus. Each of these values has 3 (three) main behaviors that are expected to be carried out by all BRILiaN People with the following details.

Integrity

Uphold professionalism, ethics and honesty by considering the risks in every action

1. Work professionally, implementing measurable governance and risk management.
2. Consistent in words and deeds.
3. Does not tolerate any form of violation and gratification.

Collaborative

Synergize and contribute actively to achieve common goals

1. Placing the Company's interests above personal and team interests.
2. Building open communication based on the principle of mutual trust.
3. Dare to have an opinion and contribute actively to achieve common goals.

Employee Value Proposition

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

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

Brilian Way

Accountability

Full responsibility for people development, discipline in execution to achieve optimal results

1. Responsible for healthy and sustainable growth.
2. Apply execution discipline for optimal results.
3. Continue to develop yourself and your team.

Growth Mindset

Adaptive, innovative, and open to the learning process at every stage of change

1. Have an innovative mindset to always progress and develop.
2. Be tough and never give up in achieving the best performance.
3. Be open to input and constructive criticism.

Customer Focus

Empathetic in providing services & solutions that suit customer needs

1. Providing fast, accurate service and meeting customer needs.
2. Always maintain good relationships with customers for the benefit of the Company.
3. Maintain confidentiality and security of customer data.

Learn

BRI Group is a place to learn and develop for every Insan BRILiaN, forming superior individuals who are tough, dynamic, and relevant to current developments.

Grow

For every Insan BRILiaN, planning the future is not just a hope. The opportunity to achieve a career at BRI is wide open for every Insan BRILiaN who is able to demonstrate consistently superior performance.

Contribute

BRI Group creates people who bring change, stars of life who change the economic life of society with enthusiasm, without giving up. Together, creating and making life more meaningful.

Business Activities

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

BRI's business activities are based on the latest Amendment to Deed Number 15 dated April 22, 2025, drawn before Notary Fathiah Helmi, S.H., Notary in Jakarta, and having received Ratification of Amendment and Acknowledgment of Notification of Amendment to Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-AH.01.03-0126510 dated May 08, 2025. The purpose and objective of the Company is to engage in the banking activity and optimizing the utilization of the Company's resources to deliver excellent services and strong competitiveness in order to gain/obtain profitability so as to increase the BRI values with due observance to the principles of Limited Liability Company. In order to achieve the above purpose and objective, BRI may undertake the following main business:

a. Collect funds from the public in the form of current accounts deposits, term deposit, certificates of deposit, savings and/or other equivalent forms;
b. Distributing loans;
c. Issuing and/or purchasing, selling or guaranteeing at their own risk or for the benefit and upon the request of their customers;
    1. Bills of exchange including drafts and acceptance by the bank which validity periods are no more than the customary in the trade of the intended bills;
    2. Promissory note and other commercial papers which validity periods are no more than the customary in the trade of the intended bills;
    3. State treasury papers and government guarantee instruments;
    4. Bank Indonesia Certificates;
    5. Bond;
    6. Term commercial papers in accordance with the laws and legislations;
    7. Other securities in accordance with the laws and legislations;
    8. Each its derivative, other interest, or liability from issuer in the common form traded in capital Market or Money Market.
d. Conducting activities in payment system sector;
e. Money transfer for self- interest or customers' interest;
f. Investing funds to, borrowing fund from, or lending fund to other bank(s), both by means of letters, telecommunication facilities, or a sight draft, check, or other means;
g. Receiving payment from the collection of commercial papers and make calculation with or between the third party;
h. Providing place to store securities and valuable items;
i. Providing custodial service for the interest of other parties under contract;
j. Investing funds of one customer to another customer in the form of securities not listed on the Stock Exchange;
k. Purchasing through auction or in other ways the collateral either in whole or in part in the event that the debtor does not fulfill his obligations to the Company as a Bank, provided that the purchased collateral being can be liquidated immediately;
l. Implementing factoring, credit card business, and trustee activities;
m. Financing and/or performing other activities based on Sharia Principles, in accordance with the provisions stipulated by the authorities;
n. Activities in foreign exchange by fulfilling provisions stipulated by the authorized;
o. Conducting receivables transfer activities;
p. Performing equity participation in financial service institution and/or other companies supporting banking industry, such as leasehold, capital venture, securities company, insurance, and Depository and Settlement Institutions, by satisfying provisions stipulated by Financial Services Authority ("OJK");
q. Engaging temporary equity participation to deal with nonperforming loans or financing default based of Sharia Principles provided that the participation must be withdrawn subject to the applicable provisions;
r. Acting for founder of a pension fund and pension fund administrators according to the provisions of statutory;
s. Collaborating with other financial service institutions and non-financial service institutions in providing financial services to customers;
t. Conducting other activities with OJK's approval in accordance with the provisions.

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

Products and Services

Fund Raising

1. **BRI Savings**
   a. **Britama Umum**
      A savings product that provides various conveniences in carrying out banking transactions supported by real time online system fund e-banking facilities which will enable customers to make transactions anytime and anywhere. Apart from that, BritAma savings have free accident insurance cover, e-banking features and competitive interest rates. BRI BritAma Savings is equipped with e-banking facilities that enable customers to conduct transactions conveniently anytime and anywhere, as well as complimentary personal accident insurance coverage. BRI BritAma Savings offers various product variants, namely BritAma Umum, BritAma Bisnis, BritAma Rencana, BritAma Mitra, BritAma TKI, and BritAma Valas, with foreign currency options including USD, SGD, AUD, EUR, CNY, AED, HKD, GBP, JPY, and SAR.
   b. **Britama Bisnis**
      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.
   c. **Britama Prioritas**
      BritAma variants aimed at Priority Customers and Private Customers, provide various privileges in accordance with applicable regulations.
   d. **Britama DHE**
      A collaborative savings product between BRI and Bank Indonesia (BI) intended for exporter customers, to facilitate the placement of Foreign Exchange Earnings.
   e. **Britama Rencana**
      A term savings account that offers investment benefits as well as protection to help customers plan for future needs.
   f. **Britama Investasi**
      A BritAma account that functions as a securities transaction account in the capital market is known as a Customer Fund Account.
   g. **Britama Mitra**
      BritAma variant designed to meet the needs of parties collaborating with BRI.
   h. **BritAma TKI**
      BRI BritAma TKI Savings is a savings product for Indonesian Migrant Labor prospectus with various accessibilities and supported by e-banking facility and real time online system.
   i. **BRI Junio Savings**
      BRI Junio is a savings product especially created for children, intended to introduce banking to children and to nurture the habit of saving from an early age. The BRI Junio savings comes with e-banking features, financial planning features (Junio Rencana), personal accident insurance coverage for children, and a specially-designed Debit Card.

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

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

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

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

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

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

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

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

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

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

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

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

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

3. **BRI Current Account**
BRI Current Account is a deposit product, which its withdrawal can be conducted anytime using bank draft/ demand deposit.

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

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

Distribution of Funds

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

11. KKB Multifance Cooperation (Join Financing)

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

12. KPR BRI

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

a. KPP
b. KPP Subsidi
c. KPP TAPERA

13. Small Loans

a. Small KI
   Small KI is provision of loan facilities to corporate and/or individual to finance long-term funds for purchasing, constructing, expansion, renewal/renovation of productive assets along with its additional costs.
b. KI Fixed Small Installment
   KI Fixed Small Installment is a loan facility provided to debtor prospectus/debtors, where the installment pattern is by fixed amount (comprising of principal and interest payments) in its period. This facility can be used for productive purposes, such as investment loan.
c. KI Small Gas Station
   KI Small Gas Station is Loan Facility provided to Corporate and/or individual to finance long-term funds for purchasing, constructing, expansion, renewal/renovation of productive assets along with its additional costs.
d. KI Small Dynamic
   KI Small Dynamic is a selective loan facility provided by BRI to customers, either KMK or KI, where the imposition of its interest rate may be subject to change automatically (dynamic) monthly based on Customers' CASA ratio.
e. KMK Small
   KMK Small is a loan facility used to finance current assets and/or replace trade payables as well as finance corporate's routine operations temporarily, down payment, cash reserves, working capital refinancing, or other working capital components. Generally, KMK Small is short-term loan, or declining in accordance with customers' business cycle.
f. KMK Fixed Small Installment
   KMK Fixed Small Installment is a type of loan facilities provided to debtor prospectus/debtors, where the installment pattern is by fixed amount (comprising of principal and interest payments) in its period. This facility can be used for productive purposes, such as working capital.
g. KMK Small Dynamic
   KMK Small Dynamic is a credit facility selectively provided by BRI to customers in the form of Working Capital Loans (KMK) or Investment Loans (KI), where the applicable loan interest rate is automatically adjusted (dynamically) on a monthly basis based on the customer's CASA ratio
h. KMK Small Construction
   Small KMK Construction is working capital loan to finance contractor's/vendor's working capital necessity to complete Construction Service project in accordance with Work Agreement.
i. KMK Small Partner
   BRI KMK Small Partner is one of financing products from Bank Rakyat Indonesia (BRI), specially designed to support small business (SME) having developing potential. BRI KMK (Small Partner Loan) is loan facility aimed to micro and small enterprises (MSME) actors, who are either engaging or starting business to assist them in achieving working capital or investment and expanding and developing their business.
j. KMK Small Gas Station
   KMK Small Gas Station is Loan Facility used to finance current assets and/or replace trade payables as well as finance corporate's temporary routine operations, down payment, cash reserves, working capital refinancing or other working capital components.
k. KMK Small Foreign Exchange
   KMK Small Foreign Exchange is Loan Facility used to finance current assets and/or replace trade payables as well as finance corporate's temporary routine operations, down payment, cash reserves, working capital refinancing or other working capital components. In general, KMK is short-term that can be permanent during loan term, or declines in accordance with customers' business cycle condition.

l. KMK Small Franchise
KMK Small Franchise is Loan provided in working capital and investment for franchises.
m. Small Cash Collateral Loan
Small Cash Collateral Loan is Loan (either direct or contingent), which all collaterals are cash or cash equivalent.

14. Corporate Loan

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

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

15. Intermediate Loan

a. Intermediate KI
Intermediate KI is the provision of loan facilities to companies and/or individuals to finance long-term funding needs for the purpose of purchasing, building, expanding, renewing (renovating) productive fixed assets along with the associated costs.
b. KI Middle Partner
c. KI Intermediate SPBU
KI Intermediate SPBU is a loan facility provided by companies and/or individuals to finance long-term funding needs for the purchase, construction, expansion, renewal/renovation of productive assets and the associated costs.
d. KI Intermediate Foreign Exchange
KI Intermediate Foreign Exchange is the provision of loan facilities to companies and/or individuals to finance long-term funding needs for the purpose of purchasing, building, expanding, renewing (renovating) productive fixed assets along with the associated costs.
e. KI Medium Franchise
KI Medium Franchise is a loan provided in the form of working capital and investment for franchise businesses.
f. Medium Cash Collateral Loans
Medium Cash Collateral Loans are loans (either direct or contingent) whose collateral is entirely in the form of cash or cash equivalents.
g. Medium KMK
Medium KMK is a loan facility used to finance current assets and/or replace business debts, as well as temporarily finance routine company operational activities, down payments, cash reserves, working capital refinancing or other working capital components. KMK is generally short-term which can be fixed during the loan period, or decrease according to the customer's business turnover conditions.
h. Medium Dynamic KMK
Medium Dynamic KMK is a selective loan facility provided by BRI to customers in the form of KMK or KI, the loan interest rate of which can change automatically (dynamically) every month based on the customer's CASA ratio.
i. KMK Partner Medium
j. Seller Financing
k. Buyer Financing
l. KMK Intermediate SPBU
KMK Intermediate SPBU is a Loan Facility used to finance current assets and/or replace business debts, as well as temporarily finance the company's routine operational activities, down payments, cash reserves, refinancing working capital or working capital components.
m. Medium Construction KMK
Medium Construction KMK is a working capital loan to finance the working capital needs of contractors/vendors to complete Construction Services projects in accordance with the Work Contract.
n. Medium Foreign Currency KMK
Medium Foreign Currency KMK is a loan facility used to finance current assets and/or replace business debts, as well as temporarily finance routine company operational activities, down payments, cash reserves, working capital refinancing or other working capital components. KMK is generally short-term which can be fixed during the loan period, or decrease according to the customer's business turnover conditions.
o. Special Transaction Loan

16. Non KUR Program Loan

S-SRG (Warehouse Receipt Subsidy Scheme)

17. **Kredit Multiguna (KMG)**
18. **Kupedes**

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

    a. Kupedes Rakyat KMK
    b. Kupedes Rakyat KI
    c. Kupedes Rakyat TKI
    d. Kupedes KMK
    e. Kupedes KI
    f. Kupedes Special Interest Rates
    g. Kupedes 500 Million
    h. Kupedes Primary
    i. KECE
    j. Kupedes Cash Collateral
19. **KUR**

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

    a. KUR Supermicro BRI

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

       KUR Micro KMK BRI is a financing facility for novice micro entrepreneurs with a maximum loan of IDR50 million per debtor which can be in the form of Working Capital Loan with a maximum loan period of 3 (three) years and or Investment Loan with a maximum loan period of 5 (five) years. KUR for Indonesian Workers is a financing facility that applies specifically to Indonesian workers with placements in Singapore, Hong Kong, Taiwan, Brunei, Japan, South Korea, and Malaysia with a maximum financing of IDR25 million.
    c. KUR Micro TKI BRI
    d. KUR Micro KI BRI
    e. Special KI KUR
    f. Special KMK KUR
    g. KUR Small KI
    h. KUR Small KMK
20. **Letter of Credit (LC)/ Domestic Letter of Credit (SKBDN)**

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

    a. LC/SKBDN Publishing
    b. LC/SKBDN Acceptance
21. **Partnership Program**

    a. MSE Funding Program
22. **Refinancing LC (BRI as Borrower/Lender)**

    a. Refinancing LC (BRI as Borrower)
    b. Refinancing LC (BRI as Lender)
23. **SBLC/Demand Guarantee**

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

    a. Bid Bond Stanby
    b. Advance Payment Standby
    c. Commercial Standby
    d. Performance Bond Standby
    e. Direct Pay Standby
    f. Counter Standby
    g. Financial Standby
24. **Shipping Guarantee**
25. **Supply Chain Financing (SCF)**

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

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

    a. Special Transaction Loan
    b. General Purpose Loan
    c. Loans to the Government
27. **Trade Asset Participation (Bank Risk)**
28. **Value Chain Financing**

Other Basic Bank Products – Simple

1. **Bancassurance**
   Bancassurance BRI is a service offered by Bank BRI related to insurance.
   a. Asuransi Jiwa Optimal Sejahtera Plus (Asuransi Aurora Plus)
   b. Asuransi Dana Investasi Sejahtera (Davestera)
   c. Asuransi Dana Investasi Sejahtera (Davestera) Optima Syariah
   d. Asuransi Dana Investasi Sejahtera (Davestera) Optima
   e. Asuransi BRI Life Double Care
   f. Asuransi Professional Group Health
   g. Asuransi Jiwa Optimal Sejahtera (Asuransi Aurora)
   h. Asuransi Life Care
   i. Asuransi ACCI Care
   j. Asuransi Griya Proteksi Maksima
   k. Asuransi Jiwa Pelita
   l. Asuransi Brins Asuransi Asri
   m. Asuransi Brins Oto
   n. Asuransi Sepeda
   o. Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerjasama PT Asuransi BRI Life
   p. Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerjasama PT MNC Life Assurance
   q. Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerjasama PT Asuransi Jiwa Sequis Life
   r. Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerja sama PT Asuransi Ciputra Indonesia
   s. Asuransi Standar Asuransi Kebakaran kerjasama PT BRI Asuransi Indonesia
   t. Asuransi Kebakaran kerja sama PT MNC Asuransi Indonesia
   u. Asuransi Oto Proteksi Maksima
   v. Asuransi Proteksi Jiwa Terencana (Asuransi Kirana)
   w. Asuransi Proteksi Jiwa Terencana (Asuransi Kirana Plus)
   x. Asuransi Aman Optima Sejahtera (Amora)
   y. Asuransi Mikro BRINS Rumahku
   z. Asuransi Rumahku kerja sama PT BRI Asuransi Indonesia
   aa. Asuransi Kerugian Non Agunan (AKUNA)
   bb. Asuransi Mikro Kecelakaan Kesehatan dan Meninggal Dunia Plus (AMKKM +)
   cc. Asuransi Kerusakan Tempat Usaha kerja sama PT BRI Asuransi Indonesia
   dd. Asuransi Mikro – Kecelakaan, Kesehatan dan Meninggal Dunia (AM-KKM)
   ee. Asuransi Bringin Purna Jabatan Utama
   ff. Asuransi Gempa Bumi kerja sama PT MNC Asuransi Indonesia
   gg. Asuransi Property All Risk kerja sama PT MNC Asuransi Indonesia
   hh. Asuransi Unggulan Pilihan Keluarga (ARUNIKA)
   ii. Asuransi Jiwa Britama Rencana
   jj. Asuransi Jiwa Kredit Briguna
   kk. Asuransi Jiwa Kredit Kupedes
   ll. Asuransi Jiwa KMG Taipei
   mm. Asuransi Kerugian Agunan kerja sama PT BRI Asuransi Indonesia
   nn. Asuransi Kerugian Agunan kerja sama PT Asuransi Sinar Mas
   oo. Asuransi Kerugian Agunan kerja sama PT Asuransi Wahana Tata
   pp. Asuransi Kerugian Agunan kerja sama PT Asuransi Ramayana
   qq. Asuransi Kerugian Agunan kerja sama PT Asuransi Jasaraharja Putera
   rr. Asuransi Kerugian Agunan kerja sama PT Asuransi Central Asia
   ss. Asuransi Kerugian Agunan kerja sama PT Asuransi Mitra Pelindung Mustika
   tt. Asuransi Kerugian Agunan kerja sama PT Zurich Asuransi Indonesia
   uu. Asuransi Kerugian Agunan kerja sama PT Lippo General Insurance
   vv. Asuransi Kerugian Agunan kerja sama PT Asuransi Bhakti Bhayangkara
   ww. Edu Plus
   xx. Protection Plus
   yy. Protection Plus VISA
   zz. Lentera
2. **BRIZZI**
   BRIZZI is an electronic money product that uses chip technology as a substitute for cash, which functions as a payment tool that can be used to pay for shopping transactions (purchases) or other transactions carried out at goods or service providers.
3. **Contact BRI**
   Contact BRI is BRI's contact center service. Customers can contact Contact BRI 1500017 or the BRImo Help Center or chat Sabrina via WhatsApp (0812 1214 017) for information on BRI products and services, including complaints. Customers can also communicate directly with the bank. In addition, BRI also has several official channel accounts and official social media that can be used to contact Contact BRI.
   a. SABRINA
   b. Video Banking (effective until October 31, 2025)
   c. Social Media
   d. Call Center

4. **BRI Debit Card**
   BRI Debit Card or BRI Direct Debit is an e-Commerce payment feature that connects e-Commerce accounts with BRI debit cards as a source of funds/Source of Fund (SoF) so that the transaction payment process takes place quickly with a single registration process.
   a. Master Card
   b. Private Label
   c. BRI Combo Card
5. **BRI Credit Card**
   BRI Credit Card is a non-cash payment instrument issued by Bank Rakyat Indonesia (BRI). This card can be used for online or offline shopping, as well as making cash withdrawals at BRI ATMs or other bank ATMs.
   a. BRI Touch
   b. Visual Credit Card
   c. BRI Infinite
   d. BRI Easy Card
   e. BRI Mastercard Platinum
   f. BRI World Access
   g. BRI Business Card
   h. BRI Corporate Card
   i. BRI JCB Platinum
   j. Co Branding Wonderful Indonesia
   k. Co Branding Tokopedia Card
   l. Co Branding OVO U Card
   m. Co Branding Raya
   n. Co Branding Traveloka Pay Later Card
   o. Co Branding BTN Gold
   p. Co Branding BTN Platinum
   q. Cobranding Paper.id Space Card
   r. Cobranding Paper.id Universe Card
   s. Kartu Kredit Indonesia
   t. Mastercard Corporate KKP
   u. KKPD Private Label
   v. Cobranding Next Card
   w. Co Branding Samsung Platinum Card
   x. Co Branding Samsung Signature Card
   y. Co Branding Kagama
6. **Excellent Customer Service**
   a. BRI Prioritas
      A banking service and services activity provided by BRI exclusively to BRI Prioritas customers in the form of one stop financial services, including banking services and services in general, financial planning and investment consulting services, insurance, and retirement planning.
   b. BRI Private
      A banking services and activities provided by BRI exclusively to BRI Private customers which are personal and customized, including general banking services and services, financial and investment planning consultation services, insurance (bancassurance), retirement planning and inheritance planning consultations.
7. **Securities Marketing Distribution Partners**
   a. Indonesian Retail Bond Selling Agent (ORI)
   b. Retail Savings Bonds Selling Agent
   c. Retail Sukuk Selling Agent
   d. Savings Sukuk Selling Agent
   e. Brokerage Marketing Partners
8. **Safe Deposit Box (SDB)**
   A Safe Deposit Box (SDB) is a secure storage service for valuables or important documents, offering highly secure storage under various conditions. Some services even design storage units or boxes that are fire-resistant or protected against external factors such as impacts. Typically, a Safe Deposit Box (SDB) is used to store high-value items, providing owners with an added sense of security. In most cases, SDBs also offer storage with relatively low insurance costs.
9. **Forex Transaction**
10. **Interest Rate Transaction**
    a. Marketable Securities Transaction
    b. Money Market Transaction
11. **Derivatives Transactions**
12. **Structure Product Transaction**
13. **BRIefx**
    BRIefx is a web-based online application/system for providing online foreign exchange transaction services with users being BRI foreign exchange customers.
14. **BRI Money Changer**
    BRI Money Changer is a business service for buying and selling foreign banknotes.
    a. Same Currency
    b. Different Currency
15. **BRIFast Remittance**
    BRIfast Remittance is BRI's remittance service for outgoing fund remittance to overseas countries and incoming fund remittance from overseas to Indonesia. BRIfast Remittance offers outgoing remittance in 144 currencies all over the world, incoming remittance credited to BRI accounts, incoming remittance credited to other bank accounts, and incoming remittance cash pick-up service (no need for a bank account) that can be withdrawn in all BRI units as well as BRI AgenBRILink in Indonesia in real time online.
16, **Confirming Bank Business**
17. **Virtual Account**
    Virtual Account is a digital payment method through a virtual account created specifically for each customer. For each transaction, the customer will be referred to the Virtual Account to make the payment. Virtual Account consists of a customer ID number that is unique to each customer.
    a. BRIVA (BRI Virtual Account Credit)
    b. Cash Card (BRI Virtual Account Debit)

18. **Automatic Transactions**
    a. Automatic Fund Transfer (AFT)
    b. Automatic Grab Fund (AGF)
    c. Account Sweep
    d. New Account Sweep (NAS)
    e. Autodebet
19. **Interbank Transfer**
    Interbank Transfer is a banking service that allows customers to transfer money from one bank account to another at a different bank. This differs from an intrabank transfer, which refers to money transfers between accounts within the same bank.
    a. RTGS
    b. Clearing
       Clearing is the process of submitting a financial instrument that is not yet a bank's obligation, where the instrument is presented by the presenting bank and approved by the paying bank through a clearing institution, settled in Indonesian Rupiah.
    c. BIFAST
       BI Fast or BI-FAST, short for Bank Indonesia Fast Payment, is a payment system developed by Bank Indonesia. According to Bank Indonesia's official website, BI Fast is a national retail payment infrastructure that facilitates real-time, secure, efficient, and always-available (24/7) transactions. Compared to the National Clearing System of Bank Indonesia (SKNBI), which operates only during certain hours, does not support real-time fund transfers, and has limited payment channel access, BI-FAST provides faster, broader, and always-available payment services.
    d. Online Interbank Transfer

Advanced Bank Products

1. **Mutual Fund Sales Agent**
    a. Bahana Dana Likuid
    b. BRI Seruni Pasar Uang II Kelas A
    c. Schroder Dana Likuid
    d. Bahana Likuid USD
    e. TRIM Kas 2
    f. BRI Gamasteps Pasar Uang
    g. BRI Seruni Pasar Uang Syariah
    h. BRI Seruni Likuid Dolar
    i. Manulife Obligasi Negara Indonesia II Kelas A
    j. Manulife Pendapatan Bulanan II
    k. Bahana Makara Prima
    l. BRI Melati Pendapatan Utama
    m. Schroder USD Bond Fund
    n. BRI Brawijaya Abadi Pendapatan Tetap
    o. Bahana Ganesha Obligasi Kelas D
    p. Ashmore Dana Obligasi Nusantara
    q. Ashmore Dana USD Nusantara
    r. Manulife Dana Campuran II
    s. BRI Anggrek Fleksibel
    t. BRI Syariah Berimbang
    u. Schroder Dana Terpadu II
    v. Schroder Syariah Balanced Fund
    w. Schroder Dana Kombinasi
    x. Trim Kombinasi 2
    y. BRI Balanced Regular Income Fund
    z. Ashmore Dana Progresif Nusantara
    aa. Manulife Dana Saham Kelas A
    bb. Dana Ekuitas Prima
    cc. BRI Indeks Syariah
    dd. BRRI Mawar Konsumer 10
    ee. Schroder 90 Plus Equity Fund
    ff. Schroder Dana Prestasi
    gg. Trim Kapital
    hh. Schroder Global Syariah Equity Fund
    ii. BRI Mawar Fokus 10
    jj. BRI G20 Sharia Equity Fund Dollar
    kk. BRI MSCI Indonesia ESG Screened Class A
    ll. Trimegah Terproteksi Lestari 23
    mm. Trimegah Terproteksi Lestari 27
    nn. Trimegah Terproteksi Lestari 29
    oo. BRI Proteksi 93
    pp. BRI Proteksi 94
    qq. BRI Proteksi 95
    rr. BRI MI Proteksi 97
    ss. BRI MI Proteksi 98
    tt. BRI MI Proteksi 99
    uu. BRI MI Proteksi 100
    vv. Trimegah Terproteksi Lestari 31
    ww. BRI MI Proteksi 105
    xx. BRI MI Proteksi 20 Dollar
2. **BRI Syndication Agent**
    A Syndication Agent is a bank or non-bank financial institution appointed by at least two banks and/or non-bank financial institutions acting as syndicate creditors to manage, coordinate, and administer syndicated credit facilities provided by such syndicate creditors to the debtor in accordance with the syndicated credit agreement.
3. **ATM**
    BRI ATM services make it easier for customers to conduct banking transactions and have been distributed throughout BRI business units throughout Indonesia and other strategic locations.
4. **Bancassurance**
    Bancassurance BRI is a service offered by Bank BRI related to insurance.
    a. Asuransi Telepro Sehat Optima
    b. Asuransi Telepro Jiwa Optima
    c. Asuransi Lengkap Ekonomis Nyaman Sejahtera (Lentera)

d. Asuransi Telepro Medicash Optima
e. Asuransi Jiwa Optimal Sejahtera (Aurora)
f. Asuransi Dana Investasi dan Proteksi (Davespro)
g. Asuransi Mikro Proteksi Aman Sejahtera (Pijar)
h. Asuransi Telepro Diri Optima
i. Asuransi Telepro Lifecash Maxima
j. Asuransi Telepro Medicash Maxima
k. Asuransi Jiwa & Personal Accident Tabungan Haji
l. Personal Accident Britama

5. **RDN Administrator Bank**
   A Bank Administrator for Investor Fund Accounts (RDN) is a bank that partners in providing account opening and management services for investors in the capital market. RDN is a special account used to store investor funds for securities transactions, such as buying and selling stocks, bonds, or other capital market instruments.
6. **KSEI Payment Bank**
   A KSEI Payment Bank is a commercial bank designated by KSEI to open giro accounts on behalf of KSEI and Account Holders. It is responsible for holding funds recorded in Securities Accounts and facilitating the settlement of securities transactions, based on agreements with KSEI and applicable regulations.
7. **BRI Future Investment (BRIFine)**
   The pension program offered by BRIFINE BRI is the Defined Contribution Pension Plan (PPIP), where the contributions are determined by the Pension Fund Regulations, and all contributions along with their development results are recorded in each participant's account as retirement benefits.
   a. PPIP (Program Pensiun Iuran Pasti)
   b. Other Benefit Programs
8. **BRI Custodian**
   a. Mutual Fund Custodian Services
   b. Asset-Backed Securities Custodian Services
   c. General Safekeeping Custodian Services
   d. Tapera Custodian Services
   e. Discretionary Fund Management Custodian Services
9. **BRI Smart Billing**
   BRI Smart Billing is an integrated billing management application that effectively and practically helps businesses or billers manage their invoices and receivables more easily, affordably, and quickly.
10. **BRI Smart Junio**
    BRI Smart Junio is an application developed by Bank Rakyat Indonesia to simplify the management of academic and non-academic school data. Features in the Junio Smart application include the learning process, school fee billing, and administrative data information.
11. **BRI Trust**
    BRI Trust Services is a service for the safekeeping of customer assets in the form of financial assets for and on behalf of customers. BRI is the first bank in Indonesia to obtain permission from Bank Indonesia to run Trust Services in Indonesia through Bank Indonesia letter Number 15/19/ DPB1/PB1-3 dated February 12, 2013 and Bank Indonesia confirmation letter Number 15/30/DPB1/PB1-3 dated March 19, 2013. The scope of BRI Trust Services includes:
    a. Paying Agent Services;
    b. Lending Agent Services;
    c. Investment Agent Services; and
    d. Other Agency Services, such as Escrow Agents and Guarantee Agents.
12. **BRILink**
    AgenBRILink is a service expansion where BRI collaborates with BRI customers as agents who can serve banking transactions for the public in real time online with the concept of sharing fees. Through AgenBRILink, BRI customers and the general public can get the same services as at BRI offices.
    a. EDC BRILink
    b. BRILink Mobile
13. **BRImerchant**
    BRI Merchant is an innovative platform from BRI that provides convenience for merchants in managing business transactions. One of its key features is self-onboarding QRIS, which allows prospective BRI merchant customers to register and start using QRIS quickly and easily.
14. **BRImo**
    BRImo is a financial super app for various customer transactions anytime and anywhere. The transactions offered range from online onboarding, both domestic and international, payments, purchases, investments, insurance, to financial record-keeping. BRImo also facilitates customers with cross-border transaction needs through international transfers to over 160 countries and QR payments abroad.
15. **BRImola**
    BRImola is a supply chain or LPG trade application for PSO (subsidized) LPG from agents to distribution centers and also for NPSO (non-subsidized) LPG from agents to outlets. This application simplifies the order process, payments, and report retrieval as everything is done online.
16. **CDM**
    a. CDM
    b. Brankas Digital
17. **CRM**
    CRM is the latest innovation that allows customers to perform various transactions, such as cash withdrawals, cash deposits, balance checks, and fund transfers easily and quickly.

18. **EDC**
    EDC BRI is an Electronic Data Capture (EDC) machine that can be used to accept payments via debit cards, credit cards, BRIZZI cards, and QRIS. EDC BRI can be used by merchants partnered with Bank BRI.
    a. EDC Full Managed
    b. EDC Partnership
19. **E-Tax**
    E-Tax BRI is a digital service from Bank Rakyat Indonesia (BRI) designed to facilitate electronic tax payments. This service allows taxpayers, both individuals and businesses, to make tax payments easily, quickly, and securely through various BRI banking channels.
20. **Online Acquiring**
    Debit and CC
21. **QLola**
    QLola by BRI is an Integrated Corporate Solution Platform that enables BRI customers to access various BRI products and services such as Cash & Trade, Supply Chain Management, Foreign Exchange, Investment Service, Financial Dashboard, API services, and other products and services with a single sign-on login.
22. **QRIS**
    a. QRIS MPM
       QRIS Merchant Presented Mode (MPM) Dynamic is a QR code issued through a device such as an EDC machine or smartphone. The merchant needs to input the payment amount first, and then the customer scans the displayed or printed QRIS.
    b. QRIS CPM
       QRIS Customer Presented Mode (CPM) Dynamic is a QR code generated by a user's device (such as a smartphone), and this dynamic code changes periodically. Each user will have a different QR code within a limited time period. The merchant's scanning device can scan the code and complete the financial transaction from the user's account to the merchant's account as agreed.
23. **Self Service Banking (SSB)**
    a. SSB Digital Customer Service
    b. SSB CRM (Replacement Card Machine)
    c. SSB SSPP (Self Service Pastbook Printing)
    d. SSB QMS (Queueing Management System)
24. **Senyum Mobile**
    An integrated service concept that makes it easier for people to access BRI, Pegadaian and PNM products and services at BRI unit offices which are equipped with Pegadaian and PNM counters, and the Smile Mobile Application is an extension of the reach of the Ultra Micro Service Center (Senyum) which is now within reach.
25. **Stroberi Kasir**
    Stroberi Kasir BRI is an Android-based application that helps manage businesses, including transaction recording, inventory management, and financial services.
26. **Trustee BRI**
    BRI has extensive experience acting as a trustee and has earned the trust of various state-owned enterprises (BUMN), banks, and other corporations in bond/MTN issuance. Their role is to represent and protect the interests of bond/MTN holders according to the terms specified in the trustee agreement.

Operating Area

Table of Year Office Network for the Last 5 Years

Office Type	2025	2024	2023	2022	2021
Head Office	**1**	1	1	1	1
Regional Office	**18**	18	18	18	18
Regional Audit Office	**18**	18	18	18	18
Branch Office + Special Sub-Branch Office (Domestic)**	**454**	453	453	449	451
Sub-Branch Office (Domestic)*	**555**	555	556	579	588
BRI Units*	**5,082**	5,086	5,117	5,156	5,222
Cash Office*	**490**	500	505	506	525
BRI Terrace*	**758**	873	977	1,370	1,697
Mobile BRI Terrace	**6**	69	115	117	132
Ship BRI Terrace	**4**	4	4	4	4
Total	**7,386**	**7,586**	**7,773**	**8,227**	**8,665**

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

** In accordance with Service Note B.63.e-PPM/ODV/OD2/08/2023 dated August 3, 2023 regarding Submission of approval for changes to KCK supervision.

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

As of December 31, 2025, BRI has 1 Head Office and serves all customers through 7,385 domestic business unit and 9 (nine) overseas business unit as well as an e-channel network spread throughout Indonesia.

INTERNATIONAL NETWORK

* Include Sub Branch.

Table of Office Networks per Region in 2025

Region	Outlet								
	Regional Office	Regional Audit Office	Branch Office	Sub-Branch Office*				Mobile BRI Terrace	Ship BRI Terrace
				Sub-Branch Office	BRI Units	Cash Office	BRI Terrace		
Region 1 / Medan Regional Office	1	1	24	33	258	23	35	-	-
Region 2 / Pekanbaru Regional Office	1	1	22	20	170	18	23	-	1
Region 3 / Padang Regional Office	1	1	14	8	157	11	41	-	-
Region 4 / Palembang Regional Office	1	1	21	28	217	9	37	-	-
Region 5 / Bandar Lampung Regional Office	1	1	14	16	188	12	56	-	-
Region 6 / Jakarta 1 Regional Office	1	1	24	53	94	67	16	-	1
Region 7 / Jakarta 2 Regional Office	1	1	32	66	183	64	40	-	-
Region 8 / Jakarta 3 Regional Office	1	1	26	44	158	25	27	-	-
Region 9 / Bandung Regional Office	1	1	30	34	565	44	31	-	-
Region 10 / Semarang Regional Office	1	1	22	38	421	34	33	-	-
Region 11 / Yogyakarta Regional Office	1	1	33	33	582	51	50	-	-
Region 12 / Surabaya Regional Office	1	1	25	24	279	30	28	-	-
Region 13 / Malang Regional Office	1	1	25	34	504	15	120	-	-
Region 14 / Banjarmasin Regional Office	1	1	40	42	372	24	66	2	-
Region 15 / Makassar Regional Office	1	1	37	27	348	18	2	-	-
Region 16 / Manado Regional Office	1	1	20	16	203	15	31	2	1
Region 17 / Denpasar Regional Office	1	1	32	26	295	20	110	2	1
Region 18 / Jayapura Regional Office	1	1	13	13	88	10	12	-	-
Overseas**	-	-	6	3	-	-	-	-	-
Total	**18**	**18**	**460**	**558**	**5,082**	**490**	**758**	**6**	**4**

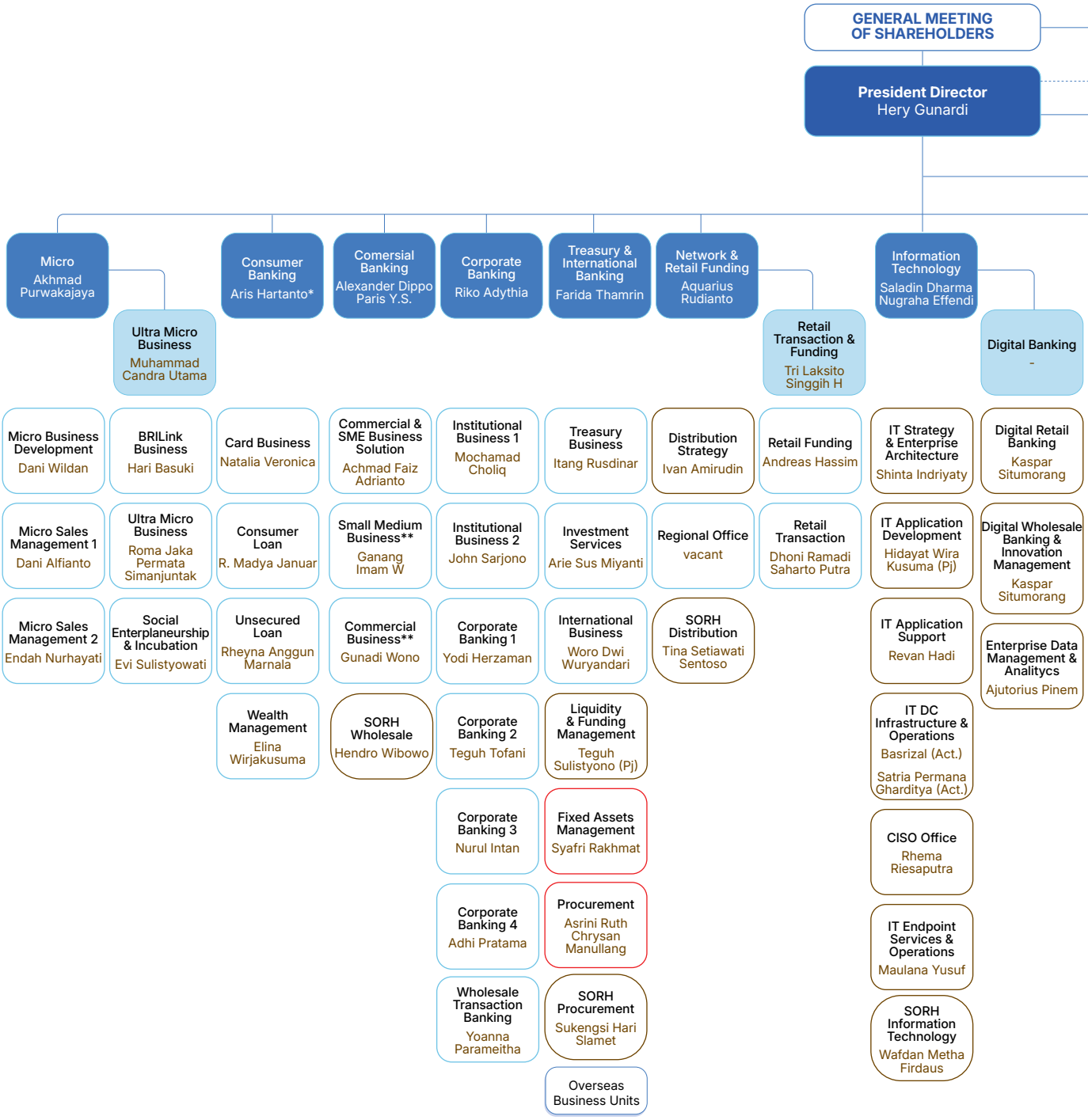
* In accordance with OJK Regulation No.12/POJK.03/2021 concerning Commercial Banks, it is adjusted that the UKO type BRI Unit, Cash Office, Teras BRI is included in the UKO SubBranch Office type status.

** In accordance with Service Note B.63.e-PPM/ODV/OD2/08/2023 dated August 3, 2023 regarding Submission of approval for changes to KCK supervision.

Notes: Did not include the number of Foreign Office Unit Offices

BRI
BRI

Organizational Structure



Board of Commissioners Committee:

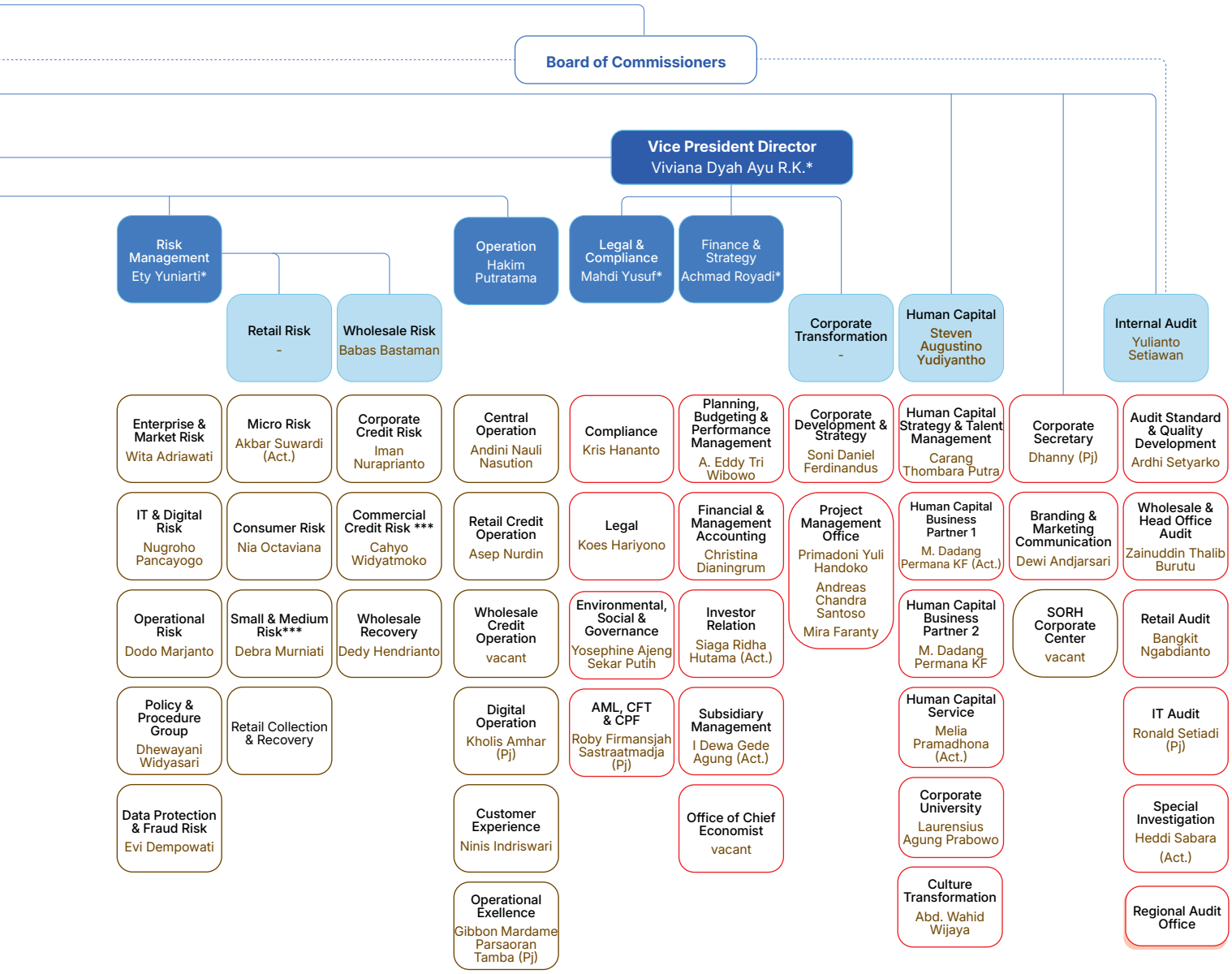
Audit, Nominasi & Remunerasi, Risk Management Monitoring, Integration Governance.

Directors Committee:

ALCO, Capital & Investment, Human Capital, Information Technology, Procurement, Credit & Policy, Product, Transformation, Risk Management, ESG, and Financial Conglomeration Governance.

** The Company has established the Executive Business Officer (EBO) function
*** The Company has established the Executive Risk Officer (ERO) function.

BRI's organizational structure has been approved based on the Decree NOKEP: S.440-DIR/HCS/02/2026 dated February 11, 2026 concerning the Organization of PT Bank Rakyat Indonesia (Persero) Tbk. which has been effective since December 18, 2025 as follows:



* The appointed members of the Board of Directors can only carry out the duties and functions of their position if they have received approval from the OJK and fulfill the provisions of applicable laws and regulations.

Notes: Directors | SEVP | N2 Business | N2 Enabler | N2 Support

The members of the Committee under the Board of Commissioners as of December 31, 2025, are as follows:

1. Audit Committee: Edi Susianto (Chairman) Parman Nataatmadja, Loethano Boy Meizardi, Thauriq Anwar, Maria Ulpah.
2. Nomination and Remuneration Committee: Edi Susianto (Chairman), Kartika Wirjoatmodjo, Parman Nataatmadja, Awan Nurmawan Nuh, Helvi Yuni Moraza, Lukmanul Khakim, M. Dadang Permana K.F.
3. Risk Management Monitoring Committee: Parman Nataatmadja (Chairman), Helvi Yuni Moraza, Awan Nurmawan Nuh (Commissioner), Sandra Chalik.
4. Integrated Governance Committee: Lukmanul Khakim (Chairman), Kartika Wirjoatmodjo, Edi Susianto, Tjondro Prabowo, Donny Himawan, Yoyok Mulawarman, Johanes Kuntjoro Adisardjono, Benny Imam Syafii., Abdul Ghoni, Hari Siaga Amijarso, Mohammad Hidayat, Donsuwan Simatupang, Diah Defawati Ade, Agoosh Yosran, Martina, Muhammad Cholil Nafis, Nurhaida, Kahlil Rowter.

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

List of Association Membership

Bank BRI actively joins a number of organizations and associations related to its core business to maintain developments in the business environment, expand the network, and strengthen BRI's contribution, synergy and existence in creating a sustainable business climate. Being a member of several organizations is a strategic step for Bank BRI in running banking business activities by noticing the Environmental, Social, and Governance (LST) aspects. Nevertheless, BRI does not provide financial contributions outside of regular membership fees. Until the end of 2025, BRI is listed as a member of the following associations:

Table of Association Membership

No.	Association Name	Purpose	Participation Position	Scale
1.	Himpunan Bank Milik Negara (Himbara)	Developing Indonesia's capital market as an industry capable of supporting the national economy.	Chairman II	National
2.	Bankers Association for Risk Management (BARA)	Becoming a banking partner in realizing a national banking industry with the best practical standards that can optimally manage risks	Vice Chairman of IT Risk Management	National
3.	Financial Industry Data Privacy Network (FINDANET)	To advance the profession of Personal Data Protection Officers (PPDP/DPO) within the financial industry, contributing to sustainable development and social equity for all Indonesians. To develop the national financial services sector by fostering collaboration in data protection, strengthening public trust, enhancing industry resilience, and ensuring regulatory compliance through collective efforts.	Vice Chairman	National
4.	Forum Digital BUMN (FORDIGI)	A communication forum among State-Owned Enterprises (SOEs) to share experience and expertise in the management of SOE information systems and related technologies, in order to support the achievement of business objectives of SOEs and their stakeholders.	Vice Chairman for Division II	National
5.	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	To communicate, consult, share knowledge, and collaborate in advancing the banking operations sector, particularly in navigating the digital era and technological transformation.	Vice Chairman	National
6.	Forum Komunikasi Satuan Pengawas Intern (FKSPI)	To develop the Indonesian capital market as an industry capable of supporting the national economy.	Vice Chairman	National
7.	Asosiasi Bank Kustodian Indonesia (ABKI)	To support government programs in developing and advancing the Indonesian capital market in accordance with policies established by the Government.	Treasurer	National
8.	Asosiasi SWIFT Indonesia (ASWIFTINDO)	To engage in communication and consultation in addressing changes in global standards such as ISO 20022, as well as to facilitate technological solutions and business development in the banking sector related to international transactions.	Management	National
9.	Forum Komunikasi Kliring Jakarta (FKKJ)	To discuss and coordinate issues related to the clearing process (interbank transaction settlement) and the distribution of clearing documents/instruments in the Jakarta region, involving various parties such as banks and clearing service providers, in order to enhance the efficiency and effectiveness of banking services.	Management	National
10.	Forum Human Capital Indonesia (FHCI)	A platform for formulating strategic insights to support the development of human resources in Indonesia.	Management	National
11.	SACA (Information Systems Audit and Control Association) Indonesia Chapter	To serve as a professional platform for career and knowledge development in the fields of governance, risk, audit, security, and information technology (IT) privacy in Indonesia, by expanding the accessibility and benefits of ISACA's global certifications (such as CISA and CISM) to Indonesian professionals, facilitating networking and knowledge sharing, and fostering a digital trust and cybersecurity expertise ecosystem.	Management	National

No.	Association Name	Purpose	Participation Position	Scale
12.	HIMDASUN (Himpunan Pedagang Surat Utang)	An association that acts as the operator of the Indonesian Government Bond (Surat Utang Negara/SUN) market, committed to improving liquidity and transparency in the government bond sector.	Management	National
13.	APUVINDO (Asosiasi Pasar Uang dan Pasar Valuta Asing Indonesia)	An association responsible for providing domestic financial market participants with information on benchmark reform agendas and interest rate reference recommendations.	Management	National
14.	Indonesia Contact Center Association (ICCA)	An organization providing updates on Contact Center developments, benchmarking, and technological advancements	Management	National
15.	Partnership for Carbon Accounting Financials (PCAF)	Conducting disclosure of financed emissions.	Member	International
16.	United Nations Global Compact (UNGC)	Committed to sustainability and supporting the achievement of the Sustainable Development Goals (SDGs)	Member	International
17.	Science-Based Target Initiatives (SBTI)	To establish credible, science-based climate targets and enhance the Company's credibility.	Member	International
18.	Association of Certified Fraud Examiners	An international institution that issues the Certified Fraud Examiner (CFE) certification to prevent and combat fraud.	Member	International
19.	Association Certified Fraud Examiner (ACFE) Indonesian Chapter	Indonesia's largest professional anti-fraud organization, leading in education, research, advocacy, and anti-fraud development	Member	International
20.	Asia Pacific Loan Market Association (APLMA)	Expanding connections and relationships with banks across the AsiaPacific region to explore potential syndicated loan agreements.	Member	International
21.	Rapi Utama Indonesia (RAPINDO)	Financing Company and Bank Asset Registration Institution	Member	National
22.	Forum Komunikasi Operasional Kas Perbankan (FKOKP)	To facilitate banking communication in identifying operational cash management solutions	Member	National
23.	ACI FMA Indonesia (Association Cambiste Internationale – Financial Markets Association Indonesia)	An organization representing more than 800 professionals in the financial markets sector, including money markets, foreign exchange, derivatives, bonds, and money brokers. Affiliated with ACI Paris and IBI, the organization continues to grow in line with the integration of financial markets.	Member	National
24.	Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK)	An institution that handles other disputes subject to approval by the Financial Services Authority.	Member	National
25.	Ikatan Auditor Internal Bank (IAIB)	To develop highly competent internal banking auditors through standardized training and certification programs	Member	National
26.	Asosiasi Forensik Digital Indonesia (AFDI)	To convene, coordinate, and enhance the professional competencies of practitioners and enthusiasts in digital forensics in order to advance the field in Indonesia.	Member	National
27.	The Institute of Internal Auditors Indonesia (IIA Indonesia)	IIA Indonesia, as an affiliate of IIA Global, was established in 1989 with the objective of developing and advancing the internal audit profession in Indonesia.	Member	National
28.	Asosiasi Sistem Pembayaran Indonesia (ASPI)	An association that proactively contributes to the establishment of standards and initiatives to promote digital payments, with its members representing the industry in dialogue with regulators and policymakers.	Member	National

Board of Director's Profile

Hery Gunardi

President Director

Citizenship

Indonesian citizens

Domisili

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Bengkulu, in 1962.
Age 63 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

435,000 shares

Educational Background

- Bachelor of Business Administration, 17 August University, Jakarta (1987).
- Master of Business Administration, Major in Finance and Accounting, University of Oregon, USA (1991).
- Doctor of Business Management, Padjadjaran University, Bandung (2021).

Certification

- Certified Risk Management Level 7, LSPP (2024).
- Certified Islamic Banking, Karim Consulting Indonesia (2020).
- Risk Management Certification Refresher Program, BARA (2019).
- Certified Risk Management Level 5, LSPP (2013).
- Certified Risk Management Level 4, LSPP (2012).
- Certified Financial Planning (CFP), Financial Planning Standard Board (2007).
- Certified Wealth Manager (CWM), University of Greenwich and IBI (2005).
- Chartered Life Underwriter (CLU), Singapore College of Insurance (2004).
- Chartered Financial Consultant (ChFC), Singapore College of Insurance (2004).
- Foreign Exchange and Money Market Dealer, TRAC Consultant Singapore (1997).

Training

- Executive Development Program: Workshop Strategy Governance for Boards, IMD Business School, Switzerland (2024).
- Executive Development Program: Exploiting Disruption a Digital World, London Business School, United Kingdom (2022).
- Executive Development Program: 3 Strategic Branding "From Behavioural Insights to Business Growth", London Business School, United Kingdom (2015).
- Executive Development Program: High Impact Leadership, University of Berkeley, USA (2014).
- Executive Development Program: Leading Change & Organizational Renewal Program, Standford University Graduate School of Business, USA (2013).
- Executive Development Program: Market Driving Strategies Programme, London Business School, United Kingdom (2011).
- Executive Development Program: Leading a Resilient Organization: Achieving Results During Challenging Times, The Wharton School University of Pennsylvania, USA (2009).
- Executive Development Program: Creating and Executing Breakthrough Strategy, Colombia University, USA (2008).

Employment History

Legal Basis of Appointment

First appointed as President Director at the Extraordinary GMS on March 24, 2025. Effective after obtaining OJK approval for the Fit and Proper Test in accordance with OJK Letter Number 46/KDK.03/2025 dated May 28, 2025.

Concurrent Positions

- Chairman of Association of Indonesian National Banks (PERBANAS)(2025 - present).
- Member of Supervisory Board Indonesia Banker Institute (IBI) (2023-present).
- Member of Supervisory Board Indonesian Payment System Association (ASPI) (2022-present).
- Treasurer of the Sharia Economic Community (MES) (2001- present).
- General Treasurer of the Association of Islamic Economists (IAEI)(2025 - present).
- Chairman of the Asset and Liability Committee (ALCO) BRI (2025-present).
- Chairman of the Credit Policy Committee BRI (2025 - present).
- Chairman of the Environmental, Social & Governance (ESG) Committee BRI (2025 - present).
- Chairman of Procurement Committee 1 BRI (2025 - present).
- Chairman of Transformation Steering Committee BRI (2025 - present).

Does not have a position in another public company.

Work Experience

- Director, PT AXA Mandiri Financial Services (November 2003 - January 2006).
- Senior Vice President, Group Head of Wealth Management, PT Bank Mandiri (Persero) Tbk (January 2006 – January 2009).
- Executive Vice President, Group Head of Distribution Network I, PT Bank Mandiri (Persero) Tbk (January 2009 – January 2013).
- Senior Executive Vice President of Consumer Finance, PT Bank Mandiri (Persero) Tbk (January 2013 – April 2013).
- Director of Micro & Retail Banking, PT Bank Mandiri (Persero) Tbk (April 2013 – January 2015).
- President Commissioner, PT AXA Mandiri Financial Services (May 2013 – March 2015).
- Director of Micro & Business Banking, PT Bank Mandiri (Persero) Tbk (January – March 2015).
- Director of Consumer Banking, PT Bank Mandiri (Persero) Tbk (March 2015 – April 2016).
- Director of Distribution, PT Bank Mandiri (Persero) Tbk (April 2016 – March 2018).
- Director of Small Business & Network, PT Bank Mandiri (Persero) Tbk (March 2018 – May 2019).
- Director of Business & Network, PT Bank Mandiri (Persero) Tbk (May – December 2019).
- Director of Consumer & Retail Transactions, PT Bank Mandiri (Persero) Tbk (December 2019 – February 2020).
- Vice President Director, PT Bank Mandiri (Persero) Tbk (February – October 2020).
- Head of Project Management Office for the Merger of State-Owned Islamic Banks (March 2020 – February 2021).
- President Director, PT Bank Syariah Mandiri (October – December 2020).
- President Director, PT Bank Syariah Indonesia Tbk (December 2020 – March 2025).
- President Director, PT Bank Rakyat Indonesia (Persero) Tbk (March 2025 – Present).

Achievement

- Best Retail Bank in Indonesia – Trailblazer Asia Awards, from Retail Banker International (RBI), March 2025
- Excellence in Employee Engagement – Trailblazer Asia Awards, from Retail Banker International (RBI), March 2025
- Brand Finance Global 500 – Ranked 323rd Globally and 1st in Indonesia, from Brand Finance, March 2025
- Indonesia's Best for Discretionary Portfolio Management – Euromoney Private Banking Awards, from Euromoney, March 2025.
- 20 Top Companies to Watch in 2025, from Bloomberg Technoz, June 2025.
- Best Private Bank – Indonesia, from Global Brands Magazine, June 2025.
- The World's Largest Companies – Forbes Global 2000 List, from Forbes, June 2025.
- Best Mobile Banking Brand, from Global Brands Magazine, June 2025.
- Best Bank – FinanceAsia Awards, from FinanceAsia, June 2025.
- Best Private Bank – FinanceAsia Awards, from FinanceAsia, June 2025.
- Fortune Southeast Asia 500, from Fortune, June 2025.
- Best Bank Awards – KBMI IV Category, from Investor Trust, June 2025.
- Top 1000 World Banks, from The Banker, July 2025.
- Best Digital Bank – Euromoney Awards for Excellence 2025 (Country/Territory Winners: Indonesia), from Euromoney, July 2025.
- Indonesia Top 5 Public Listed Companies – ASEAN Corporate Governance Conference & Awards (ASEAN CGCA) 2025, July 2025.
- ASEAN Asset Class Public Listed Companies – ASEAN Corporate Governance Conference & Awards (ASEAN CGCA) 2025, July 2025.
- Best Human Capital Awards, from BusinessAsia Indonesia, July 2025.
- Digital Banking Awards, from Investor Trust, August 2025
- Best Private Bank for HNWIs – Indonesia, from The Asset Triple A, September 1, 2025.
- Indonesia's Biggest Companies – No. 1 Most Profitable Company, from Fortune Indonesia, September 12, 2025.
- Most Trusted Company based on the Corporate Governance Perception Index (CGPI), from The Indonesian Institute for Corporate Governance (IICG) and SWA Media Group, November 1, 2025.
- Global Corporate Sustainability Awards (GCSA) 2025, from Global Corporate Sustainability Awards (GCSA), November 1, 2025.
- Best Supporting Bank for the Development of the Rupiah Money Market (Repo Awards), from Bank Indonesia Awards, November 1, 2025.
- Bank of the Year Award, from The Banker, December 2025
- CEO of the Year, from Infobank, December 2025.
- National Sharia Finance Transformation Leader, from Bisnis Indonesia, December 2025.
- Best Transformational Leader in Transformation, from CNBC, December 2025.
- Best Digital Transformation and Innovation Impact Award, from CNBC, December 2025.
- Best Contribution to Economic Empowerment Award, from CNBC, December 2025.

Viviana Dyah Ayu R.K.*

Vice President Director

Citizenship

Indonesian citizens

Domicile

South Tangerang, Indonesia

Place and Year of Birth/Age

Born in Surakarta, in 1978.
Age 47 as of December 2025.

Term of Office

2021 – 2026 (First Period).
2025 – 2030 (Second Period).

BRI Share Ownership

3,819,500 shares

Educational Background

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

Certification

- Chartered Accountant Certification.
- Risk Management Certification Level 7.
- Certified Financial Planner (FPSB).

Employment History

Legal Basis of Appointment

Appointed as Director of Finance of BRI for the first time based on the results of the Extraordinary GMS on January 21, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number 36/ KDK.03.2021 dated April 14, 2021. Reappointed as Director of Finance & Strategy based on the 2025 Annual GMS on March 24, 2025. Subsequently, the assignment was transferred to Vice President Director based on the Extraordinary GMS dated on December 17, 2025.

Concurrent Positions

- Alternate Chairman concurrently serves as Permanent Member of Asset and Liability Committee (ALCO) BRI (2025-present).
- Alternate Chairman concurrently serves as Permanent Member with Voting Rights of Environmental, Social & Governance (ESG) Committee BRI (2025-present).
- Alternate Chairman 1 of Product Committee 1 Wholesale Segment BRI (2025-present).
- Alternate Chairman 1 of Product Committee 1 Non-Wholesale Segment BRI (2025-present).
- Alternate Chairman 1 concurrently serves as Permanent Member with Voting Rights of Transformation Steering Committee BRI (2025-present).

Does not have a position in another public company.

Work Experience

- AVP Planning, Corporate Development & Strategy BRI (2016 – 2017).
- AVP Equity Management, Corporate Development & Strategy BRI (2017 – 2018).
- VP Subsidiary Management Desk BRI (2018 – 2019).
- EVP Subsidiary Management Division BRI (2019).
- Director of Finance BRI (2021 – 2025).
- Director of Finance & Strategy BRI (2025).
- Vice President Director of BRI (2025 – present).

* The appointed members of the Board of Directors can only carry out the duties and functions of their position if they have received approval from the OJK and fulfill the provisions of applicable laws and regulations.

Aquarius Rudianto

Director of Network and Retail Funding

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Jakarta, in 1967.
Age 58 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

None

Educational Background

Bachelor of Social and Political Science in Government from Padjadjaran University (1990).

Certification

- Risk Management Refresher Program Level 7 "For Successful Completion of Refresher Program"
- Banking Risk Management Level 7.
- Chief Business Development Officer Innovation school
- Three Legged Five Whys For Operations Strategi Bisnis, Trade Product & Value Chain.
- Strategi Bisnis, Produk Trade & Value Chain.
- Business Continuity Management.

Employment History

Legal Basis of Appointment

Appointed as Director of Network and Retail Funding for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number 43/KDK.03/dated May 28, 2025.

Concurrent Positions

- Permanent Member with Voting Rights of Asset and Liability Committee (ALCO) BRI (2025-present).
- Permanent Member with Voting Rights of Transformation Steering Committee (2025-present).
- Permanent Member with Voting Rights of Environmental, Social & Governance (ESG) Committee BRI (2025-present).
- Permanent Member with Voting Rights of Transformation Steering Committee BRI (2025-present).

Does not have a position in another public company.

Work Experience

- Senior Vice President Commercial Banking of PT Bank Mandiri (Persero) Tbk (2010-2014)
- Senior Vice President Regional CEO of PTBank Mandiri (Persero) Tbk (2015-2018)
- Senior Executive Vice President (SEVP) Operation of PT Bank Mandiri (Persero) Tbk (2018-2019)
- Commisioner of Mandiri AXA General Insurance (2019-2020)
- Senior Executive Vice President (SEVP) Business & Network of PT Bank Mandiri (Persero) Tbk (2019-2020)
- Commisioner of PT Bank Syariah Mandiri (2020)
- Director of Network and Retail Funding PT Bank Mandiri (Persero) Tbk (2020-2025)
- Director of Network and Retail Funding PT Bank Rakyat Indonesia (Persero) Tbk (2025-present)

Alexander Dippo Paris Y. S.

Director of Commercial Banking

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Jakarta, in 1982.
Age 43 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

None

Educational Background

- Bachelor of Economics in Accounting from the University of Indonesia, Depok (2004).
- Master of Management from Gadjah Mada University, Yogyakarta (2009).
- Master of Business Administration from University of Cambridge, UK (2012).

Certification

Risk Management Certification Level 7.

Employment History

Legal Basis of Appointment

Appointed as Director Commercial Banking for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number KEPR 54/D.03/2025 dated June 18, 2025.

Concurrent Positions

- Permanent Member with Voting Rights of Asset and Liability Committee (ALCO) BRI (2025-present).
- Non-Permanent Member of the Product Committee with Voting Rights (according to the committee topic) (2025-present).

Does not have a position in another public company.

Work Experience

- VP of Automotive Sector Development for Commercial Banking Client of PT Bank Mandiri (Persero) Tbk (2015-2017).
- VP of Financial Sector Department for Government and Institutional Banking Client of PT Bank Mandiri (Persero) Tbk (2017-2020).
- Commissioner of PT Mandiri AXA General Insurance (MAGI) (2023).
- President Commissioner of PT Mandiri Utama Finance (MUF) (2024-2025).
- SVP SME Banking Group of PT Bank Mandiri (Persero) Tbk (2020-2025).
- Director of Commercial Banking PT Bank Rakyat Indonesia (Persero) Tbk (2025-present)

Saladin Dharma Nugraha Effendi

Director of Information Technology

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Jakarta, in 1974.
Age 51 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

None

Educational Background

Bachelor of Engineering, Mechanical Engineering from Swinburne University of Technology Melbourne Australia (1999).

Certification

- Executive Certificate - Chief Information Security Officer (CISO), Carnegie Mellon University, USA (2022).
- Executive Certificate – Chief Data Officer (CDO), Carnegie Mellon University, USA (2023).
- Sharia Banking Risk Management Certification Level 5 Training, ASBISINDO (2023).
- Risk Management Certification Level 7, LSPP (2024).
- Risk Management Certification Refresher Program, Banker Association for Risk Management (2025).

Employment History

Legal Basis of Appointment

Appointed as Director of Information Technology for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number KEPR 57/D.03/2025 dated June 18, 2025.

Concurrent Positions

- Deputy Chairman of Technology & Security, Association of Indonesian National Banks (PERBANAS) (2024-present).
- Chairman of Division 2 of SOEs Digital Forum (Fordigi) (2025-present).
- Permanent Member with Voting Rights of Asset and Liability Committee (ALCO) BRI (2025-present).
- Chairman of Information Technology Steering Committee BRI (2025-present).
- Permanent Member with Voting Rights of Product Committee 1 Non-Wholesale Segment BRI (2025-present).
- Permanent Member with Voting Rights of BRI Transformation Steering Committee (2025-present).
- Permanent Member with Voting Rights of BRI Financial Conglomerate Governance Committee (2025-present).

Does not have a position in another public company.

Work Experience

- Information Technology Consultant, PT Astra Graphia Information Technology (2000-2003).
- Head of Competence (HoC), PT Bank Mandiri (Persero) Tbk (2003-2006).
- Head of Information Technology, Senior Vice President (SVP), HSBC Indonesia (2006-2014).
- Head of IT Division, PT Bank Muamalat Indonesia Tbk (2014-2018).
- Group Head Chief Information Security Officer, PT Bank Mandiri (Persero) Tbk (2018-2023).
- Director of Information Technology PT Bank Syariah Indonesia Tbk (2023-2025).
- Director of Information Technology BRI (2025 – present).

Riko Adythia

Director of Corporate Banking

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Bandung, in 1973.
Age 52 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

None

Educational Background

- Bachelor of Accounting from Padjadjaran University, Bandung (1994).
- Master of Business Administration from Booth Business School, University of Chicago, USA (2008).

Certification

- Risk Management Certification Level 7- BARa (2025).
- Banking Certification – Qualification Level 7 in Banking Risk Management, LSPP (2024).

Training / Courses

- CEO/Senior Leadership Program – Imperial College Business School / HSBC (2024).
- CEO/Senior Leadership ESG Certification Program – Imperial College Business School / HSBC (2024).
- Global Leadership Forum – Commercial Banking, HSBC (2024).
- CEO Certification Program – Citibank, New York (2016).
- CEO Risk Program – Citibank, New York (2016).
- Advanced Risk Program – Citibank (2013).

Employment History

Legal Basis of Appointment

Appointed as Director of Corporate Banking for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number: SR-212/PB.02/2025 dated June 26, 2025.

Concurrent Positions

- Permanent Member with Voting Right of Environmental, Social & Governance (ESG) Committee BRI (2025-present).
- Permanent Member with Voting Right of Credit Committee BRI (2025-present).
- Permanent Member with Voting Right of Asset and Liability Committee (ALCO) BRI (2025-present).

Does not have a position in another public company.

Work Experience

- VP / Structured Trade Finance Citibank New York (September 2001 – August 2003)
- Director / Deputy Country CFO Citi (August 2003 – October 2010)
- Director / COO Treasury & Trade Solutions Citi (October 2010 – October 2012)
- Director / Country Head Treasury & Trade Solutions Citi (October 2012 – November 2013)
- Managing Director / Country Head Treasury & Trade Solutions Citi (November 2013 - October 2015)
- Managing Director / Country Head Global Subsidiaries Group Citi (October 2015 – August 2018)
- Managing Director Global Banking HSBC Indonesia (August 2018 – December 2022)
- Direktur Wholesale Banking HSBC Indonesia (January 2023 – December 2024)
- Presiden Direktur (designate) HSBC Indonesia (January – March 2025)
- Director of Corporate Banking BRI (2025 – present).

Hakim Putratama

Director of Operations

Citizenship

Indonesian citizens

Domicile

South Tangerang, Indonesia

Place and Year of Birth/Age

Born in Palembang, in 1976.
Age 49 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

None

Educational Background

- Bachelor of International Relations from Padjadjaran University, Bandung (1998).
- Master of International Business from Aston University, UK (2001).

Certification

Risk Management Certification Refreshment Level 7 (2025).

Employment History

Legal Basis of Appointment

Appointed as Director of Operations for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number KEPR 44/D.03/2025 dated May 28, 2025.

Concurrent Positions

- Permanent Member with Voting Rights of Asset and Liability Committee (ALCO) BRI (2025-present).
- Permanent Member with Voting Rights of Procurement Committee (2025-present).
- Alternate Chairman concurrently serves as Permanent Member with Voting Rights of Information Technology Steering Committee BRI (2025-present).
- Permanent Member with Voting Rights of Procurement Committee 1 BRI (2025-present).
- Permanent Member with Voting Rights of Product Committee 1 Non-Wholesale Segment BRI (2025-present).

Does not have a position in another public company.

Work Experience

- Vice President (VP) of Marketing PT Bank Barclays Indonesia (2009 - 2010)
- Head of Acquisition of Citibank Ready Credit Citibank Indonesia (2010 - 2012)
- Senior Vice President (SVP) Head of Marketing & Segment Offering of PT Bank Commonwealth (2012 - 2015).
- Senior Vice President (SVP) Corporate Secretary Division of PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (2015 - 2018).
- Senior Vice President (SVP) Consumer Funding Retail Division of PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (2018 - 2022).
- Head of International and Transaction Banking of PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (2022 - 2023).
- Director of Institutional Banking of BTN (2023 - 2024).
- Director of Operations and Customer Experience of BTN (2024 - 2025).
- Director of Operations of BRI (2025 - present).

Akhmad Purwakajaya

Director of Micro

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Metro Lampung Tengah, in 1971.
Age 54 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

243,500 shares

Educational Background

- Bachelor of Accounting from Gadjah Mada University, Yogyakarta (1998).

Certification

- Guarantor Competency Certification for Management Sub-Division (2023)
- Risk Management Certification Level 7 (2025).

Employment History

Legal Basis of Appointment

Appointed as Director of Micro for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number 55/KDK.03/2025 dated June 18, 2025.

Concurrent Positions

Permanent Member with Voting Rights of Asset and Liability Committee (ALCO) BRI (2025-present)

Does not have a position in another public company.

Work Experience

- Executive Vice President SOE Division of BRI (2020 – 2021).
- Special Branch Manager of BRI (2021 – 2022).
- Regional CEO of BRI Jakarta 1 (2022 – 2023).
- President Director of PT Jamkrindo (2023 – 2025).
- Director of Micro BRI (2025 – present).

Farida Thamrin

Director of Treasury and International Banking

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Jakarta, in 1972.
Age 53 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

19,800 shares

Educational Background

Bachelor of Civi Engineering from University of Indonesia, Depok (1996).

Certification

Risk Management Certification Level 7.

Employment History

Legal Basis of Appointment

Appointed as Director of Treasury and International Banking for the first time based on the 2025 Annual GMS on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number KEPR 64/D.03/2025 dated June 26, 2025.

Concurrent Positions

- Treasurer of Apuvindo (2025 - present).
- Permanent Member with Voting Rights of Asset and Liability Committee (ALCO) BRI (2025-present).
- Permanent Member of Credit Committee (2025-present).
- Permanent Member with Voting Rights of Procurement Committee 1 BRI (2025-present).

Does not have a position in another public company.

Work Experience

- Manager – Research Analyst, BRI (July 2012 – January 2013)
- Manager – Investor Relations Officer, BRI (February 2013 – February 2015)
- SVP Market Risk Group Head of Bank Mandiri (2015-2016).
- SVP Treasury Group Head of Bank Mandiri (2016-2019).
- Commisioner of PT Mandiri Sekuritas (2019-2021).
- SEVP Corporate Banking Solution Head of Bank Mandiri (2019-2021).
- Commisioner of PT Bukit Pembangkit Inovatif (2021-2024).
- Commisioner of PT Bukit Multi Investasi (2022-2023).
- Director of Finance and Risk Management PT Bukit Asam (2021-2025).
- Director of Treasury and International Banking BRI (2025-present).

Ety Yuniarti*

Director of Risk Management

Citizenship

Indonesian citizens

Domicile

South Tangerang, Indonesia

Place and Year of Birth/Age

Born in Klaten, in 1981.
Age 44 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

193,262 shares

Educational Background

- Bachelor of Electrical Engineering from Gadjah Mada University, Yogyakarta (2003).
- Master of Business Administration from University of Melbourne (2012).

Certification

Risk Management Certification Level 7 (2025).

Employment History

Legal Basis of Appointment

Appointed as Director of Risk Management for the first time based on the Extraordinary GMS on December 17, 2025.

Concurrent Positions

- Permanent Member with Voting Rights of BRI's Asset and Liability Committee (ALCO) (2025-present).
- Permanent Member with Voting Rights of BRI's Credit Policy Committee (2025-present).
- Permanent Member with Voting Rights of BRI's Information Technology Steering Committee (2025-present).
- Permanent Member with Voting Rights of BRI's Procurement Committee 1 (2025-present).
- Permanent Member with Voting Rights of Financial Conglomerate Governance Committee BRI (2025-present).

Does not have a position in another public company.

Work Experience

- Manager - Research Analyst BRI (July 2012 – January 2013).
- Manager – Investor Relations Officer (February 2013 – February 2015).
- Assistant Vice President - Head of Investor Communications Department BRI (March 2015 - July 2018).
- Assistant Vice President - Head of Strategic Investments Department BRI July 2018 – October 2019).
- Assistant Vice President, Deputy Head of Asset Liability Management & MIS Group BRI (November 2019 – November 2020).
- Senior Vice President - Head of Credit Risk & Policy Group BRI (December 2020 – December 2021).
- Executive Vice President, Head of Enterprise Risk Group BRI (January 2022 - May 2025).
- President Commisioner, BRI Venturza Investama (April 2022 – June 2025).
- Senior Executive Vice President, Head of Retail Risk Sub Directorate BRI (June 2025 - December 2025).
- Director of Risk Management BRI (2025 – present).

* The appointed members of the Board of Directors can only carry out their duties and functions in their positions if they have received approval from the OJK and fulfill the provisions of the applicable laws and regulations.

Aris Hartanto*

Director of Consumer Banking

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Ponorogo, in August 27, 1975.
Age 50 as of August 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

430,964 shares

Educational Background

- Economics - Universitas Pembangunan Nasional "Veteran", Surabaya (1998)
- Master of Business Administration (MBA) from Clark University, Massachusetts, USA (2010)

Certification

- Risk Management Certification Level 7 (2025).
- Capital Market Professional Certificate, New York Institute of Finance, New York, USA (2017)

Employment History

Legal Basis of Appointment

Appointed as Director of Consumer Banking for the first time based on the Extraordinary GMS on December 17, 2025.

Concurrent Positions

- Permanent Member with Voting Rights of BRI's Asset and Liability Committee (ALCO) (2025-present).

Work Experience

- Business Manager - BRI New York Agency (May 2014 – July 2018).
- General Manager - Branch BRI Singapore (July 2018 – November 2020).
- Division Head - Distribution Network Division (November 2020 - November 2022).
- Regional CEO of Regional Office, BRI Medan (November 2022 - February 2024).
- President Director of PT Asuransi BRI Life (February 2024 - December 2025).
- Director of Consumer Banking BRI (2025 – present).

* The appointed members of the Board of Directors can only carry out their duties and functions in their positions if they have received approval from the OJK and fulfill the provisions of the applicable laws and regulations.

Achmad Royadi*

Director of Finance & Strategy

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Jakarta, in 1975.
Age 50 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

1,215,672 shares

Educational Background

- Bachelor of Economics from Padjadjaran University, Bandung (1998).
- Master of Business Administration from Tulane University, New Orleans, USA (2007).

Certification

- Risk Management Certification Level 7 (2023).
- Treasury Certification Tier 7 (2023).
- Securities Underwriting Certification Level 5 (2025)
- Investment Management Certification Level 5 (2025).
- General Pension Fund Management Certification (2025).

Training History

- Driving Profitable Growth dari Harvard Business School, USA (2020).
- Advance Int'l Corporation Finance INSEAD, France (2021).
- Venture Capital Wharton Business School, USA (2021).
- High Performance Board from IMD, Switzerland (2022).
- Effective Asset Management from London School of Economy, UK (2023).
- Leading Growth Strategy from Kellog Business School/BSE, USA (2024).
- High Impact Leadership from Columbia Business School, USA (2024).

Employment History

Legal Basis of Appointment

Appointed as Director of Finance & Strategy for the first time based on the Extraordinary GMS on December 17, 2025.

Concurrent Positions

- Permanent Member with Voting Rights of the Asset and Liability Committee (ALCO) of BRI (2025-present).
- Alternate Chairman 2 of Product Committee 1 Wholesale Segment BRI (2025-present).
- Alternate Chairman 2 of Product Committee 1 Non-Wholesale Segment BRI (2025-present).
- Alternate Chairman 2 concurrently serves as Permanent Member with Voting Rights of Transformation Steering Committee BRI (2025-present).
- Permanent Member with Voting Rights of Financial Conglomerate Governance Committee BRI (2025-present).

Does not have a position in another public company.

Work Experience

- Vice President – Corporate Development & Strategy Division (June 2017 – May 2018).
- Executive Vice President Investor Relations BRI (2018-2021).
- Senior Executive Vice President Treasury & Global Services BRI (2021 -2025).
- President Commissioner BRI Danareksa Sekuritas (2022 - 2025).
- Director of Finance & Strategy BRI (2025 – present).

* The appointed members of the Board of Directors can only carry out their duties and functions in their positions if they have received approval from the OJK and fulfill the provisions of the applicable laws and regulations.

Mahdi Yusuf*

Director of Legal & Compliance

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Pagelaran, in 1965.
Age 60 as of December 2025.

Term of Office

2025 - 2030 (First Period)

BRI Share Ownership

None

Educational Background

- Bachelor of Economics from Saburai University, Bandar Lampung (2005).
- Master of Law from University of Lampung, Bandar Lampung (2016).

Certification

Risk Management Certification Level 7 (2024).

Employment History

Legal Basis of Appointment

Appointed as Director of Legal & Compliance for the first time based on the Extraordinary GMS on December 17, 2025.

Concurrent Positions

Permanent Member without Voting Rights of the Environmental, Social & Governance (ESG) Committee BRI (2025-present)

Work Experience

- Head of the General Division PT Bank Pembangunan Daerah Lampung (July 2019 – January 2020).
- Director of Compliance PT Bank Pembangunan Daerah Lampung (March 2020 – February 2024).
- Director of Compliance PT Bank Pembangunan Daerah Lampung (February 2024 – July 2024).
- Acting President Director of PT Bank Pembangunan Daerah Lampung (July 2024 – January 2025).
- President Director of PT Bank Pembangunan Daerah Lampung (January 2025 – December 2025).
- Director of Legal & Compliance BRI (2025 – present).

* The appointed members of the Board of Directors can only carry out their duties and functions in their positions if they have received approval from the OJK and fulfill the provisions of the applicable laws and regulations.

Previous Directors Profile

Agus Noorsanto*
Vice President Director

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Extraordinary GMS dated December 17, 2025

Place and Year of Birth/Age
Born in Pandeglang, in 1964. Age 61 as of December 2025.

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

Certification
Risk Management Certification Level 7.

Work Experience
- Director of Wholesale and Institutional Business BRI (2019 – 2025).
- Vice President Director of BRI (2025).

Legal Basis of Appointment
Appointed as Vice President Director at the 2025 Annual GMS on March 24, 2025.

Concurrent Positions
Does not hold any concurrent positions

Term of Office
2019 – 2024 (First Period).
2024 – 2025 (Second Period).

BRI Share Ownership
3,938,641 shares (as of November 2025)

Ahmad Solichin Lutfiyanto*
Director of Human Capital & Compliance

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Extraordinary GMS dated December 17, 2025

Place and Year of Birth/Age
Born in Malang, in 1970. Age 55 as of December 2025.

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

Certification
Risk Management Certification Level 7.

Work Experience
- Director of Compliance BRI (2021 – 2025).
- Director of Human Capital & Compliance BRI (2025).

Legal Basis of Appointment
Appointed as Director of Human Capital & Compliance at the 2025 Annual GMS on March 24, 2025.

Concurrent Positions
Does not hold any concurrent positions

Term of Office
2018 – 2023 (First Period).
2023 – 2025 (Second Period).

BRI Share Ownership
5,454,170 shares (as of November 2025)

Nancy Adistyasari*
Director of Consumer Banking

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Extraordinary GMS dated December 17, 2025

Place and Year of Birth/Age
Born in Bojonegoro, in 1981. Age 44 as of December 2025.

Educational Background
Bachelor of Geophysics and Meteorology from Bandung Institute of Technology (2004).

Certification
Risk Management Certification Alignment – Banker Association for Risk Management (BARA) – Jakarta (2024)

Work Experience
- Director of Commercial and MSMEs at bank bjb (2020-2025).
- Director of Consumer Banking BRI (2025).

Legal Basis of Appointment
Appointed as Director of Consumer Banking for the first time based on the 2025 Annual GMS on March 24, 2025.

Concurrent Positions
Does not hold any concurrent positions

Term of Office
2025 (First Period)

BRI Share Ownership
9,000 shares (as of November 2025)

Mucharom*
Director of Risk Management

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Extraordinary GMS dated December 17, 2025

Place and Year of Birth/Age
Born in Kulon Progo, in 1969. Age 56 as of December 2025.

Educational Background
- Bachelor of Economics from University of Indonesia, Depok (1995).
- Master of International Management from Gadjah Mada University, Yogyakarta (1997).

Certification
Risk Management Certification Level 7.

Work Experience
- Director of Human Capital & Compliance PT Bank Negara Indonesia (22 August 2022 – 24 March 2024).
- Director of Risk Management BRI (2025).

Legal Basis of Appointment
Appointed as Director of Risk Management for the first time based on the 2025 Annual GMS on March 24, 2025.

Concurrent Positions
Does not hold any concurrent positions

Term of Office
2025 (First Period)

BRI Share Ownership
None

Sunarso*
President Director

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Pasuruan, in 1963. Age 62 as of December 2025.

Educational Background

- Bachelor of Agronomy, Bogor Agricultural Institute (1988).
- Master of Business Administration, University of Indonesia, Depok (2002).

Certification

Risk Management Certification Level 7.

Work Experience

- President Director of PT Pegadaian (Persero) (2017 – 2019).
- Vice President Director of BRI (2019).
- President Director of BRI (2019 – 2025).

Legal Basis of Appointment

Appointed as President Director based on the Annual GMS on March 13, 2023.

Concurrent Positions

Does not hold any concurrent positions

Term of Office

2019 – 2024 (First Period).
2023 – 2025 (Second Period).

BRI Share Ownership

3,234,856 shares (as of February 2025)

Catur Budi Harto*
Vice President Director

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Demak, in 1963. Age 62 as of December 2025.

Educational Background

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

Certification

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

Work Experience

- Director of Small Business & Network BNI (2017 – 2019).
- Deputy President Director of PT Bank Rakyat Indonesia (Persero) Tbk (2019 – 2025).

Legal Basis of Appointment

Appointed at the 2024 Annual GMS on March 1, 2024.

Concurrent Positions

Does not hold any concurrent positions

Term of Office

2019 – 2024 (First Period).
2024 – 2025 (Second Period).

BRI Share Ownership

1,839,057 shares (as of February 2025)

Handayani*
Director of Consumer Business

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Surabaya, in 1965. Age 60 as of December 2025.

Educational Background

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

Certification

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

Work Experience

- Director of Consumer Banking, PT Bank Tabungan Negara (Persero) Tbk (2016 – 2017).
- Director of Consumer, PT Bank Rakyat Indonesia (Persero) Tbk (2017 – 2025).
- Vice Chairman, CWMA (2017 – present).
- Secretary General, ASPI (2019 – present).

Legal Basis of Appointment

Appointed as Director of Consumer Business based on the results of the Annual GMS on March 1, 2022.

Concurrent Positions

- Vice Chairman of CWMA (2017 – present)
- Secretary General of ASPI (2019 - present)

Term of Office

2017 – 2022 (First Period).
2022 – 2025 (Second Period).

BRI Share Ownership

3,425,200 shares (as of February 2025)

Supari*
Director of Micro Business

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Ngawi, in 1966. Age 59 as of December 2025.

Educational Background

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

Certification

Risk Management Certification Level 7.

Work Experience

- Director of Retail and Medium Business PT Bank Rakyat Indonesia (Persero) Tbk (2018 – 2019).
- Director of Micro Business PT Bank Rakyat Indonesia (Persero) Tbk (2019 – 2025).

Legal Basis of Appointment

Appointed as Director of Micro Business based on the Annual GMS on March 13, 2023.

Concurrent Positions

Does not hold any concurrent positions

Term of Office

2018 – 2023 (First Period).
2023 – 2025 (Second Period).

BRI Share Ownership

2,890,914 shares (as of February 2025)

Agus Sudiarto*
Director of Risk Management

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Jakarta, in 1964. Age 61 as of December 2025.

Educational Background

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

Certification

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

Work Experience

- SEVP Special Asset Management Bank Mandiri (2017 – 2019).
- Director of Risk Management PT Bank Rakyat Indonesia (Persero) Tbk (2019 – 2025).

Legal Basis of Appointment

Appointed at the 2024 Annual GMS on March 1, 2024.

Concurrent Positions

Does not hold any concurrent positions

Term of Office

2019 – 2024 (First Period).
2024 – 2025 (Second Period).

BRI Share Ownership

1,717,400 shares (as of February 2025)

Agus Winardono*
Director of Human Capital

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Resigned from office on March 24, 2025

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Jakarta, in 1965. Age 60 as of December 2025.

Educational Background

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

Certification

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

Work Experience

- Director of Human Capital BRI (2021-2025).
- Chair of Sector V FHCI BUMN (2024-present).
- Chair of PMO for the Development of Integrated Human Capital Applications in BUMN (2023-present).
- Vice Chair of Sector I – Digital Capacity Building Forum for BUMN Digital (2023-present).
- Treasurer of BUMN School of Excellence (2023-present).

Legal Basis of Appointment

Appointed as Director of Human Capital BRI for the first time based on the results of the Extraordinary GMS on January 21, 2021.

Concurrent Positions

- Chair of Sector V FHCI BUMN (2024-present).
- Chair of PMO for the Development of Integrated Human Capital Applications in BUMN (2023-present).
- Vice Chair of Sector I – Digital Capacity Building Forum for BUMN Digital (2023-present).
- Treasurer of BUMN School of Excellence (2023-present).

Term of Office

2021 – 2025 (First Period).

BRI Share Ownership

1,503,481 shares (as of February 2025)

Amam Sukriyanto*
Director of Commercial, Small and Medium Business

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Situbondo, in 1968. Age 57 per December 2025.

Educational Background

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

Certification

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

Work Experience

- SEVP of Fixed Assets Management & Procurement Directorate BRI (2020 – 2021).
- Director of Small and Medium Business BRI (2021 – 2024).
- Director of Commercial, Small, and Medium Business BRI (2024 – 2025).

Legal Basis of Appointment

Appointed as the Director of Small & Medium Business BRI for the first time based on the results of the Extraordinary General Meeting of Shareholders (RUPS) on January 21, 2021. In the 2024 Annual General Meeting of Shareholders (RUPS) on March 1, 2024, there was a change in nomenclature from Director of Small and Medium Business to Director of Commercial, Small, and Medium Business.

Concurrent Positions

Does not hold any concurrent positions

Term of Office

2021 – 2025 (First period).

BRI Share Ownership

1,526,754 shares (as of February 2025)

Arga M. Nugraha*
Director of Digital and Information Technology

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Jakarta, in 1981. Age 44 as of December 2025.

Educational Background

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

Certification

- Risk Management Certification Level 7.
- Certified Trade Specialist For Basic Trade Finance.
- CISA Review Course & Certification.

Work Experience

- EVP Brilink Network Division BRI (2020 – 2021).
- Director of Network & Services PT Bank Rakyat Indonesia (Persero) Tbk (2021 – 2022).
- Director of Digital & Information Technology (2022 – 2025).

Legal Basis of Appointment

Appointed as Director of Network & Services of BRI for the first time based on the Results of the Extraordinary GMS on January 21, 2021. At the Annual GMS on March 1, 2022, his duties were transferred to Director of Digital & Information Technology.

Concurrent Positions

Does not hold any concurrent positions

Term of Office

2021 – 2025 (First Period).

BRI Share Ownership

1,313,785 shares (as of February 2025)

Andrijanto*
Director of Retail Funding and Distribution

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age
Born in Surabaya, in 1974. Age 51 as of December 2025.

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

Certification
Risk Management Certification Level 7.

Work Experience
- Head of Planning, Budgeting & Performance Management Division of BRI (2021-2022).
- Director of BRI Network and Services (2022-2024).
- Director of BRI Retail Funding and Distribution (2024-2025).

Legal Basis of Appointment
Appointed as Director of Network & Services of BRI for the first time based on the Results of the Annual GMS on March 1, 2022. At the 2024 Annual General Meeting of Shareholders on March 1, 2024, there was a change in nomenclature from Director of Network and Services to Director of Retail Funding and Distribution.

Concurrent Positions
Does not hold any concurrent positions

Term of Office
2022 – 2025 (First Period).

BRI Share Ownership
1,123,000 shares (as of February 2025)

Affiliate Relations of Members of The Board of Directors

Table of Directors Affiliation Relations

Financial and Family Relations of the Board of Directors Management															
Name	Position	Financial Relations With						Family Relations With						Management Relations	
		Board of Commissioners		Board of Director		Controlling shareholders*		Board of Commissioners		Board of Director		Controlling shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Hery Gunardi	President Director		✓		✓		✓		✓		✓		✓		✓
Viviana Dyah Ayu R.K.**	Vice President Director		✓		✓		✓		✓		✓		✓		✓
Aquarius Rudianto	Director of Network and Retail Funding		✓		✓		✓		✓		✓		✓		✓
Alexander Dippo Paris Y. S.	Director of Commercial Banking		✓		✓		✓		✓		✓		✓		✓
Saladin Dharma Nugraha Effendi	Director of Information Technology		✓		✓		✓		✓		✓		✓		✓
Riko Adythia	Director of Corporate Banking		✓		✓		✓		✓		✓		✓		✓
Hakim Putratama	Director of Operations		✓		✓		✓		✓		✓		✓		✓
Akhmad Purwakajaya	Director of Micro		✓		✓		✓		✓		✓		✓		✓
Farida Thamrin	Director of Treasury and International Banking		✓		✓		✓		✓		✓		✓		✓
Ety Yuniarti**	Director of Risk Management		✓		✓		✓		✓		✓		✓		✓
Aris Hartanto**	Director of Consumer Banking		✓		✓		✓		✓		✓		✓		✓
Achmad Royadi**	Director of Finance & Strategy		✓		✓		✓		✓		✓		✓		✓
Mahdi Yusuf**	Director of Legal & Compliance		✓		✓		✓		✓		✓		✓		✓
Agus Noorsanto***	Vice President Director		✓		✓		✓		✓		✓		✓		✓
Ahmad Solichin Lutfiyanto***	Director of Human Capital & Compliance		✓		✓		✓		✓		✓		✓		✓
Nancy Adistyasari***	Director of Consumer Banking		✓		✓		✓		✓		✓		✓		✓
Mucharom***	Director of Risk Management		✓		✓		✓		✓		✓		✓		✓

* Directly or indirectly

** The appointed members of the Board of Directors can only carry out their duties and functions in their positions if they have received approval from the OJK and fulfill the provisions of the applicable laws and regulations.

*** Resigned from office on December 17, 2025

Board of Directors Education and/or Training

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

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

During 2025, there will be changes in the composition of members of the Board of Directors. Changes in the composition of members of the Board of Directors are carried out based on the Company's needs. Changes in the composition of members of the Board of Directors are as follows.

Composition of The Board of Directors Before The 2025 Annual GMS

Thus, the composition of the Board of Directors after the 2025 Annual GMS consists of 12 individuals, comprising 1 President Director, 1 Vice President Director, and 10 Directors. The composition and basis for the appointment of the Directors can be seen in the table below.

Table of Composition and Basis for Appointment of Directors Before the 2025 Annual GMS

Name	Position	Executor	Basis of Appointment	Effective date
Sunarso	President Director	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 13, 2023	December 20, 2019
Catur Budi Harto	Vice President Director	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024	December 20, 2019
Handayani	Director of Consumer Business	OJK	• Extraordinary GMS on October 18, 2017 • Annual GMS on March 1, 2022	March 14, 2018
Supari	Director of Micro Business	OJK	• Annual GMS on March 22, 2018 • Annual GMS on March 13, 2023	December 4, 2018
Ahmad Solichin Lutfiyanto	Director of Compliance	OJK	• Annual GMS on March 22, 2018 • Appointed as Compliance Director based on the Extraordinary GMS on January 21, 2021 • Annual GMS on March 13, 2023	April 1, 2021
Agus Sudiarto	Director of Risk Management	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024	December 20, 2019
Agus Noorsanto	Director of Wholesale and Institutional Business	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024	December 20, 2019
Agus Winardono	Director of Human Capital	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Amam Sukriyanto	Director of Small and Medium Business	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Viviana Dyah Ayu R.K.	Director of Finance	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Arga M. Nugraha	Director of Digital and Information Technology	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Andrijanto	Director of Retail Funding and Distribution	OJK	Annual GMS on March 1, 2022	June 22, 2022

Composition of The Board 0f Directors After The 2025 Annual GMS

On March 24, 2025, the 2025 Annual General Meeting of Shareholders decided:

1. Honorably dismissed the following individuals as Company Management:
   a. Sunarso as President Director
   b. Catur Budi Harto as Vice President Director
   c. Handayani as Director of Consumer Business

d. Supari as Director of Micro Business
e. Amam Sukriyanto as Director of Commercial, Small and Medium Business
f. Arga Mahanana Nugraha as Director of Digital and Teknologi Informasi
g. Agus Winardono as Director of Human Capital
h. Agus Sudiarto as Director of Risk Management
i. Andrijanto as Director of Retail Funding and Distribution
j. Viviana Dyah Ayu R.K. as Director of Finance

2. Changed the nomenclature of the following Board of Directors members:
   a. Director of Compliance and Director of Human Capital became Director of Human Capital & Compliance
   b. Director of Consumer Business became Director of Consumer Banking
   c. Director of Wholesale and Institutional Business became Director of Corporate Banking
   d. Director of Micro Business became Director of Micro
   e. Director of Finance became Director of Finance & Strategy
   f. Director of Digital and Information Technology became Director of Information Technology
   g. Director of Commercial, Small, and Medium Business became Director of Commercial Banking
   h. Director of Retail Funding and Distribution became Director of Network and Retail Funding
   i. Director of Treasury and International Banking
   j. Director of Operations
3. Transferred assignments of the following individuals as members of the Board of Directors:
   a. Agus Noorsanto, previously Director of Wholesale and Institutional Business became Vice President Director
   b. Ahmad Solichin Lutfiyanto, previously Director of Compliance became Director of Human Capital & Compliance
4. Appointed the following individuals as Company Management:
   a. Hery Gunardi as President Director
   b. Hakim Putratama as Director of Operations
   c. Riko Adythia as Director of Corporate Banking
   d. Aquarius Rudianto as Director of Network and Retail Funding
   e. Farida Thamrin as Director of Treasury and International Banking
   f. Akhmad Purwakajaya as Director of Micro
   g. Alexander Dippo Paris Y. S. as Director of Commercial Banking
   h. Nancy Adistyasari as Director of Consumer Banking
   i. Viviana Dyah Ayu R.K. as Director of Finance & Strategy
   j. Mucharom as Director of Risk Management
   k. Saladin Dharma Nugraha Effendi as Director of Information Technology

Thus, the composition of the Board of Directors after the 2025 Annual GMS consists of 13 individuals, comprising 1 President Director, 1 Vice President Director, and 11 Directors. The composition and basis for the appointment of the Directors can be seen in the table below.

Table of Composition and Basis for Appointment of Directors After the 2025 Annual GMS

Name	Position	Executor	Basis of Appointment	Effective date
Hery Gunardi	President Director	OJK	Annual GMS on March 24, 2025	May 28, 2025
Agus Noorsanto	Vice President Director	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024 • Annual GMS on March 24, 2025	December 20, 2019
Ahmad Solichin Lutfiyanto	Director of Human Capital & Compliance	OJK	• Annual GMS on March 22, 2018 • Appointed as Director of Compliance based on Extraordinary GMS on January 21, 2021 • Annual GMS on March 13, 2023	April 1, 2021
Viviana Dyah Ayu R. K.	Director of Finance & Strategy	OJK	• Extraordinary GMS on January 21, 2021 • Annual GMS on March 24, 2025	April 14, 2021
Hakim Putratama	Director of Operations	OJK	Annual GMS on March 24, 2025	May 28, 2025
Riko Adythia	Director of Corporate Banking	OJK	Annual GMS on March 24, 2025	June 26, 2025
Aquarius Rudianto	Director of Network and Retail Funding	OJK	Annual GMS on March 24, 2025	May 28, 2025

Name	Position	Executor	Basis of Appointment	Effective date
Farida Thamrin	Director of Treasury and International Banking	OJK	Annual GMS on March 24, 2025	June 26, 2025
Akhmad Purwakajaya	Director of Micro	OJK	Annual GMS on March 24, 2025	June 18, 2025
Alexander Dippo Paris Y.S.	Director of Commercial Banking	OJK	Annual GMS on March 24, 2025	June 18, 2025
Nancy Adistyasari	Director of Consumer Banking	OJK	Annual GMS on March 24, 2025	-
Mucharom	Director of Risk Management	OJK	Annual GMS on March 24, 2025	June 18, 2025
Saladin Dharma Nugraha Effendi	Director of Information Technology	OJK	Annual GMS on March 24, 2025	June 18, 2025

Composition of The Board of Directors After The 2025 Annual GMS

On December 17, 2025, the 2025 Extraordinary General Meeting of Shareholders decided:

1. Honorably dismissed the following individuals as Company Management:
   a. Agus Noorsanto as Vice President Director
   b. Achmad Solichin Lutfiyanto as Director of Human Capital & Compliance
   c. Mucharom as Director of Risk Management
   d. Nancy Adistyasari as Director of Consumer Banking
2. Changed the nomenclature of the Board of Directors from Director of Human Capital & Compliance to Director of Legal & Compliance.
3. Reassigned Viviana Dyah Ayu R.K., originally Director of Finance & Strategy, to Vice President Director.
4. Appointed the following individuals as Company Management:
   a. Achmad Royadi as Director of Finance & Strategy
   b. Mahdi Yusuf as Director of Legal & Compliance
   c. Ety Yuniarti as Director of Risk Management
   d. Aris Hartanto as Director of Consumer Banking

Thus, the composition of the Board of Directors after the 2025 Extraordinary GMS consists of 13 individuals, comprising 1 (one) President Director, 1 (one) Vice President Director, and 11 (eleven) Directors. The composition and basis for the appointment of the Directors can be seen in the table below.

Table of Composition and Basis for Appointment of Directors After the 2025 Extraordinary GMS

Name	Position	Executor	Basis of Appointment	Effective date
Hery Gunardi	President Director	OJK	Annual GMS on March 24, 2025	May 28, 2025
Viviana Dyah Ayu R.K.*	Vice President Director	OJK	• Extraordinary GMS on January 21, 2021 • Annual GMS on March 24, 2025 • Extraordinary GMS dated December 17, 2025 (reassignment of duties as Vice President Director)	In the process of Fit and Proper Test
Hakim Putratama	Director of Operations	OJK	Annual GMS on March 24, 2025	May 28, 2025
Riko Adythia	Director of Corporate Banking	OJK	Annual GMS on March 24, 2025	June 26, 2025
Aquarius Rudianto	Director of Network and Retail Funding	OJK	Annual GMS on March 24, 2025	May 28, 2025
Farida Thamrin	Director of Treasury and International Banking	OJK	Annual GMS on March 24, 2025	June 26, 2025
Akhmad Purwakajaya	Director of Micro	OJK	Annual GMS on March 24, 2025	June 18, 2025
Alexander Dippo Paris Y.S.	Director of Commercial Banking	OJK	Annual GMS on March 24, 2025	June 18, 2025

Name	Position	Executor	Basis of Appointment	Effective date
Saladin Dharma Nugraha Effendi	Director of Information Technology	OJK	Annual GMS on March 24, 2025	June 18, 2025
Mahdi Yusuf*	Director of Legal & Compliance	OJK	Extraordinary GMS on December 17, 2025	In the process of Fit and Proper Test
Aris Hartanto*	Director Consumer Banking	OJK	Extraordinary GMS on December 17, 2025	In the process of Fit and Proper Test
Achmad Royadi*	Director of Finance & Strategy	OJK	Extraordinary GMS on December 17, 2025	In the process of Fit and Proper Test
Ety Yuniarti*	Director of Risk Managment	OJK	Extraordinary GMS on December 17, 2025	In the process of Fit and Proper Test

* The member of the Board of Directors may only perform the duties and functions of the position upon obtaining approval from the Financial Services Authority through the Fit and Proper Test.

Board of Commissioner's Profile

Kartika Wirjoatmodjo

President Commissioner

Citizenship

Indonesian citizens

Domisili

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Surabaya, in 1973.
Age 52 as of December 2025.

Term of Office

2020 – 2025 (First Period)
2025 – 2030 (Second Period)

BRI Share Ownership

1,678,000 shares

Educational Background

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

Certification

Risk Management Certification Level 7.

Employment History

Legal Basis of Appointment

Appointed as President Commissioner of BRI for the first time on February 18, 2020 based on the results of the 2020 BRI AGMS resolution. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter Number 46/ KDK.03/2020 dated July 03, 2020. Then reappointed at the 2025 Annual GMS on March 24, 2025.

Concurrent Positions

- Member of the APEC Business Advisory Council (ABAC) - Indonesian Member (2017-present).
- Deputy Chairman of the Indonesian Chamber of Commerce and Industry for State-Owned Enterprises - Indonesian Chamber of Commerce and Industry (KADIN) (2021-present).
- Chairman of the National Bank Association (PERBANAS) (2016-present).
- Deputy Chair of the Advisory Board of the Islamic Economists Association (IAEI) (2025-present).
- Member of Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk (2025-present).
- Member of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk (2025-present).
- Member of the Risk Monitoring Committee (2025-present).

Does not have a position in another public company.

Work Experience

- President Director of PT Bank Mandiri (Persero) Tbk (2016–2019).
- Chairman of Indonesian Banks Association (PERBANAS) (2016–2024).
- Member of the APEC Business Advisory Council (ABAC) – Indonesia (2017–present).
- President Commissioner of PT Bank Mandiri (Persero) Tbk (2019–2020).
- Deputy Minister of State-Owned Enterprises, Republic of Indonesia (2019–2025).
- President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2020–present).
- Vice Chairman for State-Owned Enterprises Affairs, Indonesian Chamber of Commerce and Industry (KADIN) (2021–present).
- Chairman of the Supervisory Board, PERBANAS (2025–present).
- Vice Chairman of the Advisory Board, Indonesian Association of Islamic Economists (IAEI) (2025–present).

Parman Nataatmadja

Vice President Commissioner/
Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Jakarta, in 1957.
Age 68 as of December 2025.

Term of Office

2025 – 2030 (First Period).

BRI Share Ownership

None

Educational Background

- Bachelor of Economics from University of Indonesia, Depok (1985).
- Master of Finance from State University of New York, Buffalo, USA (1988).

Certification

Risk Management Certification Level 6.

Employment History

Legal Basis of Appointment

Appointed as Vice President Commissioner/Independent Commissioner of BRI for the first time based on the results of the 2025 GMS resolution on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test and in accordance with the OJK Board of Commissioners Decree Number KEPR-145/D.03/2025 dated September 15, 2025.

Concurrent Positions

- Member of the Audit Committee of BRI (2025-present).
- Member of the Nomination and Remuneration Committee BRI (2025-present).
- Chairman of the Risk Monitoring Committee BRI (2025-present).

Does not have a position in another public company.

Work Experience

- President Director of PT Permodalan Nasional Madani (Persero) (2008-2018).
- President Commissioner of PT PNM Venture Capital (2008-2018).
- President Commissioner of Mitra Dagang Madani (2017-2018).
- Special Staff V to the Minister of BUMN (2018-2019).
- President Commissioner of PT Bank BRIsyariah, Tbk (2019-2020).
- Commissioner of Bank Tabungan Negara (Persero)Tbk (2018-2019).
- Expert Staff of the Minister of ATR/BPN (2020-2021).
- Commissioner of PT Permodalan Nasional Madani (2020-2025).
- Head of the Executive Board, Badan Bank Tanah (2021-2025).
- Deputy President Commissioner/Independent Commissioner of PT Bank Rakyat Indonesia (2025-present).

Edi Susianto

Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Indramayu, in 1967.
Age 58 as of December 2025.

Term of Office

2025 – 2030 (First Period).

BRI Share Ownership

None

Educational Background

- Bachelor of Economics & Development Studies from Padjadjaran University, Bandung (1990).
- Master of Economics and Finance from Loughborough University, UK (1999).

Certification

Risk Management Certification Level 6.

Employment History

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI for the first time based on the results of the 2025 annual GMS resolution on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test and in accordance with the OJK Board of Commissioners Decree Number KEPR-203/D.03/2025 dated October 24, 2025.

Concurrent Positions

- Chairman of the Audit Committee of BRI (2025–present).
- Chairman of the Nomination and Remuneration Committee BRI (2025–present).
- Member of the Integrated Governance Committee BRI (2025–present).

Does not have a position in another public company.

Work Experience

- Head of the Balance of Payments and Statistics Development Group - Bank Indonesia (2016-2017).
- Director of Bank Indonesia Representative of Singapore (2017-2018).
- Executive Director Head of Payment System Administration Department (2018-2021).
- Executive Director Head of Risk Management Department - Bank Indonesia (2021-2022).
- Executive Director Head of the Monetary and Securities Asset Management Department - Bank Indonesia (2022-2023).
- Assistant to the Governor, Head of the Department of Monetary and Securities Asset Management - Bank Indonesia (2023-2025).
- Independent Commissioner PT Bank Rakyat Indonesia (Persero) Tbk (2025-present).

Lukmanul Khakim

Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Lamongan, in 1983.
Age 42 as of December 2025.

Term of Office

2025 - 2030 (First Period).

BRI Share Ownership

None

Educational Background

- Bachelor of Constitutional Law from State Islamic University (UIN) Syarif Hidayatullah, Jakarta (2006).
- Master of Administrative Sciences from Krisnadwipayana University, Jakarta (2014).

Certification

Risk Management Certification Level 7.

Employment History

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI based on the results of the 2025 GMS resolution on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test and in accordance with the OJK Board of Commissioners Decree Number KEPR 258/D.03/2025 dated December 19, 2025.

Concurrent Positions

- Member of the Nomination and Remuneration Committee BRI (2025 - present).
- Chairman of the Integrated Governance Committee BRI (2025 - present).

Does not have a position in another public company.

Work Experience

- Special Staff of the Minister of Research, Technology and Higher Education. Ministry of Research, Technology and Higher Education (October 2014 - October 2016).
- Member of Commission VI DPR RI in charge of Trade, Industry, BUMN and UMKM Cooperatives House of Representatives of the Republic of Indonesia (March 2018 - September 2019).
- Special Staff of the Minister of Trade in the Field of Export Enhancement and Expansion of Foreign Markets of the Ministry of Trade (March 2020 – June 2022).
- Special Staff of the Coordinating Minister for Community Empowerment (November 2024 – present).
- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2025 – present).

Awan Nurmawan Nuh

Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Bandung, in 1968.
Age 57 as of December 2025.

Term of Office

2023 - 2028 (First Period).

BRI Share Ownership

712,500 shares

Educational Background

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

Certification

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

Employment History

Legal Basis of Appointment

Appointed as Commissioner of BRI for the first time on March 13, 2023 based on the results of the 2023 BRI GMS resolution. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter Number KEPR-160/D.03/2023 dated December 08, 2023.

Concurrent Positions

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

Does not have a position in another public company.

Work Experience

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

Helvi Yuni Moraza

Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Padang, in 1967.
Age 58 as of December 2025.

Term of Office

2025 - 2030 (First Period).

BRI Share Ownership

None

Educational Background

- Bachelor of Economics from Andalas University, Padang (1991).
- Master of Management from Pasundan University, Bandung (2023).

Certification

Risk Management Certification Level 6.

Employment History

Legal Basis of Appointment

Appointed as Commissioner of BRI for the first time based on the results of the 2023 BRI GMS resolution on March 24, 2025. Effective after obtaining OJK approval or Fit and Proper Test and in accordance with the OJK Board of Commissioners Decree Number KEPR-257/D.03/2025 dated December 19, 2025.

Concurrent Positions

- Vice Minister - Ministry of MSMEs.
- Member of the Nomination and Remuneration Committee BRI (2025–present).
- Member of the Risk Monitoring Committee BRI (2025–present).

Does not have a position in another public company.

Work Experience

- Marketing Manager of PT Trias Munarta (1992 – 1995).
- Head of Sub-Branch Credit Section PT Bank Susila Bhakti, Bandung Setiabudi (1995 – 1999).
- Director of Creative Arts Magazine BKKI (1999 - 2002).
- Editor of Tani Merdeka Magazine DPN HKTI (2010 – 2014).
- Senior Associate of FAS Law Firm (2014 – 2025).
- Independent Commissioner of PT LEN Industri (Persero) Holding Industri (2021 – 2025).
- Deputy Minister of the Ministry of UMKM RI (2024 – present).
- Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2025 – present).

Previous Commissioners Profile

Rofikoh Rokhim*
Vice President Commissioner/
Independent Commissioner

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Klaten, in 1971. Age 54 as of December 2025.

Educational Background

- Bachelor of Economics from Islamic University of Indonesia, Yogyakarta (1993).
- Bachelor of Political Science from Gadjah Mada University, Yogyakarta (1994).
- Master Specialist in Public Finance from the French Prime Minister, Institute International d' Administration Publique (IIAP)-Ecole National d' Administration (ENA) Paris (2000).
- D.E.A (M.Phil) in International and Development Economics from Université de Paris 1 Panthéon-Sorbonne, Paris (2002).
- Ph.D. in Economics (Applied Macro and Micro Economics Development Studies in Finance) from Université de Paris 1 Pantheon-Sorbonne, Paris (2005).

Certification

Risk Management Certification Level 7.

Work Experience

- Lecturer and Researcher at the Faculty of Economics and Business, University of Indonesia, Depok (2006 – present).
- Vice President Commissioner/Independent Commissioner of BRI (2021 - 2025).
- Indonesian Stock Exchange Company Appraisal and Trading Committee (2023 - present).
- Independent Commissioner of PT Telkom (Persero) Tbk (2025 - present).

Legal Basis of Appointment

Appointed as Deputy President Commissioner/Independent Commissioner at the Extraordinary GMS on October 7, 2021.

Concurrent Positions

Does not hold any concurrent position.

Term of Office

2017 – 2022 (First Period).
2022 – 2025 (Second Period).

BRI Share Ownership

None

Rabin Indrajad Hattari*
Commissioner

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Jakarta, in 1975. Age 50 as of December 2025.

Educational Background

- Bachelor of Economics and Mathematics, University of Georgia, USA (1996)
- Master of Management, University of Indonesia, Depok (2001)
- Ph.D. in Economics, George Mason University, USA (2008)

Certification

Risk Management Certification Level 7.

Work Experience

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

Legal Basis of Appointment

Appointed as Commissioner of BRI for the first time on February 18, 2020 based on the BRI 2020 AGMS.

Concurrent Positions

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

Term of Office

2020 – 2025 (First Period).

BRI Share Ownership

1,510,100 shares

Dwi Ria Latifa*
Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Tanjung Balai Karimun, in 1968. Age 57 as of December 2025.

Educational Background

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

Certification

Risk Management Certification Level 6.

Work Experience

- Founder and Head of Rialatifa & Partners Office (1992 – present).
- Founder and Member of the Expert Council of the Indonesian Lawyers Union (1997 – present).
- President Commissioner of PT Bersua Utama Indonesia (2022 – present).

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI for the first time on February 18, 2020 based on the BRI 2020 AGMS.

Concurrent Positions

- Founder and Head of Rialatifa & Partners (1992 - present).
- President Commissioner of PT Bersua Utama Indonesia (2022 - present).

Does not hold any concurrent position.

Term of Office

2020 – 2025 (First Period).

BRI Share Ownership

None

Heri Sunaryadi*
Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Jember, in 1965. Age 60 as of December 2025

Educational Background

- Bachelor of Agricultural Technology from Bogor Agricultural Institute, Bogor (1987).
- Master of Business Administration, BINUS Business School, Jakarta (2011).

Certification

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

Work Experience

- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2021 - 2025).
- Independent Commissioner of PT Tower Bersama Infrastructure Tbk (2022 - Present).

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI for the first time on October 7, 2021 based on the results of the 2021 BRI EGMS decision.

Concurrent Positions

Independent Commissioner of PT Tower Bersama Infrastructure Tbk (2022 - present).

Term of Office

2021 – 2025 (First Period).

BRI Share Ownership

None

Paripurna Poerwoko Sugarda*
Independent Commissioner

Citizenship
Indonesian citizens

Domicile
Yogyakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Yogyakarta, in 1957. Age 68 as of December 2025.

Educational Background

- Doctorandus of Management, Islamic University of Indonesia, Yogyakarta (1984)
- Bachelor of Law, Gadjah Mada University, Yogyakarta (1986).
- Master of Law, Gadjah Mada University, Yogyakarta (1999)
- Master of Law, University of Groningen, Netherlands (2008).
- Doctor of Law, Gadjah Mada University, Yogyakarta (2012).

Certification

Risk Management Certification Level 6.

Work Experience

- Independent Commissioner of BRI (2022-2025).
- President Commissioner of PT Kaltim Methanol Industri (2022-present).

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI for the first time on March 1, 2022 based on the Results of the 2022 GMS.

Concurrent Positions

- Lecturer at the Faculty of Law, Gadjah Mada University (1988-present).
- President Commissioner of PT Kaltim Methanol Industri (2022-present).

Term of Office

2020 – 2025 (First Period).

BRI Share Ownership

None

Agus Riswanto*
Independent Commissioner

Citizenship
Indonesian citizens

Domicile
Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Delanggu, in 1962. Age 63 as of December 2025.

Educational Background

- Bachelor of Law, Satya Wacana Christian University, Salatiga (1986).
- Master of Law, IBLAM College of Law, Jakarta (2001).

Certification

Risk Management Certification Level 6.

Work Experience

- Expert Staff for Intelligence, Attorney General's Office of the Republic of Indonesia (2018-2022).
- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2022-2025).

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI for the first time on March 1, 2022 based on the Results of the 2022 Annual GMS.

Concurrent Positions

Does not hold any concurrent position.

Term of Office

2021 – 2025 (First Period).

BRI Share Ownership

None

Nurmaria Sarosa*
Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Jakarta, in 1965. Age 60 as of December 2025.

Educational Background

Bachelor of Architecture, Bandung Institute of Technology, Bandung (1989).

Certification

- Risk Management Certification Level 6.
- Basic Financing Certification of the Indonesian Financing Professional Certification Company (SPPI).

Work Experience

- Executive Director of PT Selaras Logistik Indonesia (2021 - 2022).
- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2022 - 2025).

Legal Basis of Appointment

Appointed as Independent Commissioner of BRI for the first time on March 1, 2022 based on the Results of the 2022 Annual GMS.

Concurrent Positions

Does not hold any concurrent position.

Term of Office

2021 – 2025 (First Period).

BRI Share Ownership

None

Haryo Baskoro Wicaksono*
Independent Commissioner

Citizenship

Indonesian citizens

Domicile

Jakarta, Indonesia

* Dismissed in the Annual GMS dated March 24, 2025

Place and Year of Birth/Age

Born in Yogyakarta, in 1982. Age 43 as of December 2025.

Educational Background

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

Certification

Risk Management Certification Level 7.

Work Experience

- Commissioner of PT Transportasi Gas Indonesia (2023-2024).
- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2024-2025).

Legal Basis of Appointment

First appointed as Independent Commissioner of BRI on March 1, 2024 based on the Results of the 2024 Annual GMS.

Concurrent Positions

Does not hold any concurrent position.

Term of Office

2021 – 2025 (First Period).

BRI Share Ownership

None

Affiliated Relationship of Members of The Board of Commissioners

Table of Affiliation of the Board of Commissioners

Financial, Family and Management Relations of the Board of Commissioners															
Name	Position	Financial Relations With						Family Relations With						Management Board of Relations	
		Board of Commissioners		Board of Directors		Controlling shareholders*		Board of Commissioners		Board of Directors		Controlling shareholders*			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Kartika Wirjoatmodjo	President Commissioner		√		√		√		√		√		√		√
Parman Nataatmadja	Vice President Commissioner/ Independent Commissioner		√		√		√		√		√		√		√
Edi Susianto	Independent Commissioner		√		√		√		√		√		√		√
Lukmanul Khakim	Independent Commissioner		√		√		√		√		√		√		√
Awan Nurmawan Nuh	Commissioner		√		√	√			√		√		√		√
Helvi Yuni Moraza	Commissioner		√		√	√			√		√		√		√

*Direct or indirect

Board of Commissioners Education and/or Training

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

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

During 2025, there have been changes in the composition of the Board of Commissioners. These changes were made based on the Company's needs. The changes in the composition of the Board of Commissioners are as follows:

Composition of The Board of Commissioners Before The Annual GMS

The composition of the Board of Commissioners before the 2025 Annual General Meeting of Shareholders (AGMS) dated March 24, 2025, was 10 (ten) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 2 (two) Commissioner and 6 (six) an Independent Commissioner. The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

Table of Composition and Basis for Appointment of the Board of Commissioners Before the Annual GMS

Name	Position	Executor	Basis of Appointment	Effective date
Kartika Wirjoatmodjo	President Commissioner	OJK	Annual GMS dated February 18, 2020	July 3, 2020
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	November 30, 2021
Rabin Indrajad Hattari	Commissioner	OJK	Annual GMS on February 18, 2020	July 27, 2020

Name	Position	Executor	Basis of Appointment	Effective date
Awan Nurmawan Nuh	Commissioner	OJK	Annual GMS on March 13, 2023	December 8, 2023
Dwi Ria Latifa	Independent Commissioner	OJK	Annual GMS on February 18, 2020	January 20, 2021
Heri Sunaryadi	Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	February 8, 2022
Paripurna Poerwoko Sugarda	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022
Agus Riswanto	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022
Nurmaria Sarosa	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022
Haryo Baskoro Wicaksono	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022

Composition of The Board of Commissioners After The 2025 Annual GMS

On March 24, 2025, the 2025 Annual General Meeting of Shareholders decided:

1. Honorably dismissed the following individuals as Company Management:
   a. Kartika Wirjoatmodjo as President Commissioner
   b. Rabin Indrajad Hattari as Commissioner
   c. Dwi Ria Latifa as Independent Commissioner
   d. Rofikoh Rokhim as Vice President Commissioner/Independent Commissioner
   e. Paripurna Poerwoko Sugarda as Independent Commissioner
   f. Nurmaria Sarosa as Independent Commissioner
   g. Haryo Baskoro Wicaksono as Independent Commissioner
   h. Agus Riswanto as Independent Commissioner
   i. Heri Sunaryadi as Independent Commissioner
2. Appointed the following individuals as Company Management:
   a. Kartika Wirjoatmodjo as President Commissioner
   b. Parman Nataatmadja as Vice President Commissioner/Independent Commissioner
   c. Helvi Yuni Moraza as Commissioner
   d. Edi Susianto as Independent Commissioner
   e. Lukmanul Khakim as Independent Commissioner

Thus, the composition of the Board of Commissioners after the Annual GMS on 2025 was 6 (six) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 2 (two) Commissioner and 2 (two) an Independent Commissioner. The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

Table of Composition and Basis for Appointment of the Board of Commissioners after the Annual GMS

Name	Position	Executor	Basis of Appointment	Effective date
Kartika Wirjoatmodjo	President Commissioner	OJK	• Annual GMS dated February 18, 2020 • Annual GMS dated March 24, 2025	July 3, 2020
Parman Nataatmadja	Vice President Commissioner/ Independent Commissioner	OJK	Annual GMS on March 24, 2025	September 15, 2025
Awan Nurmawan Nuh	Commissioner	OJK	Annual GMS on March 13, 2023	December 19, 2025
Helvi Yuni Moraza	Commissioner	OJK	Annual GMS on March 24, 2025	December 8, 2023
Edi Susianto	Independent Commissioner	OJK	Annual GMS on March 24, 2025	October 24, 2025
Lukmanul Khakim	Independent Commissioner	OJK	Annual GMS on March 24, 2025	December 19, 2025

Executive Officer Profile

Senior Executive Vice President

Steven Augustino Yudiyantho
SEVP Human Capital

Citizens
Indonesian citizens

Domicile
Jakarta, Indonesia

Place and Year of Birth/Age
Born in Tanjung Pinang in 1973. Age 52 as of December 2025.

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

Certification
- Risk Management Certification Level 7.
- Human Resources General Manager Certification.

Work Experience
- Organization Capability Manager Indonesia Procter & Gamble (1999 – 2002).
- Sales Consultant AchieveGlobal (2002 – 2004).
- Indonesia - Client Professional Resources Dunamis Organization Services (2004 – 2006).
- Group Learning Head PT Bank Danamon Indonesia (2006 – 2009).
- Head of Learning & Development Barclays Bank (2009 – 2010).
- Head of Organization and People Development Bank Permata (2010 – 2013).
- Director of Learning Danone (2013 – 2016).
- Director of Organizational Development Danone (2016 – 2017).
- HR BP Director Danone Aqua (2017 – 2018).
- Senior VP Human Capital Strategy & Talent Management Bank Mandiri (2018 – 2023).
- Chief Learning Officer Mandiri University (2019 – 2021).
- Chief Learning Officer BUMN Leadership & Management Institute (2021 – 2023).
- SEVP Human Capital Strategy BRI (2023 – 2025).
- SEVP Human Capital BRI (2025 – present).

Legal Basis of Appointment
Employment Agreement No. B.1538-HCD/HDR/11/2023, dated November 20, 2023.

Term of Office
Starting from April 17, 2025 – SK for the next Amendment Decree.

BRI Share Ownership
28,500 shares

Yulianto Setiawan
SEVP Internal Audit

Citizens

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Kudus in 1978. Age 47 as of December 2025.

Educational Background

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

Certification

- Risk Management Certification Level 7.
- Chartered Accountant Certification.
- Qualified Internal Auditor Certification.
- Indonesia Internal Audit Practitioner (IIAP).

Work Experience

- Business Manager, BRI Singapore Branch (January 1, 2015 – April 30, 2019)
- Finance Director, BRI Ventura Investama (BRI Ventures) (May 1, 2019 – November 30, 2019)
- Division Head of Change Management (December 1, 2019 – April 30, 2021)
- Division Head of Financial and Management Accounting (May 1, 2021 – June 20, 2024)
- Internal Audit Head – Head Office Audit (June 21, 2024 – November 30, 2024)
- SEVP Internal Audit (SKAI) (December 1, 2024 – Present)

Legal Basis of Appointment

Decree No. 4221-DIR/HBS/11/2024 Concerning Promotion to SEVP, Internal Audit Sub-Directorate, dated November 29, 2024.

Term of Office

Starting from December 1, 2024 – present.

BRI Share Ownership

95,993 shares

Tri Laksito Singgih
SEVP Retail Transaction & Funding

Citizens

Indonesian citizens

Domicile

Jakarta, Indonesia

Place and Year of Birth/Age

Born in Solo in 1971. Age 54 as of December 2025.

Educational Background

- Bachelor of Economics Management, State University of Sebelas Maret, Surakarta (1995).
- Master of Business Administration, Gadjah Mada University, Yogyakarta (2009).

Certification

Risk Management Certification Level 7

Work Experience

- Assistant Vice President Branch Manager – Region 3 Jakarta 12008 Bank Mandiri (January 2010).
- Assistant Vice President Business Development Manager – Region 3 Jakarta 1 Bank Mandiri (January 2010 – January 2011).
- Assistant Vice President Area Head Jakarta Pluit Selatan – Region 3 Jakarta 1 Bank Mandiri (January 2011 – September 2011).
- VP ATM Business Department – Electronic Banking Group (Acquiring Business) Bank Mandiri (September 2011 – February 2013).
- VP Business Product Department – Mass Banking Group (Issuing Business) Bank Mandiri (March 2013 – December 2014).
- VP Working Capital Department – Transaction Banking Wholesale Product Group Bank Mandiri (January 2015 – August 2015).
- VP Regional Retail Head Region 9 Kalimantan Bank Mandiri (September 2015 – January 2017).
- SVP Consumer Deposits Group (Issuing Business) Bank Mandiri (January 2017 – April 2018).
- SVP TBSS Group Bank Mandiri (April 2018 – January 2019).
- SVP Regional CEO Region 9 Kalimantan Bank Mandiri (January 2019 – February 2021).
- SVP Regional CEO Region 4 Jakarta 2 Bank Mandiri (February 2021 – January 2023).
- SVP Group Head Distribution Strategy Bank Mandiri (January 2023 – December 2024).
- SVP Group Head Government & Institutional 2 Bank Mandiri (December 2024 – September 2025).
- SEVP Retail Transaction & Funding BRI (September 2025 – present).

Legal Basis of Appointment

PKWT B.1890-HBD/REC/08/2025.

Term of Office

Starting from September 08, 2025 – SK for the next amendment Decree.

BRI Share Ownership

49,600 shares

Muhammad Candra Utama
SEVP Ultra Micro Business

Citizens
Indonesian citizens

Domicile
Jakarta, Indonesia

Place and Year of Birth/Age

Born in Palembang in 1972. Age 53 as of December 2025.

Educational Background

- Bachelor of Agribusiness, Sriwijaya University (1995).
- Master of Management, PPM College Jakarta (2024).

Certification

Risk Management Certification Level 7.

Work Experience

- Deputy Regional Manager for Business, Jakarta Regional Office 1 BRI (2017-2019).
- Acting Head of Briguna Credit Division, BRI Head Office (2019-2020).
- Head of Institution Division 1, BRI Head Office (2020).
- Executive Vice President of Institutional Business Division, BRI Head Office (2020-2022).
- Division Head of Institutional Business, BRI Head Office (2022-2023).
- SEVP Ultra Micro of BRI (2023 – present).

Legal Basis of Appointment

BRI Board of Directors Decree No. 2803-DIR/HBS/08/2025 Concerning Rotation as SEVP Ultra Micro Business dated August 19, 2025.

Term of Office

Starting from August 19, 2025 – SK for the next amendment Decree.

BRI Share Ownership

1,958,528 shares

Babas Bastaman
SEVP Wholesale Risk

Citizens
Indonesian citizens

Domicile
Bekasi, Indonesia

Place and Year of Birth/Age

Born in Garut in 1967. Age 59 as of December 2025.

Educational Background

- Bachelor of Agriculture, Bogor Agricultural Institute (1992).
- Master in Small and Medium Industries, Bogor Agricultural Institute (2009).

Certification

Risk Management Certification Level 7.

Work Experience

- SEVP SME & Commercial Business, BSI (March 2020 - January 2021).
- SEVP Financing Risk & Special Asset Management, BSI (February 2021 - August 2021).
- SEVP Financing/Wholesale Risk, BSI (August 2021 - July 2025).
- SEVP Wholesale Risk, BRI (July 2025 - present).

Legal Basis of Appointment

PKWT BRI no B.1703-HBD/REC/06/2025.

Term of Office

Starting from June 1, 2025 – SK for the next amendment Decree.

BRI Share Ownership

None

Echelon 1 and BRI Work Unit

Business Unit	Name
Micro Business Development Group	Dani Wildan
Micro Sales Management 1 Group	Dani Alfianto
Micro Sales Management 2 Group	-
Brilink Business Group	Hari Basuki
Ultra Micro Business Group	Roma Jaka Permata Simanjuntak
Social Entrepreneurship & Incubation Group	Evi Sulistyowati
Central Operation Group	Andini Nauli Nasution
Retail Credit Operation Group	Asep Nurdin
Wholesale Credit Operation Group	-
Digital Operation Group	Kholis Amhar
Customer Experience Group	Ninis Indriswari
Operational Excellence Group	Gibbon Mardame Parsaoran Tamba
Treasury Business Group	Itang Rusdinar
Investment Services Group	Arie Sus Miyanti
International Business Group	Woro Dwi Wuryandari
Liquidity & Funding Management Group	Teguh Sulistyono
Fixed Assets Management Group	Syafri Rakhmat
Procurement Group	Asrini Ruth Chrysan Manullang
SORH Procurement	Sukengsi Hari Slamet
Institutional Business 1 Group	Mochamad Choliq
Institutional Business 2 Group	John Sarjono
Corporate Banking 1 Group	Yodi Herzaman
Corporate Banking 2 Group	Teguh Tofani
Corporate Banking 3 Group	Nurul Intan
Corporate Banking 4 Group	Adhi Pratama
Wholesale Transaction Banking Group	Yoanna Parameitha
Commercial & SME Business Solution Group	Achmad Faiz Adrianto
Small & Medium Business Group	Ganang Imam W.
Executive Business Officer, Small & Medium Business Group	Yudhi Wahyudi
	Ayatna Anang Widodo

Business Unit	Name
Commercial Business Group	Gunadi Wono
Executive Business Officer, Commercial Business Group	John Andre Adrian
	Irdhas Fabian
	vacant
SORH Wholesale	Hendro Wibowo
Card Business Group	Natalia Veronica
Consumer Loan Group	R. Madya Januar
Unsecured Loan Group	Rheyna Anggun Marnala
Wealth Management Group	Elina Wirjakusuma
Distribution Strategy Group	Ivan Amirudin
SORH Distribution	Tina Setiawati Sentoso
Retail Funding Group	Andreas Hassim
Retail Transaction Group	Dhoni Ramadi Saharto Putra
IT Strategy & Enterprise Architecture Group	Shinta Indriyaty
IT Application Development Group	Hidayat Wira Kusuma
IT Application Support Group	Revan Hadi
IT DC Infrastructure & Operation Group	Basrizal
	Satria Permana Ghardityा
Chief Information Security Officer Group	Rhema Riesaputra
IT Endpoint Services & Operations Group	Maulana Yusuf
SORH Information Technology	Wafdan Metha Firdaus
Digital Retail Banking Group	Kaspar Situmorang
Digital Wholesale Banking & Innovation Management Group	B D B Prasetyo
Enterprise Data Management & Analytics Group	Ajutorius Pinem
Enterprise & Market Risk Group	Wita Adriawati
IT & Digital Risk Group	Nugroho Pancayogo
Data Protection & Fraud Risk Group	Evi Dempowati
Operational Risk Group	Dodo Marjanto
Policy & Procedure Group	Dhewayani Widyasari
Micro Risk	Akbar Suwardi

Business Unit	Name
Consumer Risk Group	Nia Octaviana
Small & Medium Risk Group	Debra Murniati
Retail Collection & Recovery	Dede Sutisna
Corporate Credit Risk Group	Iman Nuraprianto
Commercial Credit Risk Group	Cahyo Widyatmoko
Executive Risk Officer	Teddy Winarso
	vacant
	vacant
Wholesale Recovery Group	Dedy Hendrianto
Compliance Group	Kris Hananto
Legal Group	Koes Hariyono
Environmental, Social, & Governance Group	Yosephine Ajeng Sekar Putih
AML, CFT, CPF Group	Roby Firmansjah Sastraatmadja
Culture Transformation Group	Abd. Wahid Wijaya
Human Capital Strategy & Policy Group	Carang Thombara Putra
Human Capital Business Partner 1 Group	M. Dadang Permana KF
Human Capital Business Partner 2 Group	M. Dadang Permana KF
Human Capital Service Group	Melia Pramadhona
Corporate University Group	Laurensius Agung Prabowo
Planning, Budgeting, & Performance Management Group	A. Eddy Tri Wibowo
Financial & Management Accounting Group	Christina Dianingrum
Investor Relation Group	Siaga Ridha Hutama
Subsidiary Management Group	I Dewa Gede Agung
Corporate Development & Strategy Group	Soni Daniel Ferdinandus
Project Management Office (PMO) Consumer	Agus Firmansyah
Project Management Office (PMO) One BRI Solution	Arif Yuliawan
Project Management Office (PMO) Small	Muchamad Rizal
Project Management Office (PMO) Human Capital	Dwi Normasari

Business Unit	Name
Project Management Office (PMO) Micro	Endah Nurhayati
Corporate Secretary Group	Dhanny
Branding & Marketing Communication Group	Dewi Andjarsari
SORH Corporate Center	vacant
Audit Standard & Quality Development Group	Ardhi Setyarko
Wholesale & Head Office Audit	Zainuddin Thalib Burutu
Retail Audit	Bangkit Ngabdianto
IT Audit	Ronald Setiadi
Special Investigation Audit	Heddi Sabara
KCLN BRI New York Agency	Anton Oloan Sinambela
KCLN BRI Taipei	Andik Kurniawan
KCLN BRI Singapore	Marisa Deparina
KCLN Hongkong Representative Office	Ahmad Zaky
KCLN BRI Timor Leste	Adriansyah Sholeh Ritonga
Region 01 - Regional Office Medan	Novian Supriatno
Region 02 - Regional Office Pekanbaru	Dian Kesuma Wardhana
Region 03 - Regional Office Padang	Riza Pahlevi
Region 04 - Regional Office Palembang	Luthfi Iskandar
Region 05 - Regional Office Bandar Lampung	Andreas Chandra Santoso
Region 06 - Regional Office Jakarta 1	Hendra Winata
Region 07 - Regional Office Jakarta 2	Suyitno
Region 08 - Regional Office Jakarta 3	Moh Suratin
Region 09 - Regional Office Bandung	Dewi Hestiningrum S.
Region 10 - Regional Office Semarang	Bernadi Kurniawan
Region 11 - Regional Office Yogyakarta	Kusdinar Wiraputra
Region 12 - Regional Office Surabaya	Reza Syahrizal Setiaputra
Region 13 - Regional Office Malang	Arie Wibowo
Region 14 - Regional Office Banjarmasin	Bambang Indriatmoko
Region 15 - Regional Office Makassar	D. Argo Prabowo

Business Unit	Name
Region 16 - Regional Office Manado	Elizabet Primasari S
Region 17 - Regional Office Denpasar	Hery Noercahya
Region 18 - Regional Office Jayapura	Fahmi Rahendas
Audit Region 01 - Regional Audit Medan	Teguh Joni Purwanto
Audit Region 02 - Regional Audit Pekanbaru	Poppy Dwi Oktaviana
Audit Region 03 - Regional Audit Padang	Wisnu Yudha Ananto R.
Audit Region 04 - Regional Audit Palembang	Ahmad Furkon
Audit Region 05 - Regional Audit Bandar Lampung	Herdiman
Audit Region 06 - Regional Audit Jakarta 1	Wahju Hidajat
Audit Region 07 - Regional Audit Jakarta 2	Mohamad Fikri Satriawan
Audit Region 08 - Regional Audit Jakarta 3	vacant
Audit Region 09 - Regional Audit Bandung	Ruston Parapat
Audit Region 10 - Regional Audit Semarang	Agustya Hendy Bernadi
Audit Region 11 - Regional Audit Yogyakarta	Edia Handiman S
Audit Region 12 - Regional Audit Surabaya	Fita Arisanti
Audit Region 13 - Regional Audit Malang	Rustam Maulana
Audit Region 14 - Regional Audit Banjarmasin	Indah Bayuwijayanti
Audit Region 15 - Regional Audit Makassar	Deni Indriyatmoko
Audit Region 16 - Regional Audit Manado	Andri Agusta
Audit Region 17 - Regional Audit Denpasar	Kusnandar Nurgraha
Audit Region 18 - Regional Audit Jayapura	Fralus Dolfy Ellyson

Notes: The official has served in a definitive capacity as of December 31, 2025, until the preparation of this Report.

Employee Profile

Number of Employees by Gender

Table of Number of Employees by Gender

(in units of people)

Gender	2025	2024
Women	**36,466**	33,717
Men	**48,483**	48,131
Amount	**84,949**	**81,848**

Number of Employees by Position Level

Table of Number of Employees by Position Level

(in units of people)

Position Level	2025			2024		
	Women	Men	Total	Women	Men	Total
Senior Executive Vice President	**-**	**7**	**7**	-	6	6
Executive Vice President	**5**	**26**	**31**	1	17	18
Vice President/Senior Vice President	**68**	**248**	**316**	56	242	298
Assistant Vice President	**332**	**1,166**	**1,498**	337	1,148	1,485
Senior Manager	**740**	**1,875**	**2,615**	747	1,968	2,715
Manager	**1,050**	**3,521**	**4,571**	1,033	3,519	4,552
Junior Manager	**5,756**	**11,104**	**16,860**	5,023	10,157	15,180
Associates	**28,515**	**30,536**	**59,051**	26,520	31,074	57,594
Amount	**36,466**	**48,483**	**84,949**	**33,717**	**48,131**	**81,848**

Number of Employees by Age Range

Table of Number of Employees by Age Range

(in units of people)

Age Range	2025			2024		
	Women	Men	Total	Women	Men	Total
20 – 24	**4,995**	**2,349**	**7,344**	4,755	1,948	6,703
25 – 29	**12,408**	**8,641**	**21,049**	9,420	7,767	17,187
30 – 34	**4,287**	**8,917**	**13,204**	5,529	11,518	17,047

Age Range	2025			2024		
	Women	Men	Total	Women	Men	Total
35 – 39	**8,053**	**16,212**	**24,265**	7,776	15,472	23,248
40 – 44	**3,313**	**6,462**	**9,775**	3,015	5,907	8,922
45 – 49	**2,002**	**3,689**	**5,691**	1,644	3,169	4,813
50 – 54	**1,115**	**1,786**	**2,901**	1,250	1,841	3,091
> 54	**293**	**427**	**720**	328	509	837
Amount	**36,466**	**48,483**	**84,949**	**33,717**	**48,131**	**81,848**

Number of Employees by Education Level

Table of Number of Employees by Education Level

(in units of people)

Education Level	2025			2024		
	Women	Men	Total	Women	Men	Total
≤ High School / Equivalent	**520**	**277**	**797**	702	444	1,146
Diploma	**4,666**	**4,799**	**9,465**	4,522	4,947	9,469
Bachelor Degree	**30,591**	**41,825**	**72,416**	28,008	41,454	69,642
Master Degree	**686**	**1,569**	**2,255**	483	1,278	1,761
Doctorate Degree	**3**	**13**	**16**	2	8	10
Amount	**36,466**	**48,483**	**84,949**	**33,717**	**48,131**	**81,848**

Number of Employees by Status

Table of Number of Employees by Status

(in units of people)

Employment Status	2025			2024		
	Women	Men	Total	Women	Men	Total
Permanent Employee	**20,428**	**39,286**	**59,714**	20,258	39,237	59,495
Contract Employee	**15,660**	**8,879**	**24,539**	13,407	8,837	22,244
Trainee	**378**	**318**	**696**	52	57	109
Amount	**36,466**	**48,483**	**84,949**	**33,717**	**48,131**	**81,848**

Number of Employees by Generation

Table of Number of Employees by Generation

(in units of people)

Generation	2025			2024		
	Women	Men	Total	Women	Men	Total
Baby Boomers (1946 - 1964)	-	2	2	-	7	7
Gen X (1965 - 1980)	3,421	5,915	9,336	3,849	6,634	10,483
Millennials (1981 - 1996)	16,554	32,964	49,518	17,433	34,467	51,900
Gen Z (1997 - 2012)	16,491	9,602	26,093	12,435	7,023	19,458
Amount	**36,466**	**48,483**	**84,949**	**33,717**	**48,131**	**81,848**

Number of Employees by Service Period

Table of Number of Employees by Period of Service

(in units of people)

Service Period	2025			2024		
	Women	Men	Total	Women	Men	Total
< 3	19,197	13,820	33,017	16,017	12,281	28,298
3 – 5	2,662	3,818	6,480	3,123	4,860	7,983
6 – 10	5,633	12,681	18,314	6,565	15,798	22,363
11 – 15	4,501	10,978	15,479	3,217	7,594	10,811
16 – 20	1,120	2,211	3,331	1,589	2,792	4,381
21 – 25	1,983	3,119	5,102	1,513	2,520	4,033
26 – 30	916	1,449	2,365	1,100	1,687	2,787
> 30	454	407	861	593	599	1,192
Amount	**36,466**	**48,483**	**84,949**	**33,717**	**48,131**	**81,848**

Competency Development

Policies

The development of employee competencies is a top priority for BRI as it can dive productivity and support the overall performance of BRI. In 2025, BRI will develop an education program that is structured to adapt the worker cycle. Thus, the education program has a clear structure while supporting the achievement of the company's strategic goals.

Apart from that, in order to increase education ownership in the Regional Office area and to ensure that the development of worker capabilities in the region is in line with needs, starting in 2025 BRI will implement the Green Program. Curriculum preparation, learning objectives, teaching materials, budget calculations, educational implementation, and educational evaluation are the scope of each Regional Office.

Types of Competency Development

Types of Competency Development		Training Objectives
BFLP	**BRILian Future Leader Program**	Training program to prepare new talents to become leaders in facing current and future business challenges.
BNLP	**BRILian Next Leader Program**	Training program for career development of BRI best permanent employees to become BRI future leadership candidates in facing current and future business challenges.
BLDP	**BRILian Leadership Development Program**	BRI Human Capital Development Program is to prepare employees to become Great Leaders through sustainable and comprehensive leadership development that places emphasis on strengthening character, national insight, global insight, business/banking insight, and technological insight.
BLRP	**BRILian Leader Retirement Program**	BRI Human Capital Development Program is to prepare employees before entering retirement by providing them with the knowledge, insight and skills needed to undergo retirement.
BSDP	**BRILian Specialist Development Program**	Technical competency development program for comprehensive onboarding places emphasis on specific knowledge and skills according to the competency requirements required to become a specialist in a particular field tailored to the company's needs
BBAP	**BRILian Banking Associate Program**	Educational program to prepare new workers in Marketing, Frontline and Administration positions (permanent, contract and outsourced) so they can work in accordance with operational standards applicable at BRI.
COP	**Community of Practice**	The community formed in the context of organizing distribution and use of knowledge assets activities
E-Learning	**Electronic Learning**	Education method by optimizing the use of the internet/technology as a means of delivering material, exams, interaction between teachers and education participants, interaction between education participants and so on. E-Learning can use platforms developed internally, or Massive Open Online Courses (MOOC).
PC	**Public Course**	Educational programs that are not initiated by BRI internally in order to improve employee competency.
SER	**Certificate Education**	Training program for mandatory certification activities in accordance with the provisions set by the regulator and other certification determined by the Company.
SOS	**Dissemination**	Activities to convey information regarding policies,regulations, activity programs, and/ orimportantinformation related to the company's business development through presentation activities in each business unit.
V	**Green Program**	The program is held based on the results of a training needs analysis carried out by the work unit with the aim of closing competency gaps that are local/regional needs.

Competency Development Implementation

Table of Realization of Competency Development Based on Position Level in 2025

Position	Number of Employees	Number of participants
Senior Executive Vice President	**6**	**6**
BSDP (1,2,3)		1
BSE		4
COP		4
Public Course LN		3
SRP+Q		4

Position	Number of Employees	Number of participants
Executive Vice President	**18**	**18**
BIF		2
BSDP (1,2,3)		12
BSDP 0 / BBOP		1
COP		8
Development Division		12
SER		5
SOS		1
SRQ		4

Position	Number of Employees	Number of participants
Senior Vice President	**101**	**101**
BIF		3
BSDP (1,2,3)		82
BSDP 0/BBOP		8
COP		52
Development Division		64
SER		16
SOS		1
SRQ		16
Vice President	**195**	**195**
BIF		12
BLRP		2
BSDP (1,2,3)		147
BSDP 0/BBOP		1
COP		123
Development Division		75
Public Course DN		2
SER		147
SOS		3
SRQ		45
Assistant Vice President	**1,474**	**1,474**
BIF		136
BLRP		30
BSDP (1,2,3)		1.253
BSDP 0/BBOP		32
COP		989
Development Division		696
E-Learning		1
Enhancement Divisi		15
Public Course DN		9
Public Course LN		1
SER		87
SOS		23
SRQ		440
Senior Manager	**2,689**	**2,689**
BIF		210
BLDP		129
BLRP		42
BSDP (1,2,3)		2,247
BSDP 0/BBOP		208
COP		1,816
Development Division		993
E-Learning		1
Enhancement Divisi		1
Domestic Public Courses		13
International Public Courses		1
SER		299
SOS		72
SRQ		586

Position	Number of Employees	Number of participants
Manager	**4,490**	**4,490**
BIF		783
BLDP		886
BLRP		115
BSDP (1,2,3)		4,305
BSDP 0/BBOP		1.287
COP		3,437
Development Division		2,648
E-Learning		44
Public Course DN		2
SER		859
SOS		228
SRQ		1,621
Junior Manager	**14,892**	**14,892**
BFLP		76
BIF		2,830
BLDP		1,030
BLRP		183
BSDP (1,2,3)		12,969
BSDP 0/BBOP		2,113
COP		10,145
Development Division		4,296
E-Learning		385
Enhancement Divisi		13
Public Course DN		9
SER		1,603
SOS		296
SRQ		5,052
Associate	**64,786**	**64,786**
BIF		11,780
BLRP		53
BSDP (1,2,3)		57,576
BSDP 0/BBOP		12,102
COP		49,725
Development Division		20,411
E-Learning		569
Enhancement Divisi		6
Public Course DN		14
SER		1,646
SOS		2,415
SRQ		17,456
Grand Total	**88,651**	**88,651**

Evaluation of Competency Development Implementation

In evaluating the effectiveness of competency development, BRI uses several assessment aspects, including:

1. Evaluation of Business Impact
   a. Assessment of the implementation of educational programs on the performance of participants and organizations related to productivity, profitability, employee engagement, contribution margin, and others.
   b. In 2025, the evaluation results for 10 positions in 2024 are "Positive Impact" on business.
2. Evaluation of Effectiveness
   a. Assessment of the implementation of the education program based on reactions, satisfaction, and the level of mastery of the material by the education participants on the quality of the material or content, the quality of the teachers, learning methods and other matters directly related to the implementation of the education program.
   b. The results of the 2025 effectiveness evaluation are as follows:
      - Measuring the increase in knowledge and skills is carried out after the implementation of education with the average evaluation result 97,4. (eva 1 - 3).
      - Measurement of participant evaluation includes material aspects, accommodation, subject matter experts (SME) and facilitators with an evaluation value of 97,8. (eva 1 - 2).
3. Evaluation of Efficiency
   a. Assessment of the efficiency of education program implementation based on the number of completions of education programs by participants, cost per education participant, number of educational programs available and others.
   b. Percentage of employee who have completed their education:
      - In class and/or E-learning: 100% of the total BRI employees 77,739 employees.
      - In Class: 96.3% of the total BRI employees 81,848 employees.

Competency Development Cost

In 2025, competency development expenses decreased following the implementation of efficiency measures in the delivery of education programs through a cluster-based approach at Work Units, without reducing the effectiveness and quality of the programs.

Table of Competency Development Cost

(in IDR billions)

2025	2024	2023
627	795	992

Main and Controlling Shareholders

The main and controlling shareholder of BRI is the Government of the Republic of Indonesia through the ownership of 1 Series A Dwiwarna Share (0.00%) through the State-Owned Enterprises Management Agency and 80,610,976,875 Series B Shares through PT Danantara Asset Management (Persero). Accordingly, there is no individual controlling shareholder, either directly or indirectly.

Shareholder's Composition

Shareholder composition is presented as follows:

Table of BRI Shareholder Composition as of January 1, 2025

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	80,610,976,876	53.19%
Public	653,250	70,948,024,728	46.81%
National Investor	650,574	23,910,394,894	15.78%
Individual	646,180	9,612,406,830	6.34%
Employee	2,834	8,639,856	0.01%
Regional government	1	1,590,000	0.00%
Bank	12	977,781,285	0.65%
Coorperative	28	5,503,770,523	3.63%
Foundation	54	323,016,446	0.21%
Pension Fund	168	2,750,978,898	1.82%
Insurance	204	2,112,117,756	1.39%
Limited Liability Company	769	534,853,860	0.35%
Mutual Fund	324	2,085,239,440	1.38%
Government corporation	0	0	0.00%
Foreign Investor	2,676	47,037,629,834	31.04%
Individual	527	45,762,800	0.03%
Foreign corporation	2,149	46,991,867,034	31.01%
Total	**653,251**	**151,559,001,604**	**100%**

Table of BRI Shareholder Composition as of December 31, 2025

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	1	0.00%
Public	723,464	151,559,001,603	100.00%
National Investor	721,146	107,312,935,883	70.81%
Individual	717,122	12,328,041,619	8.13%
Employee	2,410	7,371,056	0.00%
Regional government	1	1,590,000	0.00%
Bank	10	1,021,555,025	0.67%

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Coorperative	33	5,504,953,123	3.63%
Foundation	60	348,037,971	0.23%
Pension Fund	164	3,336,432,009	2.20%
Insurance	205	1,628,638,246	1.07%
Limited Liability Company	832	81,270,630,319	53.62%
Mutual Fund	309	1,865,686,515	1.23%
Government corporation	0	0	0.00%
Foreign Investor	2,318	44,246,065,720	29.19%
Individual	569	51,902,682	0.03%
Foreign corporation	1,749	44,194,163,038	29.16%
Total	**723,465**	**151,559,001,604**	**100.00%**

* including shares ownership by the government of the Republic of Indonesia through PT Danantara Asset Management (Persero).

The 20 Largest Shareholders' Composition

Table of Composition of BRI's 20 Largest Shareholders as of January 1, 2025

No.	Investor Name	Status	Number of Shares (shares)	Ownership
1.	NEGARA REPUBLIK INDONESIA	Republic of Indonesia	80,610,976,876	53.19%
2.	INDONESIA INVESTMENT AUTHORITY	Investment Entities/Cooperatives	5,498,021,834	3.63%
3.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	Foreign Corporation	1,374,792,058	0.91%
4.	DJS KETENAGAKERJAAN PROGRAM JHT	Pension Fund	1,359,369,214	0.90%
5.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	Foreign Corporation	979,891,447	0.65%
6.	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	Foreign Corporation	890,024,760	0.59%
7.	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	Foreign Corporation	756,220,297	0.50%
8.	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	Foreign Corporation	609,038,351	0.40%
9.	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	Foreign Corporation	592,721,255	0.39%
10.	SSB 2Q27 ISHARES CORE MSCI EMERGING MARKETS ETF -2183966403	Foreign Corporation	588,113,895	0.39%
11.	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY	Foreign Corporation	546,998,219	0.36%
12.	SSB C021 COLLEGE RETIREMENT EQUITIES FUND -2183964206	Foreign Corporation	505,576,768	0.33%
13.	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET IT II	Foreign Corporation	494,608,909	0.33%

No.	Investor Name	Status	Number of Shares (shares)	Ownership
14.	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	Foreign Corporation	478,825,695	0.32%
15.	JPMCB NA RE-T. ROWE PRICE EMERGING MARKETS DISCOVERY STOCK TRUST	Foreign Corporation	476,977,111	0.31%
16.	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUSTS	Foreign Corporation	459,457,232	0.30%
17.	UBS AG LONDON-2140724000	Foreign Corporation	425,205,489	0.28%
18.	NTC-CANTILLON FUNDS PLC	Foreign Corporation	422,605,435	0.28%
19.	JPMCB NA RE-JPMORGAN EMERGING MARKETS EQUITY FUND	Foreign Corporation	381,640,571	0.25%
20.	NTC-CANTILLON GLOBAL EQUITY L.P	Foreign Corporation	369,506,844	0.24%

Table of Composition of BRI's 20 Largest Shareholders as of December 31, 2025

No.	Investor Name	Status	Number of Shares (shares)	Ownership
1.	PT DANANTARA ASSET MANAGEMENT (Persero)*	Limited Liability Company	80,610,976,875	53.19%
2.	INDONESIA INVESTMENT AUTHORITY	Investment Entities/ Cooperatives	5,498,021,834	3.63%
3.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	Foreign Corporation	1,738,263,958	1.15%
4.	DJS KETENAGAKERJAAN PROGRAM JHT	Pension Fund	1,650,917,514	1.09%
5.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	Foreign Corporation	966,382,447	0.64%
6.	JPMCB NA RE-VANGUARD EMERGING MARKETS STOCK INDEX FUND	Foreign Corporation	891,765,760	0.59%
7.	SSB KGZ3 INVESCO DEVELOPING MARKETS FUND -2183965924	Foreign Corporation	771,595,343	0.51%
8.	HSBC-FUND SERVICES, THE OVERLOOK PARTNERS FUND L.P.	Foreign Corporation	750,143,900	0.49%
9.	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	Foreign Corporation	732,713,403	0.48%
10.	SSB 2G9G NATWEST T&D SL ATO ST. JAMES'S PL GLB VUT-2183968155	Foreign Corporation	698,036,500	0.46%
11.	CITIBANK NEW YORK S/A ISHARES CORE MSCI EMERGING MARKETS ETF	Foreign Corporation	693,250,395	0.46%
12.	CITIBANK LONDON S/A STICHTING PENSIOENFONDS ZORG EN WELZIJN	Foreign Corporation	627,488,000	0.41%
13.	HSBC-FUND SVS A/C PEOPLES BANK OF CHINA	Foreign Corporation	595,666,155	0.39%
14.	BNYMSANV RE SANVLUX RE INVESCO FUNDS	Foreign Corporation	564,862,300	0.37%
15.	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET IT II	Foreign Corporation	500,770,709	0.33%
16.	JPMSE LUX RE-ROBECO CAPITAL GROWTH FUNDS	Foreign Corporation	499,865,316	0.33%
17.	CITIBANK NA-BANK RAKYAT INDONESIA	Foreign Corporation	495,055,300	0.33%
18.	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	Foreign Corporation	486,908,901	0.32%

No.	Investor Name	Status	Number of Shares (shares)	Ownership
19.	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUSTS	Foreign Corporation	486,320,553	0.32%
20.	DJS KETENAGAKERJAAN PROGRAM JP	Pension Fund	475,226,983	0.31%

* Share ownership of the Government of the Republic of Indonesia through PT Danantara Asset Management (Persero).

Composition of Shares Ownership of 5% or More

Table of Shareholder Composition of 5% or More BRI as of January 1, 2025

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

Table of Shareholder Composition of 5% or More BRI as of December 31, 2025

Investor Name	Number of Shares (shares)	Ownership
Republic of Indonesia melalui PT Danantara Asset Management (Persero)	80,610,976,876	53.19%

Community Shareholders' Group Composition Holding Less Than 5% of Shares

Table of Shareholders Composition Less than 5% of BRI as of January 1, 2025

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
NATIONAL INVESTOR			
Individual	646,180	9,612,406,830	6.34%
Employee	2,834	8,639,856	0.01%
Regional government	1	1,590,000	0.00%
Bank	12	977,781,285	0.65%
Cooperative	28	5,503,770,523	3.63%
Foundation	54	323,016,446	0.21%
Pension Fund	168	2,750,978,898	1.82%
Insurance	204	2,112,117,756	1.39%
Limited Liability Company	769	534,853,860	0.35%
Mutual Fund	324	2,085,239,440	1.38%
Government coorporation	0	0	0.00%
Sub Total	650,574	23,910,394,894	15.78%
FOREIGN INVESTOR			
Individual	527	45,762,800	0.03%
Foreign corporation	2,149	46,991,867,034	31.01%
Sub Total	2,676	47,037,629,834	31.04%
Total	**653,250**	**70,948,024,728**	**46.81%**

Table of Shareholders Composition Less than 5% of BRI as of December 31, 2025

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	1	0.00%
Public	723,463	70,948,024,728	46,62%
National Investor	721,145	26,701,959,008	17.62%
Individual	717,122	12,328,041,619	8.13%
Employee	2,410	7,371,056	0.00%
Regional government	1	1,590,000	0.00%
Bank	10	1,021,555,025	0.67%
Coorperative	33	5,504,953,123	3.63%
Foundation	60	348,037,971	0.23%
Pension Fund	164	3,336,432,009	2.20%
Insurance	205	1,628,638,246	1.07%
Limited Liability Company*	831	659,653,444	0.44%
Mutual Fund	309	1,865,686,515	1.23%
Government coorporation	0	0	0.00%
Foreign Investor	2,318	44,246,065,720	29.19%
Individual	569	51,902,682	0.03%
Foreign corporation	1,749	44,194,163,038	29.16%
Total	**723,465**	**70,948,024,729**	**46.81%**

* kepemilikan saham melalui Badan Pengaturan BUMN.

Board of Commissioners' and Directors' Shareholding

Table of Share Ownership of the Board of Commissioners and Board of Directors of BRI as of January 1, 2025

Name	Position	Number of Shares (shares)	Ownership
BOARD OF DIRECTOR			
Sunarso *	President Director	5,658,656	0.00373%
Catur Budi Harto*	Vice President Director	4,045,557	0.00267%
Handayani*	Director of Consumer Business	5,741,900	0.00379%
Supari*	Director of Micro Business	4,970,914	0.00328%
Ahmad Solichin Lutfiyanto	Director of Compliance	5,454,170	0.00360%
Agus Sudiarto*	Director of Risk Management	3,584,100	0.00236%
Agus Noorsanto	Director of Wholesale and Institutional Business	3,938,641	0.00260%
Agus Winardono*	Director of Human Capital	3,469,681	0.00229%
Amam Sukriyanto*	Director of Small and Medium Businesses	3,623,454	0.00239%
Viviana Dyah Ayu R.K.	Director of Finance	3,819,500	0.00252%
Arga M. Nugraha*	Director of Digital and Information Technology	3,421,385	0.00226%
Andrijanto*	Director of Retail Funding and Distribution	2,989,700	0.00197%

Name	Position	Number of Shares (shares)	Ownership
BOARD OF COMMISSIONER			
Kartika Wirjoatmodjo	President Commissioner	1,678,000	0.00111%
Rofikoh Rokhim*	Vice President Commissioner/ Independent Commissioner	-	-
Rabbin Indrajad Hattari*	Commissioner	1,510,100	0.00100%
Awan Nurmawan Nuh	Commissioner	712,500	0.00047%
Dwi Ria Latifa*	Independent Commissioner	-	-
Heri Sunaryadi*	Independent Commissioner	-	-
Paripurna Poerwoko Sugarda*	Independent Commissioner	-	-
Agus Riswanto*	Independent Commissioner	-	-
Nurmaria Sarosa*	Independent Commissioner	-	-
Haryo Baskoro Wicaksono*	Independent Commissioner	-	-
Amount		**54,618,258**	**0.03604%**

* Stop serving since March 24, 2025

Table of Share Ownership of the Board of Commissioners and Board of Directors of BRI as of December 31, 2025

Name	Position	Number of Shares (shares)	Ownership
BOARD OF DIRECTOR			
Hery Gunardi	President Director	435,000	0.0002870
Viviana Dyah Ayu R.K.*	Vice President Director	3,819,500	0.0025201
Hakim Putratama	Director of Operations	-	-
Riko Adythia	Director of Corporate Banking	-	-
Aquarius Rudianto	Director of Network and Retail Funding	-	-
Farida Thamrin	Director of Treasury and International Banking	19,800	0.0000131
Akhmad Purwakajaya	Director of Micro	243,500	0.0001607
Alexander Dippo Paris Y. S.	Director of Commercial Banking	-	-
Saladin Dharma Nugraha Effendi	Director of Information Technology	-	-
Aris Hartanto*	Director of Consumer Banking	430,964	0.0002844
Achmad Royadi*	Director of Finance & Strategy	1,215,672	0.0008021
Ety Yuniarti*	Director of Risk Management	193,262	0.0001275
Mahdi Yusuf*	Director of Legal & Compliance	-	-
Agus Noorsanto**	Vice President Director	-	-
Ahmad Solichin Lutfiyanto**	Director of Human Capital & Compliance	-	-
Nancy Adistyasari**	Director of Consumer Banking	-	-
Mucharom**	Director of Risk Management	-	-

Name	Position	Number of Shares (shares)	Ownership
BOARD OF COMMISSIONER			
Kartika Wirjoatmodjo	President Commissioner	1,678,000	0.0011072
Parman Nataatmadja	Vice President Commissioner/ Independent Commissioner	-	-
Edi Susianto	Independent Commissioner	-	-
Awan Nurmawan Nuh	Commissioner	712,500	0.0004701
Helvi Yuni Moraza	Commissioner	-	-
Lukmanul Khakim	Independent Commissioner	-	-
Amount		**8,748,198**	**0.0057722**

* The appointed members of the Board of Directors can only carry out their duties and functions in their positions if they have received approval from the OJK and fulfill the provisions of the applicable laws and regulations.
** Stop serving since December 17, 2025

As of December 31, 2025, the Board of Commissioners and Directors of BRI did not have indirect share ownership.

Senior Management Shares Ownership

Table of BRI Senior Management Share Ownership as of December 31, 2025

Name	Position	Number of Shares (shares)	Ownership
Steven Augustino Yudiyantho	SEVP Human Capital	28,500	0.00003%
Yulianto Setiawan	SEVP Internal Audit	95,993	0.00006%
Tri Laksito Singgih H	SEVP Retail Transaction & Funding	49,600	0.00003%
Muhammad Candra Utama	SEVP Ultra Micro Business	1,958,528	0.00129%
Babas Bastaman	SEVP Wholesale Risk	-	-

As of December 31, 2025, BRI Senior Management does not have indirect share ownership.

Classification of Shareholders

Table of BRI Shareholder Classification as of December 31, 2025

Name	Number of Shareholders	Number of Shares (shares)	Ownership
Local Institution	1,614	94,977,523,208	62.67%
Foreign Institution	1,749	44,194,163,038	29.16%
Local Individual	719,532	12,335,412,675	8.14%
Foreign Individual	569	51,902,682	0.03%
Total	**723,464**	**151,559,001,603**	**100.00%**

List of Members of the Financial Conglomerate, Subsidiaries, Associated Companies and Joint Venturance Companies

Members of the Financial Conglomerate

On December 23, 2024, the Financial Services Authority (OJK) promulgated Financial Services Authority Regulation No. 30 of 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies (Financial Conglomerate POJK), and revoked Financial Services Authority Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates. The Financial Conglomerate POJK requires Financial Services Institutions that meet the criteria of a financial conglomerate to establish a Financial Conglomerate Holding Company.

Based on the criteria stipulated in the Financial Conglomerate POJK, the Bank meets the requirements to serve as a Financial Conglomerate Holding Company. Furthermore, pursuant to the Decree of the Member of the Board of Commissioners of the Financial Services Authority No. KEP-11/KS.1/2025 dated September 16, 2025, OJK has designated BRI as a Financial Conglomerate Holding Company with 22 (twenty-two) Financial Conglomerate Members. The Bank's Financial Conglomerate Members consist of:

1. The Bank's Subsidiaries;
2. Pension Funds established by the Bank;
3. Pension Funds established by the Bank's Subsidiaries; and
4. Companies under the Bank's Subsidiaries as determined by OJK.

In addition to holding equity investments in Financial Conglomerate Members that are the Bank's Subsidiaries, the Bank also holds non-significant equity investments in several companies that are not part of BRI's Financial Conglomerate Members.

Name	Business Field	Ownership
PT Pegadaian	Pawnshop	99.99% BRI Ownership
PT Permodalan Nasional Madani	Financing	99.99% BRI Ownership
PT Asuransi BRI Life	Life Insurance	51% BRI Ownership
PT BRI Asuransi Indonesia	General Insurance	90.00% BRI Ownership
PT Bank Raya Indonesia Tbk	Banking	86.85% BRI Ownership
PT BRI Multifinance Indonesia	Financing	99.88% BRI Ownership
PT BRI Manajemen Investasi	Investment Management	65.00% BRI Ownership
PT BRI Danareksa Sekuritas	Securities Company	67.00% BRI Ownership
PT BRI Ventura Investama	Venture Capital	99.97% BRI Ownership
BRI Global Financial Services Ltd.	Remittance	100% BRI Ownership
Dana Pensiun PT Bank Rakyat Indonesia (Persero) Tbk	Pension fund	BRI as Founder
Dana Pensiun Lembaga Keuangan PT Bank Rakyat Indonesia (Persero) Tbk	Pension fund	BRI as Founder
PT BPR Bringin Dana Sejahtera	Rural Bank	90.00% Dapen BRI Ownership
PT Bringin Sejahtera Makmur	Insurance Broker	99.73% Dapen BRI Ownership
Dana Pensiun PT Pegadaian	Pension fund	Pegadaian as Founder

Name	Business Field	Ownership
PT PNM Investment Management	Investment Management	Permodalan Nasional Madani 99.999% Koperasi Jasa Karyawan Permodalan Nasional Madani 0.001%
PT PNM Venture Capital	Venture Capital	Permodalan Nasional Madani 99.9997% Koperasi Jasa Karyawan Permodalan Nasional Madani 0.0003%
PT PNM Venture Syariah	Venture Capital	PNM Venture Capital 99.9988% Koperasi Jasa Karyawan Permodalan Nasional Madani 0.0012%
BPRS RIzky Barokah	Sharia Rural Bank	PNM Venture Capital 99.9988% Koperasi Jasa Karyawan Permodalan Nasional Madani 0.0012%
BPRS Mentari	Sharia Rural Bank	PNM Ventura Syariah 66.19% Individu 33.81%
BPRS PNM Patuh Beramal	Sharia Rural Bank	PNM Ventura Syariah 79.68% Individu 20.32%
BPRS Haji Miskin	Sharia Rural Bank	PNM Ventura Syariah 58.01% Individu 41.99%

Subsidiaries

Company Name	PT Pegadaian	
Business Field	Pawn Company	
BRI Participation Date	September 13, 2021	
Total Assets	IDR151,260,934 million	
Ownership (%)	99.99%	
Start of Operation/Operation Status	April 1,1901/Still Operating	
Address	Jl. Kramat Raya No.162, Kenari Senen, Jakarta Pusat 10430 Telp : (021) 3155550 Fax : (021) 80635162 Email : sekper.pusat@pegadaian.co.id Web : www.pegadaian.co.id	
Company Management	**Board of Commissioners**	
	Anto Mukti Putranto	President Commissioner
	Umiyatun Hayati Triastuti	Commissioner
	Loto Srinaita Ginting	Commissioner
	Kukrit Suryo Wicaksono	Independent Commissioner
	Syafa'at Perdana	Commissioner
	Trimedya Panjaitan	Independent Commissioner
	Martina	Independent Commissioner
	Mei Ling*	Commissioner
	Board of Directors	
	Damar Latri Setiawan	President Director
	Budi Wahju Soesilo	Vice President Director
	Selfie Dewiyanti	Director of Marketing, Sales, and Product Development

Company Name	PT Pegadaian	
Company Management	Eka Pebriansyah	Director of Network and Operations
	Yos Iman Jaya Dappu	Director of Digital and Information Technology
	Tribuana Tunggadewi	Director of Human Capital
	Ferdian Timur Satyagraha	Director of Finance and Strategic Planning
	Ismail Ilyas	Director of Risk Management, Legal, dan Compliance
	Sharia Supervisory Board	
	Muhammad Cholil Nafis	Chairman
	Muhammad Asrorun Ni'am Sholeh	Member

* In the process of Fit & Proper Test

Company Name	PT Permodalan Nasional Madani (PNM)	
Business Field	Financing Company	
BRI Participation Date	September 13, 2021	
Total Assets	IDR56.986.249 million	
Ownership (%)	99.99%	
Start of Operation/Operation Status	June 1, 1999/Still Operating	
Address	Menara PNM - Kuningan Center Jl. Kuningan Mulia, Menteng Atas, Jakarta Selatan 12940 Telp : (021) 2511404 Fax : - Email : info@pnm.co.id Web : www.pnm.co.id	
Company Management	**Board of Commissioners**	
	Drajad Hari Wibowo	President Commissioner/ Independent Commissioner
	Veronica Colondam	Independent Commissioner
	Nurhaida	Independent Commissioner
	Anas Puji Istanto	Commissioner
	Ardhya Pratiwi Setiowati	Commissioner
	Iwan Taufiq Purwanto	Commissioner
	Board of Directors	
	Arief Mulyadi	President Director
	Sahat P. Pangaribuan	Director of Finance and Risk Management
	Henry Yunus Kamang Pangemanan	Director of Human Capital and Compliance
	Kindaris	Director of Business
	Sunar Basuki	Directo Operational
	Yusron Avivi	Director of Digital and Information Technology
	Sharia Supervisory Board	
	Didin Hafidhuddin	Chairman of the Sharia Supervisory Board
	Muhammad Syafii Antonio	Member of the Sharia Supervisory Board

Company Name	PT Asuransi BRI Life (BRI Life)	
Business Field	Life Insurance Company	
BRI Participation Date	December 29, 2015	
Total Assets	IDR28,177,449 million	
Ownership (%)	51.00%	
Start of Operation/Operation Status	October 28, 1987/Still Operating	
Address	Graha Irama Jl. H. R. Rasuna Said Blok X-1 Kav. 1 & 2, Jakarta Telp : (021) 526-1260, 526-1261 Fax : - Email : cs@brilife.co.id Web : www.brilife.co.id	
Company Management	**Board of Commissioners**	
	Muhammad Syafri Rozi	President Commissioner
	Lau Soon Liang	Commissioner
	Hari Siaga Amijarso	Independent Commissioner
	Ubaidillah Nugraha	Independent Commissioner
	(vacant)	Independent Commissioner
	Board of Directors	
	(vacant)	President Director
	(vacant)	Director of Compliance & Legal
	Andrew Bain	Director of Operational
	Sutadi*	Director of Marketing
	Lim Chet Ming	Director of Finance
	Supervisory Board	
	Mohamad Hidayat	Chariman
	Siti Haniatunnisa	Member
	(vacant)	Member

* Concurrently as Plt. President Director to Definitive Officer available

Company Name	PT Bank Raya Indonesia Tbk (Raya)*	
Business Field	National Private Commercial Bank	
BRI Participation Date	March 3, 2011	
Total Assets	IDR13,211,298 million	
Ownership (%)	86.85%	
Start of Operation/Operation Status	September 27, 1989/ Still Operating	
Address	Menara BRIliaN, Jl. Jend. Gatot Subroto No. 177A, Tebet, Jakarta Selatan 12870 Telp : (021) 50931300 Fax : (021) 50931494 Email : humas@bankraya.co.id Web : www.bankraya.co.id	
Company Management	**Board of Commissioners**	
	M. Sidik Heruwibowo	President Commissioner
	Johanes Kuntjoro Adi S.	Independent Commissioner
	Retno Wahyuni Wijayanti	Independent Commissioner
	Nyimas Dewi Ratih Kamil	Commissioner
	Board of Directors	
	Ida Bagus Ketut Subagia	President Director
	Lukman Hakim	Director of Digital and Operational
	Rustarti Suri Pertiwi	Director of Finance
	Danar Widyantoro	Director of Risk Management, Compliance, and Human Resource
	Kicky Andrie Davetra	Director of Business

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

Company Name	PT BRI Asuransi Indonesia (BRI Insurance)	
Business Field	General Insurance Company	
BRI Participation Date	September 26, 2019	
Total Assets	IDR8,122,575 million	
Ownership (%)	90.00%	
Start of Operation/Operation Status	April 17, 1989/Still Operating	
Address	Graha BRI Insurance Jl. Mampang Prapatan Raya No. 18 Jakarta Selatan 12790 Telp : (021) 791 70477/78 Fax : - Email : info@work.brins.co.id Web : www.brins.co.id	
Company Management	**Board of Commissioners**	
	Kris Hananto	President Commissioner
	Benny Imam Safii	Independent Commissioner
	Wahab Talaohu	Independent Commissioner
	(vacant)	Independent Commissioner
	Board of Directors	
	Rahmat Budi Legowo	President Director
	Sonny Harsono W.S	Director of Operational and Finance
	Heri Supriyadi	Director of Compliance and Risk Management
	(vacant)	Technical Director
	Recky Plangiten	Director of Business
	Sharia Supervisory Board	
	Hj. Nilmayetty Yusri	Chairman of the Sharia Supervisory Board
	Abdul Ghoni	Member of the Sharia Supervisory Board

Company Name	PT BRI Multifinance Indonesia (BRI Finance)	
Business Field	Financing Company	
BRI Participation Date	December 7, 1983	
Total Assets	IDR5,419,420 million	
Ownership (%)	99.88%	
Start of Operation/Operation Status	December 7, 1983/Still Operating	
Address	Menara BRILiaN Lantai GF, 21 dan 22 Jl. Gatot Subroto No. 177A Kav. 64, Menteng Dalam, Tebet, Jakarta Selatan 12870 Telp : (021) 574 5333 Fax : - Email : contact.us@brifinance.co.id Web : www.brifinance.co.id	
Company Management	**Board of Commissioners**	
	Sigit Murtiyoso	Acting President Commissioner
	(vacant)	Commissioner
	Diah Defawati Ande	Independent Commissioner
	Board of Directors	
	Wahyudi Darmawan	President Director
	Primartono Gunawan	Director of Business
	Ari Prayuwana	Director of Risk Management
	(vacant)	Director of Operational

Company Name	PT BRI Ventura Investama (BRI Ventures)	
Business Field	Venture Capital Company	
BRI Participation Date	December 20, 2018	
Total Assets	IDR2,118,362 million	
Ownership (%)	99.97%	
Start of Operation/Operation Status	January 22, 1998/Still operating	
Address	District 8 Office, Prosperity Tower Lt. 16 Unit F, SCBD Lot 28 Jl. Jend Sudirman Kav 52-53 Senayan Kebayoran Baru Jakarta 12190 Telp : (021) 5092 8500 Fax : - Email : hello@briventures.co.id Web : www.briventures.id	
Company Management	**Board of Commissioners**	
	(vacant)	President Commissioner
	Henri	Independent Commissioner
	Agoosh Yoosran	Independent Commissioner
	Board of Directors	
	(vacant)	President Director
	Indra Bayu Gunawan	Acting Director of Finance
	Markus Liman Rahardja*	Director of Venture Investment

* Concurrently as Plt. President Director to Definitive Officer available

Company Name	PT BRI Danareksa Sekuritas (BRI DS)	
Business Field	Securities Companies	
BRI Participation Date	December 21, 2018	
Total Assets	IDR1,279,094 million	
Ownership (%)	67.00%	
Start of Operation/ Operation Status	July 1, 1992/Still Operating	
Address	Gedung BRI II Lt. 23 Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210 Telp : (021) 50914100, (021) 1500688 Fax : - Email : callcenter@bridanareksasekuritas.co.id Web : www.BRIDanareksasekuritas.co.id	
Company Management	**Board of Commissioners**	
	(vacant)	President Commissioner
	Donsuwan Simatupang	Independent Commissioner
	(vacant)	Commissioner
	Board of Directors	
	(vacant)	President Director
	Fifi Virgantria*	Director of Retail & Information Technology
	Sirih Wahyono	Director of Finance and Risk Management
	(vacant)	Director of Investment Banking Advisory
	(vacant)	Director of Investment Banking Capital Market

* Concurrently as Plt. President Director to Definitive Officer available

Company Name	PT BRI Manajemen Investasi (BRI MI)	
Business Field	Investment Companies	
BRI Participation Date	December 20, 2018	
Total Assets	IDR375,569 million	
Ownership (%)	65.00%	
Start of Operation/Operation Status	October 9, 1992/Still Operating	
Address	Gedung BRI II Lt. 22 Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210 Telp : (021) 29555789 Fax : (021) 25198 003 Email : cs@danareksainvestment.co.id Web : www.danareksainvestment.co.id	
Company Management	**Board of Commissioners**	
	-	President Commissioner
	Kahlil Rowter	Acting Independent Commissioner
	(vacant)	Commissioner
	Board of Directors	
	Arief Budiman	President Director
	Ira Irmalia Sjam	Director of Operational
	(vacant)	Director of Business

Company Name	BRI Global Financial Services Co. Ltd. (BRI Global Financial Services)*	
Business Field	Remittance Company	
BRI Participation Date	December 16, 2011	
Total Assets	IDR62,546 million	
Ownership (%)	100.00%	
Start of Operation/Operation Status	April 7, 2005/Still Operating	
Address	Park Avenue Tower, Floor 12, Unit 12B, 5 Moreton Terrace, Causeway Bay, Hongkong Telp : (852) 35902875, (852) 34622810, (852) 34622684 WA Call Center (official) (852) 5185 6683 Fax : - Email : contact@ brifins.com Web : www.brifins.com	
Company Management	**Executive Management**	
	-	Non-Executive Director
	Dimas Hendrasaputra	Executive Director

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

Associate Company

Company Name	PT Bank Syariah Indonesia Tbk (BSI)
Business Field	Sharia Commercial Bank
BRI Participation Date	December 19, 2007
Total assets	IDR456.192.606 million
Ownership (%)	15.38%
Start of Operation/Operation Status	October 16, 2008/ Still Operating Note: As of February 1, 2021, Effectively joining Bank Syariah Mandiri and BNI Syariah to become Bank Syariah Indonesia (BSI).
Address	Kantor Pusat Gedung The Tower Jl. Gatot Subroto No. 27 Kelurahan Karet Semanggi, Kecamatan Setiabudi, Jakarta Selatan 12930 Telp : BSI Call – 14040 Fax : - Email : contactus@bankbsi.co.id Web : www.bankbsi.co.id

Company Name	PT Bahana Artha Ventura (BAV)
Business Field	Venture Capital Company
BRI Participation Date	November 21, 2017
Total assets	IDR1,227,466 million
Ownership (%)	15.10%
Start of Operation/Operation Status	August 5,1992/Still Operating
Address	Wisma Prima Lantai 5 Jl. Kapten P. Tendean No. 34, Jakarta Selatan 12790 Telp : (021) 79182688 Fax : (021) 7918 2687 Email : - Web : www.bahanaventura.com

Investments at Fair Value

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

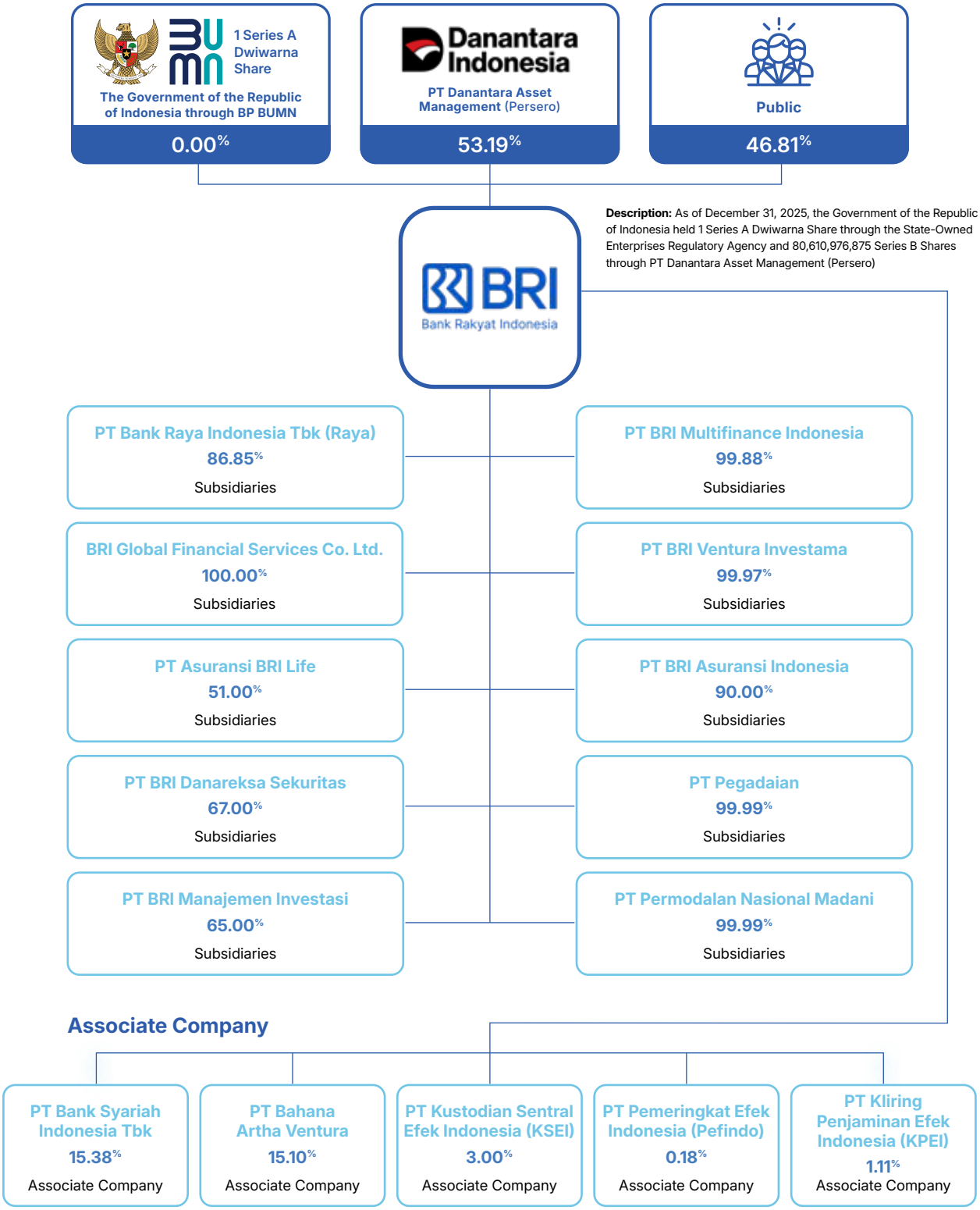
Company Name	PT Kliring Penjaminan Efek Indonesia (KPEI)
Business Field	Clearing and Settlement Guarantee Institution (LKP)
BRI Participation Date	September 26, 2024
Total assets	-
Ownership (%)	1.11%
Start of Operation/Operation Status	August 5, 1996/Still Operating
Address	Gedung Bursa Efek Indonesia, Tower I Lantai 5 Jl. Jenderal Sudirman Kav 52-53 Jakarta Selatan 12190, Indonesia Email : customer.care@idclear.co.id Web : www.idclear.co.id

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

Joint Venture Company

As of December 31, 2025, BRI does not have a Joint Venture Company.

Company Group Structure



Description: As of December 31, 2025, the Government of the Republic of Indonesia held 1 Series A Dwiwarna Share through the State-Owned Enterprises Regulatory Agency and 80,610,976,875 Series B Shares through PT Danantara Asset Management (Persero)

Until 2025, BRI does not have a Parent Entity, Joint Venture and Special Purpose Vehicle (SPV).

Bank Business Group Information

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

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

In relation to the composition of the Management of BRI's Subsidiaries, there are 1 (one) Managers at BRI's Subsidiaries who currently also serve at BRI, namely as follows:

No	Name of Company	Name	Position at BRI	Position at Subsidiary
1.	**PT BRI Asuransi Indonesia**	Kris Hananto	Group Head Compliance	President Commisioner

Stock Issuance Chronology

2003 INITIAL PUBLIC OFFERING (IPO)

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

The initial public offering was in accordance with the effective registration statement issued by Bapepam - now OJK (Letter of Bapepam Chairman No. S-2646/ PM/2003) dated 31 October 2003. The shares were offered at a nominal value of IDR500.00 per share. traded on 10 November 2003. with offering price of IDR875.00 (IDR87.50 adjusted with stock split in 2011 and 2017) and registered in Jakarta Stock Exchange (now Indonesia Stock Exchange).

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

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

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

Based on the Extraordinary General Meeting of Shareholders' decision on October 3. 2003. BRI's shareholders approved the stock purchase options for management or Management Stock Option Plan (MSOP). The number of shares issued in BRI's MSOP was 588,235,250. The implementation of the MSOP was carried out in three phases with the MSOP Phase I and II exercise periods ended on November 9. 2008 and November 9. 2009. while the Phase III MSOP ended on November 9, 2010.

The three stages of MSOP refer to Bapepam-LK Regulation No. IX.D.4 and IDX Regulation No.1-A Lamp. JSE Board of Directors Decree No. Kep.305/BEJ/07-2004 concerning Securities Listing. MSOP shares that have been exercised until the end of all MSOP stages are 569,876,000 shares. Until the end of the exercise period. there were still 18.3 million non-exercised shares consisting of 4.3 million MSOP Phase I. 5.2 million MSOP Phase II and 8.8 million MSOP Phase III shares. With the end of the MSOP exercise in 2010. the composition of government share ownership changed from 59.07% in 2004 to 56.75% in 2010.

2011 STOCK SPLIT 1:2

Based on the Bank's Extraordinary General Meeting of Shareholders ("EGMS") held on 24 November 2011. the shareholders have approved to exercise a stock split from previously IDR500 per share to IDR250 per share (Ratio 1:2). The share price prior to stock split on 10 January 2011 was IDR9.300.00 and changed to IDR4.800 at the closing of trading on 11 January 2011. With such stock split. the total shares outstanding prior to the stock split was 12,334,581,000 shares and at the stock split was 24,669,162.000 shares as of 11 January 2011. There was no changes on the shares ownership composition by the Government or Public prior to and after the stock split.

Stock Split in 2011

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

STOCK BUY-BACK IN 2015-2016

BRI exercised stock buyback during 3 months. from 12 October 2015 until 12 January 2016 with a total purchase of 221,718,000 shares at an acquisition price of IDR2.419 trillion. The initial target of buyback was planned at IDR2.5 trillion provided that the number of BRI shares buyback does not exceed 20% of the total paid-up capital and at least 7.5% of paid-up capital. Following the BRI's IPO and oversubscribed as well as allocated options. the Government of Republic of Indonesia holds 59.50% shares of BRI.

Stock Buy Back in 2015-2016

Total Number of shares	Average Purchase Price	Increase in Earnings per Share
221,718,000 shares	IDR10,910/shares	IDR9.5/shares

Note: before stock split 1:5

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

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

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

2017 STOCK SPLIT 1:5

Based on Pursuant to the Extraordinary General Meeting of Shareholders ("EGMS") held on October 18, 2017. the shareholders approved a stock split from IDR250 per shares previously to IDR50 per shares (Ratio 1:5). The share price prior to stock split on November 9, 2017 was IDR16,450 and were changed to IDR3,280 at the closing of trading on November 10, 2017. Thus. the total shares outstanding prior to the stock split was 24,669,162,000 shares and at the stock split was 123,945,810,000 shares as of November 10, 2017. There were no changes on the shares' ownership composition by the Government or Public prior to and after the stock split. The shares listing chronology in relation with this corporate action are as follow:

Stock Split in 2017

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

STOCK OWNERSHIP PROGRAM FOR EMPLOYEES (EMPLOYEE STOCK OPTION PROGRAM/ESOP) 2019

Based on the General Meeting of Shareholders (GMS) Decision dated March 23, 2016 on Agenda 5 (five), shareholders approved the transfer of shares resulting from the buyback which were held as treasury stock in the context of implementing the Management and Employee Share Ownership Program. The GMS granted power and authority to the Board of Commissioners to determine the Share Ownership Program after obtaining written approval from Dwiwarna series A shareholders. In line with the Ministry of State-Owned Enterprises (BUMN) Letter which supports the implementation of share ownership for BRI Employees/ Employee Stock Ownership Program (ESOP), BRI in 2016. In 2019, BRI has implemented an ESOP in the form of a Bonus Share

for phase I. The Treasury Shares that have been used for the ESOP phase I have been transferred to each employee on May 23 and 24, 2019 in the form of a Stock Script totaling 143,415,500 shares. The transfer of treasury shares for the ESOP that is meant was reported to the OJK in May 2019.

STOCK OWNERSHIP PROGRAM FOR EMPLOYEES (EMPLOYEE STOCK OPTION PROGRAM/ESOP) IN 2020

In 2020, BRI implemented the distribution of the Employee Stock Allocation (ESA) share ownership program with a total of 231,111,000 shares, consisting of ESA Phase 1 of 4,396,700 shares and ESA Phase 2 of 226,714,300 shares.

STOCK BUYBACK (BUYYBACK) IN 2020

BRI conducted a share buyback in accordance with Financial Services Authority Regulation (POJK) No. 02/POJK.04/2013 and Financial Services Authority Circular Letter (SEOJK) No. 3/SEOJK.04/2020 from 13 March 2020 to 12 June 2020. The implementation of the buyback had been disclosed through an Information Disclosure in Compliance with Financial Services Authority Regulation No. 02/POJK.04/2013 regarding the Company's Share Buyback Plan in Significantly Fluctuating Market Conditions dated 13 March 2020. The total number of shares repurchased amounted to 16,400,000 shares, with an average acquisition price of IDR2,881.34 per share.

2021 RIGHT ISSUE

On September 13, 2021 – September 22, 2021. PT Bank Rakyat Indonesia (Persero) Tbk conducted Rights Issue or Capital Increase with Pre-emptive Rights ("PMHMETD") I in the context of forming Ultra Micro Holding consisting of PT Pegadaian (Persero) and PT Permodalan Nasional Madani (PNM) Persero. BRI offered a maximum of 28,213,191,604 new Series B shares with apar 0 value of 50 IDR per share or a maximum of 18.62% of BRI's issued and fully paid capital after PMHMETD I. Each previous holder of 1,000,000,000 BRI shares whose names were registered in the DPS. On September 9, 2021. BRI was entitled to 230,128,553 (HMETD) in which 1 (one) Preemptive Rights had the right to purchase 1 New Share at an Exercise Price of 3,400-IDR (three thousand four hundred Rupiah) per share. The total funds and inbreng results received by BRI in PMHMETD I reached to IDR95,924,851,453,600. of which IDR54,770,595,614,000 came from the Government of the Republic of Indonesia in the form of inbreng (non-cash). and IDR41,154,255,839,600 from the public (cash). BRI's outstanding shares increased by 28,213,191,604 from 123,345,810,000 to 151,559,001,604 with a TERP of IDR3,810.

Implementation of Right Issue in 2021

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

SHARE BUYBACK (BUYBACK) IN 2022-2023

At the Annual General Meeting of Shareholders (AGMS) on March 1 2022, BRI has obtained shareholder approval to carry out a share buyback (Buyback) with a Buyback value of up to IDR 3 trillion carried out through the Indonesian Stock Exchange (BEI), either in stages or all at once and completed no later than 18 months from the AGMS approval, namely on March 1, 2022 to August 31, 2023. The shares resulting from the Buyback will be used for the employee and/or Directors share ownership program. and the Company's Board of Commissioners. The implementation of the buyback also referred to Financial Services Authority Regulation (POJK) No. 30/POJK.04/2017.

In the period April 2022 to January 2023, BRI has carried out buybacks of 647,385,900 shares with an average acquisition price of IDR4,634.02 per share.

SHARE BUYBACK (BUYBACK) IN 2024-2025

In the period from September 2023 to September 2024, BRI implemented a share buyback program in accordance with Financial Services Authority Regulation (POJK) No. 30/POJK.04/2017. The implementation of the program had obtained approval through the Annual General Meeting of Shareholders (AGMS) held on 13 March 2023. From the implementation of the buyback, the Company successfully repurchased 293,932,300 shares at an average acquisition price of Rp5,103.22 per share.

SHARE BUYBACK (BUYBACK) IN 2025-2026

In 2025, BRI once again implemented a share buyback program in accordance with POJK Number 29 of 2023, as approved at the Annual General Meeting of Shareholders (AGMS) held on 24 March 2025. As of 31 December 2025, the program had been realized through the repurchase of 132,321,300 shares, with an average acquisition price of IDR3,687.12 per share.

TRANSFER OF THE REPUBLIC OF INDONESIA'S SHARES

On March 22, 2025, the Government of the Republic of Indonesia transferred ownership of 80,610,976,875 Series B shares, representing 53.19% of the Company's total issued and fully paid-up shares, through an inbreng mechanism to PT Biro Klasifikasi Indonesia (Persero) (currently PT Danantara Asset Management (Persero)).

The transfer of shares owned by the Government of the Republic of Indonesia, as stipulated in the Deed of Share Subscription through Contribution in Kind to a Limited Liability Company No. 121 dated March 22, 2025, drawn up before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, constitutes the implementation of the prevailing laws and regulations, namely Law No. 1 of 2025 concerning the Third Amendment to Law No. 19 of 2003 concerning State-Owned Enterprises and Government Regulation No. 15 of 2025 concerning the Addition of State Capital Participation of the Republic of Indonesia into the Share Capital of PT Biro Klasifikasi Indonesia (Persero) for the establishment of an Operational Holding.

The Government of the Republic of Indonesia remains the Controlling Shareholder of the Company (Ultimate Beneficial Owner) through the direct ownership of 1 Series A Dwiwarna share with special rights held by the Minister of State-Owned Enterprises. In relation to the aforementioned transfer, the composition of the Company's share ownership as of March 24, 2025, based on the Statement Letter issued by the Company's Securities Administration Bureau, PT Datindo Entrycom, is as follows:

Shares with a nominal value of IDR50.- (fifty Rupiah) per share

Description	Number (shares)	Nominal (IDR)	%
Authorized Capital			
Series A Dwiwarna Share	1	50	
Series B Shares	299,999,999,999	14,999,999,999,950	
Total Authorized Capital	**300,000,000,000**	**15,000,000,000,000**	
Issued and Fully Paid Capital			
Series A Dwiwarna Share			
The Government of the Republic of Indonesia	1	50	0.00
Series B Share			
PT Biro Klasifikasi Indonesia (Persero) (currently PT Danantara Asset Management (Persero))	80,610,976,875	4,030,548,834,750	53.19
Other Shareholders with ownership of less than 5%*)	70,948,024,728	3,547,401,236,400	46.81
Total Issued and Fully Paid Capital	**151,559,001,604**	**7,577,950,080,200**	**100.00**
Shares in the Portfolio	**148,440,998,396**	**7,422,049,919,800**	

*) Including treasury shares totaling 902,207,000 shares

Subsequently, on January 5, 2026, PT Danantara Asset Management (Persero) transferred ownership of a portion of the Company's Series B Shares amounting to 806,109,768 shares or 0.53% of all shares that have been issued and fully paid up by the Company through a share ownership transfer transaction based on the Agreement on the Transfer of State-Owned Shares of the Republic of Indonesia in the Form of Series B Shares in SOEs to SOE Regulatory Agency Number PERJ-1/BPU/01/2026 and Number LGL1.001/PERJ/DIDAM. DO/2026 dated January 5, 2026 between the Head of SOE Regulatory Agency and PT Danantara Asset Management (Persero).

The aforementioned share transfer constitutes the implementation of Law No. 16 of 2025 concerning the Fourth Amendment to Law No. 19 of 2003 concerning State-Owned Enterprises.

The Government of the Republic of Indonesia is the Controlling Shareholder of the Company (Ultimate Beneficial Owner) through the ownership of 1 Series A Dwiwarna share with special rights and 806,109,768 Series B shares through BP BUMN, as well as the ownership of 79,804,867,107 Series B shares through PT Danantara Asset Management (Persero).

In relation to the aforementioned transfer, the composition of the Company's share ownership as of January 7, 2026, based on the Statement Letter issued by the Company's Securities Administration Bureau, PT Datindo Entrycom, is as follows:

Shares with a nominal value of IDR50.- (fifty Rupiah) per share

Description	Number (shares)	Nominal (IDR)	%
Authorized Capital			
Series A Dwiwarna Share	1	50	
Series B Shares	299,999,999,999	14,999,999,999,950	
Total Authorized Capital	**300,000,000,000**	**15,000,000,000,000**	
Issued and Fully Paid Capital			
Series A Dwiwarna Share			
The Government of the Republic of Indonesia	1	50	0.00
Series B Share			
1. The Government of the Republic of Indonesia through the State-Owned Enterprises Regulatory Agency	806,109,768	4,030,548,834,750	0.53
2. PT Danantara Asset Management (Persero)	79,804,867,107	3,990,243,355,350	52.66
3. Other Shareholders, each holding less than 5%*)	70,948,024,728	3,547,401,236,400	46.81
Total Issued and Fully Paid Capital	**151,559,001,604**	**7,577,950,080,200**	**100.00**
Shares in the Portfolio	**148,440,998,396**	**7,422,049,919,800**	

*) Including treasury shares totaling 958,602,200 shares

BRI Chronology of Issuance/Listing of Shares

Year	Corporate Action	Nominal	Offer Price (IDR)	Number of Shares Issued	
2003	Initial Public Offering	500	875	3,811,765,000	
2004	Exercise MSOP	500	-	85,385,500	
2005	Exercise MSOP	500	-	185,610,000	
2006	Exercise MSOP	500	-	250,721,000	
2007	Exercise MSOP	500	-	31,379,000	
2008	Exercise MSOP	500	-	7,499,000	
2009	Exercise MSOP	500	1,750	4,553,000	
2010	Exercise MSOP	500	-	4,728,500	
2011	Stock Split 1:2 on January 11, 2011	250	-	-	
2015	Stock Buy-Back of 221,718,000 shares	250	-	-	
2016		250	-	-	
2017	Stock Split 1:5 on 10 November 2017	50	-	-	
2019	Exercise ESOP 143,415,500	50	2.240	-	
2020	Exercise ESA 231,111,000	50	-	-	
2020	Stock Buy-Back of 16,400,000 shares	50	-	-	
2021	Right Issue	50	3.400	28.213.191.604	
	Transfer of Part of Government-Owned Shares to LPI	50	-	-	
2022	Stock Buy-Back of 479,454,100 shares	50	-	-	
2023	Stock Buy-Back of 286,765,400 shares	50	-	-	
2024	Stock Buy-Back of 175,098,700 shares	50	-	-	
2025	Transfer of All Series B Shares Owned by the Government of the Republic of Indonesia to PT Danantara Asset Management (Persero)	50	-	-	
2025	Stock Buy-Back of 132,321,300 shares	50	-	-	
2026	Transfer of a Portion of Series B Shares Held by PT Danantara Asset Management (Persero) to the Government of the Republic of Indonesia through BP BUMN	50	-	-	

Description:

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

	Total Number of Shares Paid Up at End of Period	Capital Value Paid Late Period (IDR Million)	Composition of Shareholders after Corporate Action			
			Government		Public	
			Number of shares	%	Number of shares	%
	11,764,705,000	5,882,353	7,000,000,000	59.50	4,764,705,000	40.50
	11,850,090,500	5,925,045	7,000,000,000	59.07	4,850,090,500	40.93
	12,035,700,500	6,017,850	7,000,000,000	58.16	5,035,700,500	41.84
	12,286,421,500	6,143,211	7,000,000,000	56.97	5,286,421,500	43.03
	12,317,800,500	6,158,900	7,000,000,000	56.83	5,317,800,500	43.17
	12,325,299,500	6,162,650	7,000,000,000	56.79	5,325,299,500	43.21
	12,329,852,500	6,164,926	7,000,000,000	56.77	5,329,852,500	43.23
	12,334,581,000	6,167,291	7,000,000,000	56.75	5,334,581,000	43.25
	24,669,162,000	6,167,291	14,000,000,000	56.75	10,669,162,000	43.25
	24,669,162,000	6,167,291	14,000,000,000	56.75	10,669,162,000	43.25
	24,669,162,000	6,167,291	14,000,000,000	56.75	10,669,162,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	151,559,001,604	7,577,950	86,108,998,710	56.82	65,450,002,894	43.18
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81
	151,559,001,604	7,577,950	The Republic of Indonesia through BP BUMN: 1 share	0.00	70,948,024,728	46.81
			PT Danantara Asset Management (Persero): 80,610,976,875 shares	53.19		
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81
	151,559,001,604	7,577,950	The Republic of Indonesia through BP BUMN : 806,109,769 shares	0.53	70,948,024,728	46.81
			PT Danantara Asset Management (Persero): 79,804,867,107 shares	52.66		

Chronology of Issuance and/or Listing of Other Securities

Chronology of Issuance and/or Bond Issuance

Bond Information Table

No.	Description	Electronic Bond Distribution Date	Tenor	Currency	Bond Amount (Million)	
1.	Subordinate Notes due 2003	September 25, 2003	120 Months	USD	USD150	
2.	BRI Bank Subordinated Bonds I Year 2004	January 09, 2004	120 Months	IDR	IDR500,000	
3.	BRI Bank Subordinated Bonds II Year 2009	December 22, 2009	60 Months	IDR	IDR2,000,000	
4.	Shelf Registration Bonds I Bank BRI Phase I 2015 Series A	June 25, 2015	370 Days	IDR	IDR655,000	
5.	Shelf Registration Bonds I Bank BRI Phase I Year 2015 Series B	June 25, 2015	36 Months	IDR	IDR925,000	
6.	Shelf Registration Bonds I Bank BRI Phase I Year 2015 Series C	July 02, 2015	60 Months	IDR	IDR1,420,000	
7.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series A	January 19, 2016	370 Days	IDR	IDR808,000	
8.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series B	January 19, 2016	36 Months	IDR	IDR1,018,500	
9.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series C	February 04, 2016	5 Years	IDR	IDR2,823,500	
10.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series A	May 04, 2016	370 Days	IDR	IDR1,212,000	
11.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series B	May 04, 2016	36 Months	IDR	IDR2,437,000	
12.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series C	May 25, 2016	5 Years	IDR	IDR701,000	
13.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series A	December 02, 2016	370 Days	IDR	IDR616,000	
14.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series B	December 02, 2016	36 Months	IDR	IDR964,000	
15.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series C	December 01, 2016	5 Years	IDR	IDR193,000	
16.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series D	December 01, 2016	7 Years	IDR	IDR477,000	
17.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series E	December 01, 2016	10 Years	IDR	IDR2,350,000	
18.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series A	April 12, 2017	370 Days	IDR	IDR1,131,000	
19.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series B	April 11, 2017	36 Months	IDR	IDR1,743,500	
20.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series B	April 11, 2017	5 Years	IDR	IDR925,000	
21.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series D	April 11, 2017	10 Years	IDR	IDR1,300,500	
22.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series A	August 24, 2017	36 Months	IDR	IDR980,500	
23.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series B	August 24, 2017	5 Years	IDR	IDR1,652,500	

	Bid Price	Due Date	Interest Rate	Payment Status	Rating		Trustee
					2025	2024	
	-	October 30, 2013	7.75%	Paid off	-	-	-
	-	January 09, 2014	13.5%	Paid off	-	-	-
	-	December 22, 2014	10.95%	Paid off	-	-	-
	100% of the principal amount of the bonds	July 07, 2016	8.4%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 03, 2018	9.2%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 03, 2020	9.5%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 08, 2017	8.5%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 04, 2019	9.25%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 04, 2021	9.60%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	May 30, 2017	7.5%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	May 25, 2019	8.2%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	May 25, 2021	8.70%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 06, 2017	7.25%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2019	8%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2021	8.20%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2023	8.65%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2026	8.90%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 16, 2018	7.2%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 11, 2020	8.1%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 11, 2022	8.30%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 11, 2027	8.80%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	August 24, 2020	7.6%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	August 24, 2022	8%	Paid off	-	-	Bank Negara Indonesia

No.	Description	Electronic Bond Distribution Date	Tenor	Currency	Bond Amount (Million)	
24.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series C	August 24, 2017	7 Years	IDR	IDR2,517,000	
25.	Shelf Registration Bonds II Bank BRI Phase IV Year 2018 Series A	February 21, 2018	5 Years	IDR	IDR1,837,000	
26.	Shelf Registration Bonds II Bank BRI Phase IV 2018 Series B	February 21, 2018	7 Years	IDR	IDR605,000	
27.	Senior Notes due 2018	March 28, 2013	60 Months	USD	USD500	
28.	BRI Bank Subordinated Bonds III Year 2018	June 21, 2018	5 Years	IDR	IDR500,000	
29.	Shelf Registration Bonds III Bank BRI Phase I Year 2019 Series A	November 07, 2019	370 Days	IDR	IDR737,850	
30.	Shelf Registration Bonds III Bank BRI Phase I Year 2019 Series B	November 07, 2019	3 Years	IDR	IDR2,089,350	
31.	Shelf Registration Bonds III Bank BRI Phase I Year 2019 Series C	November 07, 2019	5 Years	IDR	IDR2,172,800	
32.	Global Bond 2018	July 20, 2018	5 Years	USD	USD500	
33.	Sustainable Bond 2019	March 28, 2019	5 Years	USD	USD500	
34.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series A	July 20, 2022	370 Days	IDR	IDR2,500,000	
35.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series B	July 20, 2022	3 Years	IDR	IDR2,000,000	
36.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series C	July 20, 2022	5 Years	IDR	IDR500,000	
37.	BRI Bank Subordinated Bonds III Year 2018	July 06, 2023	5 Years	IDR	IDR500,000	
38.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series A	October 17, 2023	1 Years	IDR	IDR1,345,650	
39.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series B	October 17, 2023	2 Years	IDR	IDR4,154,350	
40.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series C	October 17, 2023	3 Years	IDR	IDR500,000	
41.	Bank BRI Sustainable Bonds I Phase III Year 2024 Series A	March 20, 2024	1 Years	IDR	IDR1,237,665	
42.	Bank BRI Sustainable Bonds I Phase III Year 2024 Series B	March 20, 2024	2 Years	IDR	IDR879,430	
43.	Bank BRI Sustainable Bonds I Phase III Year 2024 Series C	March 20, 2024	3 Years	IDR	IDR382,905	
44.	Bank BRI Sustainable Bonds I Phase I Year 2025 Series A	June 26, 2025	2 Years	IDR	IDR1,563,090	
45.	Bank BRI Sustainable Bonds I Phase I Year 2025 Series B	June 26, 2025	3 Years	IDR	IDR2,110,745	
46.	Bank BRI Sustainable Bonds I Phase I Year 2025 Series C	June 26, 2025	5 Years	IDR	IDR1,326,165	
47.	Continuing Commercial Paper I of PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series A	December 04, 2025	1 Month	IDR	IDR45,900	
48.	Continuing Commercial Paper I of PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series B	December 04, 2025	3 Months	IDR	IDR30,300	

	Bid Price	Due Date	Interest Rate	Payment Status	Rating		Trustee
					2025	2024	
	100% of the principal amount of the bonds	August 24, 2024	8.25%	Paid off	-	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 21, 2023	6.65%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 21, 2025	6.90%	Paid off	idAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	-	March 28, 2018	2.95%	Paid off	-	-	BNY Mellon
	100% of the principal amount of the bonds	June 26, 2023	7.70%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	November 17, 2020	6.5%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	November 07, 2022	7.60%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	November 07, 2024	7.85%	Paid off	-	idAAA by Pefindo	Bank Negara Indonesia
	99.696% of the principal amount of the bonds	July 20, 2023	4.625%	Paid off	-	-	BNY Mellon
	99.713% of the principal amount of the bonds	March 28, 2024	3.950%	Paid off	-	"BBB– by Fitch Rating Baa2 by Moodys"	BNY Mellon
	100% of the principal amount of the bonds	July 30, 2022	3.70%	Paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 20, 2024	5.75%	Paid off	-	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 20, 2027	6.45%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 06, 2028	6.45%	Not yet paid off	idAA by Pefindo	idAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	October 27, 2024	6.10%	Paid off	-	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	October 17, 2025	6.35%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	October 17, 2026	6.30%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 30, 2025	6.15%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 20, 2026	6.25%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 20, 2027	6.25%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	June 26, 2027	6.45%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	June 26, 2028	6.55%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	June 26, 2030	6.60%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	January 03, 2026	4.50%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 04, 2026	4.60%	Not yet paid off	idA1+ by Pefindo	idA1+ by Pefindo	Bank Tabungan Negara

No.	Description	Electronic Bond Distribution Date	Tenor	Currency	Bond Amount (Million)	
49.	Continuing Commercial Paper I of PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series C	December 04, 2025	6 Months	IDR	IDR20,000	
50.	Continuing Commercial Paper I of PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I Series D	December 04, 2025	12 Months	IDR	IDR403,800	

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

Table of Information Issuance of Negotiable Certificate Deposit (NCD)

Description	Publication date	Tenor (month)	Currency	Value (million)	Due date	Interest Rate (%)	Payment status
Negotiable Certificate of Deposit I BANK BRI TAHUN 2020 Seri A	June 24, 2020	3 Months	IDR	IDR630,000	September 24, 2020	5.35% (Diskonto)	Paid off
Negotiable Certificate of Deposit I BANK BRI TAHUN 2020 Seri B	June 24, 2020	6 Months	IDR	IDR520,000	December 23, 2020	5.35% (Diskonto)	Paid off
Negotiable Certificate of Deposit I BANK BRI TAHUN 2020 Seri C	June 24, 2020	12 Months	IDR	IDR850,000	June 24, 2021	5.35% (Diskonto)	Paid off

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

Table of Information Issuance of Medium Term Notes (MTN)

No.	Description	Electronic distribution date of MTN	Tenor	Currency	Number of MTN (Million)	Bid price	Due date	Interest Rate	Payment Status
1.	BRI Medium Term Notes Phase I Year 2014 Series A	October 10, 2014	370 Days	IDR	IDR300,000	-	October 15, 2015	8.75%	Paid off
2.	BRI Medium Term Notes Phase I Year 2014 Series B	October 10, 2014	24 Months	IDR	IDR60,000	-	October 10, 2016	9.25%	Paid off
3.	BRI Medium Term Notes Phase I Year 2014 Series C	October 10, 2014	36 Months	IDR	IDR360,000	-	October 10, 2017	9.50%	Paid off
4.	BRI Medium Term Notes Phase II Year 2014	December 24, 2014	12 Months	IDR	IDR520,000	-	December 24, 2015	8.90%	Paid off
5.	BRI Medium Term Notes Phase I Year 2016	September 16, 2016	370 Days	IDR	IDR1,925,000	-	September 21, 2017	7.40%	Paid off
6.	BRI Medium Term Notes Year 2022 Series A	November 24, 2022	2 Years	IDR	IDR2,000,000	100% of the principal amount of the MTN	November 24, 2024	6.60%	Paid off
7.	BRI Medium Term Notes Year 2022 Series B	November 24, 2022	3 years	IDR	IDR3,000,000	100% of the principal amount of the MTN	November 24, 2025	6.98%	Paid off

	Bid Price	Due Date	Interest Rate	Payment Status	Rating		Trustee
					2025	2024	
	100% of the principal amount of the bonds	June 02, 2026	4.85%	Not yet paid off	idA1+ by Pefindo	idA1+ by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	November 29, 2026	4.95%	Not yet paid off	idA1+ by Pefindo	idA1+ by Pefindo	Bank Tabungan Negara

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

Table of Information Issuance of Long Term Notes (LTN)

No.	Description	Electronic distribution date of MTN	Tenor	Currency	Number of MTN (Million)	Bid price	Due date	Interest Rate (%)	Payment Status
1.	Long Term Notes Carried Out Without Going Through a Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk I in 2022	December 27, 2022	162 Months	IDR	IDR52,332	100% of the principal amount of the LTN	June 27, 2036	0.55%	Not yet paid off
2.	Long Term Notes Carried Out Without Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk II in 2023	October 25, 2023	159 Months	IDR	IDR59,485	100% of the principal amount of the LTN	January 25, 2037	0.55%	Not yet paid off
3.	Long Term Notes Made Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk II Year 2023	March 26, 2024	155 Months	IDR	IDR55.920	100% of the principal amount of the LTN	February 26, 2037	0.55%	Not yet paid off
4.	Long Term Notes Made Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk II Year 2024	March 26, 2024	155 Months	IDR	IDR55.920	100% of the principal amount of the LTN	February 26, 2037	0.55%	Not yet paid off
5.	Long Term Notes Made Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk II Year 2025	January 16, 2025	156 Months	IDR	IDR81.271	100% of the principal amount of the LTN	January 16, 2038	0.55%	Not yet paid off

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

Name of KAP	Purwanto Susanti and Surja*
Association Network	Ernst & Young Global Limited
KAP Address	Indonesia Stock Exchange Building, Tower 2, 7th Floor, Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
AP Name	Rindra Sulindro
KAP Assignment Period	10th year
AP Assignment Period	1st year

Audit Services	Audit Fees (IDR)
1. General Audit of the Consolidated Financial Statements of the Company and Subsidiaries for the 2025 Fiscal Year.	17,301,500,000
2. Compliance with Legislation and Internal Control (PSA 62) 2025.	
3. General audit of the Company's Micro Small Enterprise Funding Program (PUMK) Financial Report for the 2025 Fiscal Year.	700,000,000

Non Audit Services	Non-Audit Fee (IDR)
1. Agreed procedure for calculating the KPI achievements of the Board of Directors (collegial and individual), position December 31, 2025	690,000,000
2. Agreed procedures for data sent by BRI for the compilation of the Ministry of SOEs' financial reports for the 2025 financial year (Anaplan).	256,000,000
3. Agreed procedures for compliance with applicable regulations for funding micro and small businesses for the 2025 financial year.	185,000,000
4. Limited review of the Consolidated Financial Statements of the Company and its Subsidiaries as of October 31, 2025	9,600,000,000
5. Limited Confidence Assurance on the BRI Long Term Incentive (LTI) Report, Position December 31, 2025 (Long Term Incentive (LTI) Program for Directors & Board of Commissioners for the Period of 2023 - 2025 and 2024 - 2026).	267,500,000
6. Public Accounting Firm Services for the Issuance of Bank BRI Sustainable Social Bonds I.	2,930,000,000

Name and Address of Supporting Institutions and/or Professionals

Securities Rating Agency

PT Pemeringkat Efek Indonesia (Pefindo)

Panin Tower - Senayan City, 17th Floor
Jl. Asia Afrika Lot. 19 Jakarta 10270, Indonesia

Telp : (021) 7278 2380
Fax : (021) 7278 2370
Web : www.pefindo.com
Email : -

Services provided:
Corporate Rating, Rating of BRI Bank Sustainable Bonds Phase III Year 2024

Moody's Investors Service

50 Raffles Place #23-06 Singapore Land Tower Singapore 048623

Telp : 65 6398 8339
Fax : 65 6398 8301
Web : www.moodys.com/indonesia
Email : clientservices@moodys.com

Fitch Ratings Indonesia

Prudential Tower 20th Floor
Jl. Jend Sudirman Kav. 79 Jakarta 12910, Indonesia

Telp : (021) 5795 7755
Fax : (021) 5795 7750
Web : www.fitchratings.co.id
Email : -

SnP Global Rating

Singapore 12 Marina Boulevard 018982 Singapura
Head of Sales, Asia-Pacific

Telp : (0852) 2533-3522

Fitch Ratings International

30 North Colonnade London E14 SGN United Kingdom

Telp : +44(0)20 3530 1000
Web : www.fitchratings.com
Email : lonaccounts.receivable@fitchratings.com

Trade Information and Share Listing

PT Bursa Efek Indonesia

Gedung Bursa Efek Indonesia, Tower 1
Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia

Telp : (021) 5150515
Fax : (021 5)154153
Web : www.idx.co.id
Email : listing@idx.co.id

Services provided: Shares Bond Listing Service

Custodian

PT Kustodian Sentral Efek Indonesia

Gedung Bursa Efek Indonesia, Tower 1, Lantai 5
Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia

Telp : (021) 5152855
Fax : (021) 52991199
Web : www.ksei.co.id
Email : helpdesk@ksei.co.id

Services provided: Management of securities administration (shares and bonds) and Paying Agent

Securities Administration Bureau

PT Datindo Entrycom

Jl. Hayam Wuruk No. 28, Jakarta 10120
Telp: (021) 3508077

Fax : (021) 350 8078
Web : www.datindo.com
Email : dm@datindo.com

Services provided: AGMS Support Consultant Services (AGMS and Dividend Payment)

Notary Public

Notaris & PPAT Fathiah Helmi

Graha Irama Lantai 6C
Jl. H. R. Rasuna Said Blok X-1, Kav. 1& 2, Kuningan Timur,
Kec. Setiabudi, Jakarta Selatan,
Daerah Khusus Ibukota Jakarta 12710

Services provided: Making deeds of GMS decisions and Articles of Association

Awards and Certifications

Awards

No.	Award	Date	Organizer	Category	Place of Implementation	Level
1.	IDN Times Inspiring News Maker 2024	January 16, 2025	IDN Times	Banking	Jakarta	National
2.	CNBC Indonesia Research ESG Rating 2025 Awards - Awarded for its social responsibility and good governance	January 31, 2025	CNBC Indonesia	Banking	Jakarta	National
3.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Best KBMI 4 Bank in Satisfaction, Loyalty, Engagement 2025	February 04, 2025	Infobank	Banking	Jakarta	National
4.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Best KBMI 4 Bank in Customer Engagement	February 04, 2025	Infobank	Banking	Jakarta	National
5.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Best KBMI 4 Bank in Marketing Customer Engagement	February 04, 2025	Infobank	Banking	Jakarta	National
6.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Best KBMI 4 Bank in Customer Centricity Index	February 04, 2025	Infobank	Banking	Jakarta	National
7.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Best KBMI 4 Bank in Customer Resilience Level	February 04, 2025	Infobank	Banking	Jakarta	National
8.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Best KBMI 4 Bank in Brand Interactivity Index	February 04, 2025	Infobank	Banking	Jakarta	National
9.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The Most Satisfying KBMI 4 Bank in Mobile Banking	February 04, 2025	Infobank	Banking	Jakarta	National
10.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 2nd Best KBMI 4 Bank in Customer Loyalty	February 04, 2025	Infobank	Banking	Jakarta	National
11.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 2nd Best KBMI 4 Bank in Net Promoter Score	February 04, 2025	Infobank	Banking	Jakarta	National
12.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 2nd Most Satisfying KBMI 4 Bank in ATM Service	February 04, 2025	Infobank	Banking	Jakarta	National
13.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 2nd Most Satisfying KBMI 4 Bank in Services	February 04, 2025	Infobank	Banking	Jakarta	National
14.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 3rd Best KBMI 4 Bank in Customer Satisfaction	February 04, 2025	Infobank	Banking	Jakarta	National
15.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 3rd Most Satisfying KBMI 4 Bank in Customer Service	February 04, 2025	Infobank	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
16.	The 8th Infobank Satisfaction, Loyalty, and Engagement 2025: The 3rd Most Satisfying KBMI 4 Bank in Teller Service	February 04, 2025	Infobank	Banking	Jakarta	National
17.	Anugerah Avirama Nawasena SBM ITB 2024: Peraih Anugerah Avirama Nawasena Kategori Organisation and Work Culture for DEI Practices	February 05, 2025	SBM ITB	ESG	Jakarta	National
18.	Anugerah Avirama Nawasena SBM ITB 2024: Peraih Anugerah Avirama Nawasena Kategori Organisation and Work Culture for DEI Practices	February 05, 2025	SBM ITB	ESG	Jakarta	National
19.	Indonesia Best Digital Awards 2025 in Conventional Bank for Omnichannel Strategy Implementation and Sustainable Business Model: Category Conventional Bank	February 18, 2025	JAKTV	Banking	Jakarta	National
20.	Best Stock Awards 2025: Winner of the Big Caps Financial Sector Category	February 25, 2025	Investor Trust	Banking	Jakarta	National
21.	Best Stock Awards 2025: Winner in the SOE & SOE Subsidiaries Category	February 26, 2025	Investor Trust	Banking	Jakarta	National
22.	The 10th PR Indonesia Awards (PRIA) 2025: Most Popular Company in Online Media and Social Media	February 26, 2025	PR Indonesia	Public Relation	Bandung	National
23.	The 10th PR Indonesia Awards (PRIA) 2025: Silver Award in the Corporate PR – Social Media (LinkedIn) Category	February 26, 2025	PR Indonesia	Public Relation	Bandung	National
24.	The 10th PR Indonesia Awards (PRIA) 2025: Silver Award in the Corporate PR – Social Media (YouTube) Category	February 26, 2025	PR Indonesia	Public Relation	Bandung	National
25.	The 10th PR Indonesia Awards (PRIA) 2025: Bronze Award in the Corporate Website Category	February 26, 2025	PR Indonesia	Public Relation	Bandung	National
26.	World's Best Companies of 2025 - Asia/Pacific #126	February 13, 2025	TIME & Statista	Banking	United States	International
27.	Retail Banker International (RBI) Trailblazer Asia Awards 2025: Best Retail Bank – Indonesia	March 13, 2025	Retail Banker International (RBI)	Banking	Singapura	International
28.	Retail Banker International (RBI) Trailblazer Asia Awards 2025: SME Bank of the Year	March 13, 2025	Retail Banker International (RBI)	Banking	Singapura	International
29.	Retail Banker International (RBI) Trailblazer Asia Awards 2025: Best CSR Initiative – Contribution to Local Community	March 13, 2025	Retail Banker International (RBI)	Banking	Singapura	International
30.	Retail Banker International (RBI) Trailblazer Asia Awards 2025: Excellence in Employee Engagement	March 13, 2025	Retail Banker International (RBI)	Banking	Singapura	International
31.	Retail Banker International (RBI) Trailblazer Asia Awards 2025: Best Current Account Offering	March 13, 2025	Retail Banker International (RBI)	Banking	Singapura	International
32.	Brand Finance Global 500 2025: Ranked 323rd out of 500 & No. 1 in Indonesia	March 17, 2025	Brand Finance	Banking	Singapura	International
33.	South East Asia Best Advisers - Best Issuer for Sustainable Finance	March 19, 2025	The Asset	Banking	Hong Kong	International

No.	Award	Date	Organizer	Category	Place of Implementation	Level
34.	South East Asia Best Deals - Best Social Loan (US$ 800 juta)	March 19, 2025	The Asset	Banking	Hong Kong	International
35.	INTERNET BANKING APPLICATION	March 19, 2025	Investor Trust	Banking	Hong Kong	National
36.	Bank ATMs	March 19, 2025		Banking	Hong Kong	National
37.	Commercial Bank	March 19, 2025		Banking	Hong Kong	National
38.	E-Money Card	March 19, 2025		Banking	Hong Kong	National
39.	Credit Card	March 19, 2025		Banking	Hong Kong	National
40.	Wealth Management Institution	March 19, 2025		Banking	Hong Kong	National
41.	Mobile Banking App	March 19, 2025		Banking	Hong Kong	National
42.	CORPORATE BANKING PRODUCTS AND SERVICES	March 19, 2025		Banking	Hong Kong	National
43.	BANK MORTGAGE LOAN PRODUCTS	March 19, 2025		Banking	Hong Kong	National
44.	BANK SME BANKING PRODUCTS AND SOLUTION	March 19, 2025		Banking	Hong Kong	National
45.	CONVENTIONAL BANK ACCOUNTS	March 19, 2025		Banking	Hong Kong	National
46.	SMS Banking	March 19, 2025		Banking	Hong Kong	National
47.	14th Infobank Digital Brand Appreciation 2025: Conventional Commercial Bank	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
48.	14th Infobank Digital Brand Appreciation 2025: Mobile Banking – Conventional Bank Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
49.	14th Infobank Digital Brand Appreciation 2025: General Savings – Conventional Bank Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
50.	14th Infobank Digital Brand Appreciation 2025: Mortgage Loans – Conventional Comme	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
51.	14th Infobank Digital Brand Appreciation 2025: Debit Card – Conventional Commercial Bank Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
52.	14th Infobank Digital Brand Appreciation 2025: Credit Card – Conventional Commercial Bank Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
53.	14th Infobank Digital Brand Appreciation 2025: Time Deposit – Conventional Commercial Bank Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
54.	14th 14th Infobank Digital Brand Appreciation 2025: Wealth Management – Conventional Commercial Bank Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
55.	14th Infobank Digital Brand Appreciation 2025: E-Money Bank	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
56.	14th Infobank Digital Brand Appreciation 2025: Kategori Mobile Banking	March 20, 2025	Infobank Media Group	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
57.	14th Infobank Digital Brand Appreciation 2025: Internet Banking Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
58.	14th Infobank Digital Brand Appreciation 2025: Prepaid Category	March 20, 2025	Infobank Media Group	Banking	Jakarta	National
59.	Euromoney Private Banking Awards 2025: Indonesia's Best for Disrectionary Portofolio Management	March 27, 2025	Euromoney	Banking	London	International
60.	Investor Trust The Best Corporate Emission Reduction Transparency Awards 2025 - Best of The Best Public Company with Trusted Green Achievement in Emission Reduction and Trusted Diamond Achievement in Emission Transparency	April 29, 2025	Investor Trust	ESG	Jakarta	National
61.	Mata Lokal Fest 2025 – Indonesia's Local Heroes Award	May 08, 2025	Tribunnews	Banking	Jakarta	National
62.	Indonesia Regulatory Compliance Awards 2025 "Best Enterprise in Regulatory Compliance" with the Sapphire Predicate	May 09, 2025	Hukum Online	Banking	Jakarta	National
63.	Best FX Bank for Structured Products: Treasury Yield Enhancements: Bank Rakyat Indonesia	May 12, 2025	Alpha Southeast Asia	Banking	Hong Kong	International
64.	Best in Treasury and Working Capital – SMEs	May 21, 2025	The Asset	Banking	Hong Kong	International
65.	Best Service Provider – Transaction Bank	May 21, 2025	The Asset	Banking	Hong Kong	International
66.	Best Service Provider – Trade Finance	May 21, 2025	The Asset	Banking	Hong Kong	International
67.	Jakarta Marketing Week 2025 - Dewi BUMN Farida Thamrin	May 23, 2025	Markplus Inc	Banking	Jakarta	National
68.	Jakarta Marketing Week 2025 - Dewi BUMN Nancy Adistyasari	May 23, 2025	Markplus Inc	Banking	Jakarta	National
69.	Jakarta Marketing Week 2025 - Dewi BUMN Viviana Dyah Ayu Retno Kumalasari	May 23, 2025	Markplus Inc	Banking	Jakarta	National
70.	First Step AI-Driven testing: MIKA (Multifunction Intelligent Knowledge Assistant) (DIAMOND)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
71.	"All-in-One APP": The Future of cash Operation (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
72.	Self-Optimizing Reconciliation: The Future of Smart Operations! (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
73.	Digitalisasi Penerbitan Bank Garansi Segmen Wholesale (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
74.	ALENA: AI for Loan Expression Analysis (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
75.	Biometric Varification (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
76.	Automatic Card Production Management (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
77.	Cash Management Revolution: Adapting Centralized Operating Model and It Solution For Cash Optimization (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
78.	Never Run Out nor Excessive of Cards Again: Smart Cards Stock Management! (GOLD)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
79.	Elevating Technology Through Our Customer Needs (SILVER)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
80.	Behavioral Insight & Monitoring for Navigating Achievement (SILVER)	May 27, 2025	Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Banking	Jakarta	National
81.	20 Top Companies to Watch in 2025	June 05, 2025	Bloomberg Technoz	Banking	Jakarta	National
82.	Best Private Bank-Indonesia	June 04, 2025	Global Brands Magazine	Banking	Singapura	International
83.	Forbes 2025 Global 2000 List - BRI SebagaiThe World's Largest Companies Ranked 349	June 12, 2025	Forbes	Produk/Brand	United States	International
84.	Best Mobile Banking Brand, Indonesia 2025	June 13, 2025	Global Brands Magazine	Banking	Dubai	International
85.	FinanceAsia Awards 2025 - Best Bank (Highly Commended)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
86.	FinanceAsia Awards 2025 - Best Commercial Bank – SMEs (Winner)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
87.	FinanceAsia Awards 2025 - Best Bank for Financial Inclusion (Winner)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
88.	FinanceAsia Awards 2025 - Best Private Bank (Winner)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
89.	FinanceAsia Awards 2025 - Best Custodian Bank (Winner)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
90.	FinanceAsia Asia's Best Companies 2025 - Best Managed Company (Gold)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
91.	FinanceAsia Asia's Best Companies 2025 - Best Investor Relations (Gold)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
92.	FinanceAsia Asia's Best Companies 2025 - Best Managed – Financials (Gold) – Industry Categories	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
93.	FinanceAsia Asia's Best Companies 2025 - Most Commited to ESG (Silver)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
94.	FinanceAsia Asia's Best Companies 2025 - Best Large-Cap Company (Silver)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
95.	FinanceAsia Asia's Best Companies 2025 - Best CFO – Viviana Dyah Ayu (Silver)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
96.	FinanceAsia Asia's Best Companies 2025 - Best DEI – (Silver)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
97.	FinanceAsia Asia's Best Companies 2025 - Best Use of Technology (Silver)	June 17, 2025	FinanceAsia	Banking	Hong Kong	International
98.	Indonesia DEI & ESG Awards 2025 – ESG Category, Governance Sub-Category	June 19, 2025	PR Indonesia	Public Relation	Jakarta	National
99.	Fortune Southeast Asia 500	June 19, 2025	Fortune	Banking	Jakarta	International

No.	Award	Date	Organizer	Category	Place of Implementation	Level
100.	The Best Conventional Bank in Service Excellence for 15 Consecutive Years (2010–2024)	June 24, 2025	Infobank	Banking	Jakarta	National
101.	The Best Conventional Bank in Digital Channel Excellence for five consecutive years (2020–2024)	June 24, 2025	Infobank	Banking	Jakarta	National
102.	The Best Conventional Bank in Service Excellence – Digital Channel	June 24, 2025	Infobank	Banking	Jakarta	National
103.	The Best Conventional Bank in Excellence E-mail Service	June 24, 2025	Infobank	Banking	Jakarta	National
104.	The Best Conventional Bank in Excellence Live Chat Service	June 24, 2025	Infobank	Banking	Jakarta	National
105.	The 2nd Best Conventional Bank in Service Excellence	June 24, 2025	Infobank	Banking	Jakarta	National
106.	The 2nd Best Conventional Bank in Service Excellence – Contact Center	June 24, 2025	Infobank	Banking	Jakarta	National
107.	The 2nd Best Conventional Bank in Excellence Digital Branch	June 24, 2025	Infobank	Banking	Jakarta	National
108.	The 2nd Best Conventional Bank in Excellence Chatbot	June 24, 2025	Infobank	Banking	Jakarta	National
109.	The 2nd Best Conventional Bank in Excellence Call Center	June 24, 2025	Infobank	Banking	Jakarta	National
110.	The 2nd Best Conventional Bank in Excellence Social Media	June 24, 2025	Infobank	Banking	Jakarta	National
111.	Brand Finance Sustainability Perceptions Index 2024	June 25, 2025	Brand Finance	Banking	London	International
112.	Best Bank Awards 2025 - KBMI IV Category	June 25, 2025	Investor Trust	Banking	Jakarta	National
113.	Best FX Bank for Hedging Requirements (Corporates & Financial Institutions) Cross Currency Swap (CCS), Interest Rate Swap (IRS), Forward, dan Options;	June 30, 2025	Alpha Southeast Asia 2025	Banking	Hong Kong	International
114.	Best FX Bank for Structured Products with a Focus on Treasury Yield Enhancements.	June 30, 2025	Alpha Southeast Asia 2025	Banking	Hong Kong	International
115.	International CSR Excellence Awards 2025	June 30, 2025	The Green Organisation	Banking	London	International
116.	Top 1000 World Banks 2025	July 02, 2025	The Banker	Banking	London	International
117.	Asian Banking & Finance Wholesale Banking Awards 2025 - Indonesia Domestic Foreign Exchange Bank of the Year	July 03, 2025	Asian Banking Finance	Banking	Singapore	International
118.	Asian Banking & Finance Wholesale Banking Awards 2025 - Indonesia Domestic Green Financing Bank of the Year	July 03, 2025	Asian Banking Finance	Banking	Singapore	International
119.	IDX Channel Anugerah ESG 2025 – Special Award for the Financial Services Sector: BRI's Sustainable Finance Initiative for Empowering Indonesian MSMEs	July 04, 2025	IDX Channel Anugerah ESG 2025	ESG	Jakarta	National
120.	Procurement Appreciation Award to PT Bank Rakyat Indonesia (Persero) Tbk – 3rd Rank – State-Owned Enterprises with the Largest Procurement Value in the Central Java, DI Yogyakarta, East Java, Bali, NTT, and NTB Regions – Business Matching Road to PaDi MSMEs	July 07, 2025	PaDi UMKM	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
121.	Procurement Appreciation Award to PT Bank Rakyat Indonesia (Persero) Tbk – 3rd Place – State-Owned Enterprises with the Largest Procurement Value in the Sumatra Region – Business Matching Road to PaDi MSMEs	July 07, 2025	PaDi UMKM	Banking	Jakarta	National
122.	Best Digital Bank 2025 – Bank Rakyat Indonesia (BRI)	July 18, 2025	Euromoney Awards for Excellence 2025 – Country/Territory Winners: Indonesia	Banking	London	International
123.	Best Bank for Diversity and Inclusion 2025 – Bank Rakyat Indonesia (BRI)	July 18, 2025	Euromoney Awards for Excellence 2025 – Country/Territory Winners: Indonesia	Banking	London	International
124.	Best Bank for Research 2025 – BRI Danareksa Sekuritas	July 18, 2025	Euromoney Awards for Excellence 2025 – Country/Territory Winners: Indonesia	Banking	London	International
125.	Kartu Bayar Digital - Brizzi	July 18, 2025	Solopos	Banking	Solo	National
126.	Mobile Banking - BRImo	July 18, 2025	Solopos	Banking	Solo	National
127.	Innovative Business Entity in CSR Implementation and Creative Economy Development	July 19, 2025	Forum Pimpinan Redaksi Multimedia Indonesia	Banking	Jakarta	National
128.	Indonesia TOP 5 Public Listed Companies (PLC)	July 24, 2025	ASEAN Corporate Governance Conference & Awards (ASEAN CGCA) 2025	Banking	Kuala Lumpur	International
129.	ASEAN Asset Class Public Listed Companies	July 24, 2025	ASEAN Corporate Governance Conference & Awards (ASEAN CGCA) 2025	Banking	Kuala Lumpur	International
130.	BEST Human Capital Awards 2025	July 30, 2025	BusinessAsia Indonesia	Banking	Jakarta	National
131.	KEHATI ESG Awards 2025 - Debt & Project Financing Category - Best Issuer/Borrower	July 31, 2025	Yayasan KEHATI	ESG	Jakarta	National
132.	6th Indonesia Public Relations Summit 2025 - 50 POPULAR PR PERSON AWARDS 2025	August 08, 2025	The Iconomics	Public Relation	Jakarta	National
133.	Popular PR Persons Awards 2025	August 08, 2025	The Iconomics	Public Relation	Jakarta	National
134.	Green Economy Award	August 14, 2025	Detik	Banking	Jakarta	National
135.	KEJAR Award 2025 – Best KEJAR Implementation Bank Category among State-Owned Enterprises	August 22, 2025	OJK	Banking	Jakarta	National
136.	SMG Economic Insight Series – 2nd Semestrial 2025	August 28, 2025	Solopos	Banking	Surakarta	National
137.	Digital Banking Awards 2025	August 28, 2025	Investor Trust	Banking	Surakarta	National
138.	Indonesia Domestic Green Financing Bank of the Year	August 28, 2025	Investor Trust	Banking	Surakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
139.	Bank with Consistent Excellent Performance for 20 Consecutive Years (2005–2024	August 29, 2025	Infobank	Banking	Jakarta	National
140.	Best Private Bank for HNWIs - Indonesia	September 05, 2025	The Asset Triple A	Banking	Hong Kong	International
141.	Social Pillar Winner – Environmental, Social, and Governance (ESG) Index 2025, Finance – Bank Sector Category	September 10, 2025	Katadata	ESG	Jakarta	National
142.	Indonesia's Biggest Companies by Total Employe	September 12, 2025	Fortune Indonesia	Banking	Jakarta	National
143.	Indonesia's Biggest Companies #1 Most Profitable Companies	September 12, 2025	Fortune Indonesia	Banking	Jakarta	National
144.	Indonesia's Biggest Companies #4 Market Capitalization	September 12, 2025	Fortune Indonesia	Banking	Jakarta	National
145.	Indonesia's Biggest Companies #4 By Asset	September 12, 2025	Fortune Indonesia	Banking	Jakarta	National
146.	LSEG FX Awards Indonesia 2025 Best State Bank	September 15, 2025	LSEG (London Stock Exchange Group)	Banking	Jakarta	National
147.	The 16th IICD Corporate Governance Conference and Award Sebagai TOP 50 Emiten dengan Kapitalisasi Pasar Terbesar (BigCap PLCs)	September 15, 2025	IICD	Banking	Jakarta	National
148.	Malam Apresiasi Emiten 2025 – Indeks TEMPO-IDNFinancials 52 - Main Index	September 19, 2025	Tempo-IDN Times	Banking	Jakarta	National
149.	Malam Apresiasi Emiten 2025 – Indeks TEMPO-IDNFinancials 52 - High Dividend	September 19, 2025	Tempo-IDN Times	Banking	Jakarta	National
150.	Malam Apresiasi Emiten 2025 – Indeks TEMPO-IDNFinancials 52 - High Growth	September 19, 2025	Tempo-IDN Times	Banking	Jakarta	National
151.	Malam Apresiasi Emiten 2025 – Indeks TEMPO-IDNFinancials 52 - High Market Cap	September 19, 2025	Tempo-IDN Times	Banking	Jakarta	National
152.	Anugerah Humas Indonesia (AHI) 2025 – Winner of the Most Popular Public Institution on Social Media, State-Owned Enterprises (Tbk) Sub-Category	September 10, 2025	Humas Indonesia	Public Relation	Jakarta	National
153.	The Excellence in Financing Creative Economy for Economic & Social Impact	September 16, 2025	ICA (Indonesia Creative Award)	Banking	Jakarta	National
154.	1st Runner Up, The Best Contact Center Indonesia (TBCCI) 2025	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
155.	The Best Contact Center Indonesia (TBCCI) The Best Contact Center Operation Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
156.	The Best Contact Center Indonesia (TBCCI) The Best People Development Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
157.	The Best Contact Center Indonesia (TBCCI) The Best Cost Management Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
158.	The Best Contact Center Indonesia (TBCCI) The Best Employee Engagement Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
159.	The Best Contact Center Indonesia (TBCCI) The Best Quality Management Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
160.	The Best Contact Center Indonesia (TBCCI) The Best Digital Service Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
161.	The Best Contact Center Indonesia (TBCCI) The Best Technology Innovation Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
162.	The Best Contact Center Indonesia (TBCCI) The Best Customer Experience Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
163.	The Best Contact Center Indonesia (TBCCI) The Best Reporting Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
164.	The Best Contact Center Indonesia (TBCCI) The Best Performance Dashboard Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
165.	The Best Contact Center Indonesia (TBCCI) The Best Data Analytic Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
166.	The Best Contact Center Indonesia (TBCCI) The Best Telesales Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
167.	The Best Contact Center Indonesia (TBCCI) MLBB Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
168.	The Best Contact Center Indonesia (TBCCI) Best of Best Trainer Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
169.	The Best Contact Center Indonesia (TBCCI) Best of Best Quality Assurance Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
170.	The Best Contact Center Indonesia (TBCCI) Best of Best Agent Premium Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
171.	The Best Contact Center Indonesia (TBCCI) The Best Agent Digital Social Media Large Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
172.	The Best Contact Center Indonesia (TBCCI) The Best Team Leader Inbound Large Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
173.	The Best Contact Center Indonesia (TBCCI) The Best Team Leader Inbound Large Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
174.	The Best Contact Center Indonesia (TBCCI) The Best Trainer Category, Platinum Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
175.	The Best Contact Center Indonesia (TBCCI) The Best Agent Inbound Large Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
176.	The Best Contact Center Indonesia (TBCCI) The Best Agent Inbound Large Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
177.	The Best Contact Center Indonesia (TBCCI) The Best Agent Premium Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
178.	The Best Contact Center Indonesia (TBCCI) The Best Agent Digital Chat Large Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
179.	The Best Contact Center Indonesia (TBCCI) The Best Quality Assurance Large Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
180.	The Best Contact Center Indonesia (TBCCI) Team Leader Outbound Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
181.	The Best Contact Center Indonesia (TBCCI) The Best Team Leader Inbound Large Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
182.	The Best Contact Center Indonesia (TBCCI) BTB TL Customer Service Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
183.	The Best Contact Center Indonesia (TBCCI) The Best Cust Service Video Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
184.	The Best Contact Center Indonesia (TBCCI) The Best Agent English Category, Gold Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
185.	The Best Contact Center Indonesia (TBCCI) The Best Agent Digital Email Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
186.	The Best Contact Center Indonesia (TBCCI) The Best Agent Digital Chat Large Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
187.	The Best Contact Center Indonesia (TBCCI) The Best Quality Assurance Digital Category, Silver Med	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
188.	The Best Contact Center Indonesia (TBCCI) The Best Back Office 2nd Tier Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
189.	The Best Contact Center Indonesia (TBCCI) The Best Customer Service On Site Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
190.	The Best Contact Center Indonesia (TBCCI) The Best Telemarketing Category, Silver Meda	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
191.	The Best Contact Center Indonesia (TBCCI) The Best Team Leader Digital Category, Silver Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
192.	The Best Contact Center Indonesia (TBCCI) The Best Agent Digital Social Media Large Category, Bronze Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
193.	The Best Contact Center Indonesia (TBCCI) The Best Agent Premium Category, Bronze Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
194.	The Best Contact Center Indonesia (TBCCI) The Best Desk Control Category, Bronze Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
195.	The Best Contact Center Indonesia (TBCCI) BTB Back Office Category, Bronze Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
196.	The Best Contact Center Indonesia (TBCCI) The Best Team Leader Cust Service Category, Bronze Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National
197.	The Best Contact Center Indonesia (TBCCI) The Best Trainer Category, Bronze Medal	September 25, 2025	ICCA Indonesia	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
198.	Titanium Champion as a State-Owned Enterprise with Excellent Performance for 15 consecutive years (2010–2024)	October 02, 2025	Infobank	Banking	Jakarta	National
199.	THE ASIANPOST BEST STATE-OWNED ENTERPRISE 2025" (2023-2024 Performance)	October 02, 2025	Infobank	Banking	Jakarta	National
200.	Indonesia In-House Counsel Summit & Awards 2025 - Indonesia Most Innovative In-House Counsel Team 2025	October 03, 2025	Hukumonline	Banking	Jakarta	National
201.	PaDi MSMEs Hybrid Expo & Conference Award 2025 – RO MND Manado – PT Bank Rakyat Indonesia (Persero) Tbk – 3rd Place, Type A State-Owned Enterprises – Buyer Group with the Highest Transaction Volume	October 06, 2025	PaDi UMKM	Banking	Jakarta	National
202.	Qlola by BRI – Best Award in the Financial Sector, Product and Business Model Category – IDX Channel Indonesia Innovation Awards	October 10, 2025	IDX Channel	Banking	Jakarta	National
203.	AWS Cloud Quest Competition	October 14, 2025	AWS	Banking	Jakarta	National
204.	Excellence in Integrated Marketing	October 15, 2025	Marketing Interactive	Banking	Jakarta	National
205.	Anugerah Perempuan Hebat (Great Women Award) 2025 – An award for six Indonesian women whose concrete actions have had a positive impact on many people.	October 16, 2025	Liputan 6	Banking	Jakarta	National
206.	Inspirational Award 2025 – An appreciation for individuals or institutions with outstanding achievements and tangible contributions to society.	October 16, 2025	Liputan 6	Banking	Jakarta	National
207.	ICCS Summit 2025 – Communications Category, 3rd Place for Internal Communications	October 22, 2025	ICCS 2025 - Kementerian BUMN	Communications	Jakarta	National
208.	PRIMA Award Diamond Award - Best Acquiring Bank (All features)	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
209.	PRIMA Award Diamond Award - Best Issuing Bank (All features)	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
210.	PRIMA Award Diamond Award - The Highest Transaction in Digital Channel	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
211.	PRIMA Award Best Acquiring - Digital Payment Channel	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
212.	PRIMA Award Best Issuing - Digital Payment Channel	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
213.	PRIMA Award Diamond Award - Best Acquiring Bank (ATM)	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
214.	PRIMA Award Diamond Award - Best Issuing Bank (ATM)	October 23, 2025	PT Rintis Sejahtera (RINTIS) - Infobank	Banking	Denpasar	National
215.	Community Empowerment category: "Dedication and Contribution to Community Empowerment	October 16, 2025	KemenkoPM	Banking	Jakarta	National
216.	Platinum - Asia's Best Sustainability Report (Public Sector)	October 24, 2025	CSRWorks (ASRA)	ESG	Singapore	International

No.	Award	Date	Organizer	Category	Place of Implementation	Level
217.	Platinum - Asia's Best Sustainability Report (CEO Letter)	October 24, 2025	CSRWorks (ASRA)	ESG	Singapore	International
218.	Gold - Asia's Best Materiality Reporting	October 24, 2025	CSRWorks (ASRA)	ESG	Singapore	International
219.	tvOne Innovation for National Development Awards 2025 – Integrated People's Economic Development	October 27, 2025	tvOne	Banking	Jakarta	National
220.	The Finance Golden Star Award 2025 – As a Company that Successfully Achieved the Top 20 Financial Institution Award for Five Consecutive Years	October 28, 2025	Infobank	Banking	Jakarta	National
221.	Top 20 Financial Institution 2025, Bank Category with Assets Above IDR 500 Trillion with the predicate "Excellent."	October 28, 2025	Infobank	Banking	Jakarta	National
222.	The Finance Best CFO 2025, awarded to Mrs. Viviana Dyah Ayu Retno K. as Best CFO 2025 in the Bank Category	October 28, 2025	Infobank	Banking	Jakarta	National
223.	The Most Empowering Company for MSMEs in Business Growth Sustainability and Strengthening Socio-Economic Resilience	October 29, 2025	Goodmoney.id dan IPEMI	Banking	Jakarta	National
224.	AI Impact Leader Award and Best Team Showcase	October 29, 2025	Dataiku	Banking	Jakarta	National
225.	Best Bank Supporting National Development and the Asta Cita Goals at the CNN Indonesia Awards 2025	October 31, 2025	CNN Indonesia	Banking	Jakarta	National
226.	2nd Place BI–OJK Hackathon 2025	November 01, 2025	Bank Indonesia & Otoritas Jasa Keuangan	Banking	Jakarta	National
227.	RI's Participation in the Preservation and Safeguarding of Archives with Value for National Accountability for the Life of Society, Nation, and State, at the State-Owned Enterprises Static Archives Coordination Meeting held at the Noerhadi Magetsari Building, ANRI	November 05, 2025	Arsip Nasional Republik Indonesia (ANRI)	Banking	Jakarta	National
228.	Top CEO in SDGs Changemaker for Internalization of Sustainability Values and Broader Program Scalability - Hery Gunardi	November 10, 2025	PlusIdea-Netralnews	Banking	Jakarta	National
229.	Indonesia Sustainable Synergy Awards 2025 for Recovery of Ecological Functions and Livelihoods Improvement Programs	November 10, 2025	PlusIdea-Netralnews	Banking	Jakarta	National
230.	Top SDGs Visionary Leader in Green Orientation Visibility and Encouraging Social Welfare Programs	November 10, 2025	PlusIdea-Netralnews	Banking	Jakarta	National
231.	Contact Center Asia Pacific Awards 2025, Kategori Business Contribution, Platinum Medal	November 10, 2025	Contact Center Association of Asia Pacific (CC-APAC)	Banking	Hong Kong	International
232.	BGK Foundation Indonesia ESG Leadership Awards 2025 - Leadership AAA - Indonesia's Leader in ESG Transparency	November 12, 2025	BGK Foundation	ESG	Jakarta	National
233.	Bank with the Best Deposit Quality (Crossover) 2025 in the Regional Office of Bank Indonesia (KPwBI) East Java Province	November 16, 2025	Bank Indonesia	Banking	Surabaya	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
234.	Most Active Bank in UPAL Reporting 2025 – Bank Indonesia Regional Office (KPwBI) East Java Province	November 16, 2025	Bank Indonesia	Banking	Surabaya	National
235.	Financial Sector Mover Award for the Successful Initiative of the Ultra Micro Holding (UMi)	November 20, 2025	Inews Media Group	Banking	Jakarta	National
236.	The 15th IICD Corporate Governance Conference and Award – BRI as one of the Top 50 Public Listed Companies with the Largest Market Capitalization (BigCap PLCs).	November 25, 2025	IICD	Banking	Jakarta	National
237.	Most Trusted Company based on Corporate Governance Perception Index (CGPI)	November 25, 2025	The Indonesian Institute for Corporate Governance (IICG) dan SWA Media Group	Banking	Jakarta	National
238.	Bank Contributor to People's Economic Empowerment	November 25, 2025	Detik Awards	Banking	Jakarta	National
239.	BUMN Banking Financials Sector on the Main Board	November 27, 2025	CSA Awards	Banking	Jakarta	National
240.	Global Corporate Sustainability Awards (GCSA) 2025	November 26, 2025	Global Corporate Sustainability Awards (GCSA) 2025	Banking	Taiwan	International
241.	Bank with the Best Cash Services in East Java Province in 2025	November 28, 2025	Bank Indonesia	Banking	Surabaya	National
242.	Best Bank Supporting the Development of the Rupiah Money Market (Repo Awards)	November 28, 2025	Bank Indonesia Award	Banking	Jakarta	National
243.	Bank Mitra Transmisi Kebijakan dalam Rangka Pencapaian Sasaran Operasi Moneter Rupiah Terbaik	November 28, 2025	Bank Indonesia Award	Banking	Jakarta	National
244.	Asia Sustainability Reporting Rating (ASSRAT)	November 28, 2025	National Center Corporate Reporting (NCCR)	ESG	Denpasar	International
245.	Global Corporate Sustainability Awardds (GCSA)	November 28, 2025	GCSA	ESG	Taipei	International
246.	International CSR Excellence Awards 2025	November 28, 2025	GCSA	ESG	Taipei	International
247.	Bank of The Year Award 2025	December 03, 2025	The Banker	Banking	London	International
248.	BRI President Director Hery Gunardi as CEO of the Year 2025	December 08, 2025	Infobank	Banking	Jakarta	National
249.	BRI Operations Director Hakim Putratama as The Next Future Leader	December 08, 2025	Infobank	Banking	Jakarta	National
250.	BRI Consumer Banking Director Nancy Adistyasari Named as Next Future Leader	December 08, 2025	Infobank	Banking	Jakarta	National
251..	BRI Commercial Banking Director Alexander Dippo Paris Named as The Next Future Leader	December 08, 2025	Infobank	Banking	Jakarta	National
252.	BRI SEVP of Internal Audit Yulianto Setiawan Named as The Next Future Leader	December 08, 2025	Infobank	Banking	Jakarta	National
253.	BRI President Director Hery Gunardi Named as National Sharia Finance Transformation Leader	December 08, 2025	Bisnis Indonesia	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
254.	1st Place – Best Execution Auction Seller Category I at the Reksa Bandha Awards 2025	December 08, 2025	Bisnis Indonesia	Banking	Jakarta	National
255.	CNBC Indonesia Awards 2025 - Best Transformation Transformational Leader in 2025	December 11, 2025	CNBC	Banking	Jakarta	National
256.	CNBC Indonesia Awards 2025 - Best Digital Transformation and Innovation Impact Award	December 11, 2025	CNBC	Banking	Jakarta	National
257.	CNBC Indonesia Awards 2025 - Best Contribution to Economic Empowerment Award	December 11, 2025	CNBC	Banking	Jakarta	National
258.	1st Place – Best Execution Auction Seller Category I at the Reksa Bandha Awards 2025	December 18, 2025	Dirjen Kekayaan Negara Kementerian Keuangan	Banking	Jakarta	National

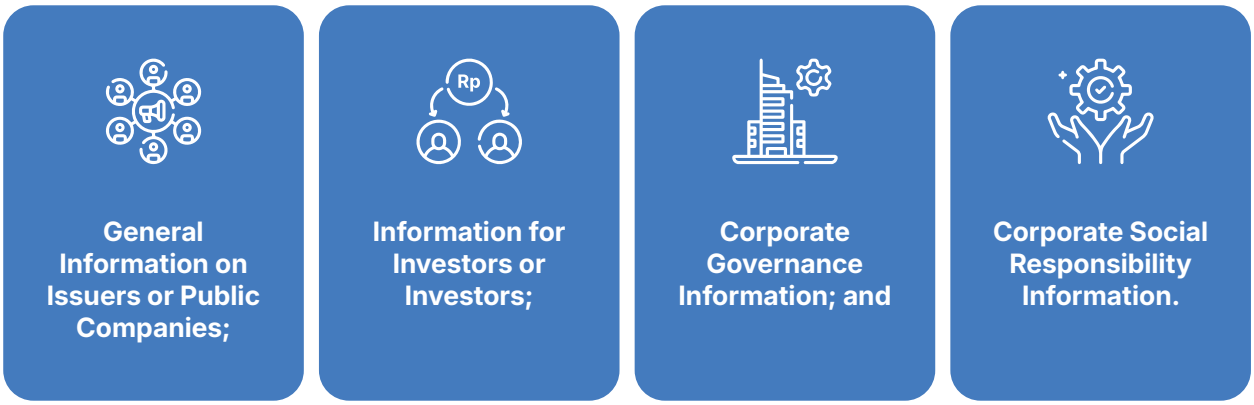
Certification

BRI Certification Table

No.	Certification Name	Certification Issuer	Certification Period	Receipt Date	Group
1	ISO 9001:2015 Quality Management System Certification	BSI (Internasional) with Certificate Number FS 817856	December 11, 2024 until December 10, 2027	December 11, 2024	Digital Risk
2	ISO 22301:2019 Business Continuity Management System (BCMS) Certification	British Standar Institute (BSI)	February 29, 2024 until February 28, 2027	February 29, 2024	Operational Risk
3	ISO 9001:2015 Quality Management System Certification	KAN (Regional) & ANAB (Internasional) with Certificate Number 755835	December 4, until November 29, 2027	December 4, 2024	Enterprise Data Managemnet & Analytics
4	ISO 27001:2022 Information Security Management System Certification	KAN (Regional) & ANAB (Internasional) with Certificate Number IS 702633	January 17, 2023 until December 13, 2027	January 17, 2023	Enterprise Data Managemnet & Analytics
5	ISO 9001:2015 Quality Management System Certification	BSI (Internasional) with Certificate Number FS 738059	December 21, 2023 until December 20, 2026	December 12, 2025	IT Application Development Group & IT Application Support Group
6	ISO 9001:2015 Quality Management System Certification	BSI (Internasional) with Certificate Numbert FS 738151	February 6, 2024 until February 5, 2027	December 21, 2025	IT DC Infrastructure & Operations Griup
7	ISO/IEC 27001:2022 Information Security Management System Certification	BSI (Internasional) with Certificate Number IS 833255, IS 837802, IS 838993	April until December 2026	November 6, 2025	IT DC Infrastructure & Operations Grup
9	ISO 55001:2014 Asset Management System Certification	BSI (Internasional) with Certificate Number AMS 796481	June 2, 2024 until May 2, 2027	February 6, 2024	IT DC Infrastructure & Operations Grup
10	ISO 9001:2015 Quality Management System Certification	LRQA (Lloyd's Register Quality Assurance)	November 5, 2023 until November 4, 2026	November 5, 2023	Investment Services Group - Custodial Services Department

Information Available on The Website

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



The information on the BRI website consists of:

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

BRI's website also meets ASEAN Corporate Governance Scorecard (ACGS) standards which include:

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

BRI
Bank Rakyat Indonesia

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

Management Discussion and Analysis on Bank Performance

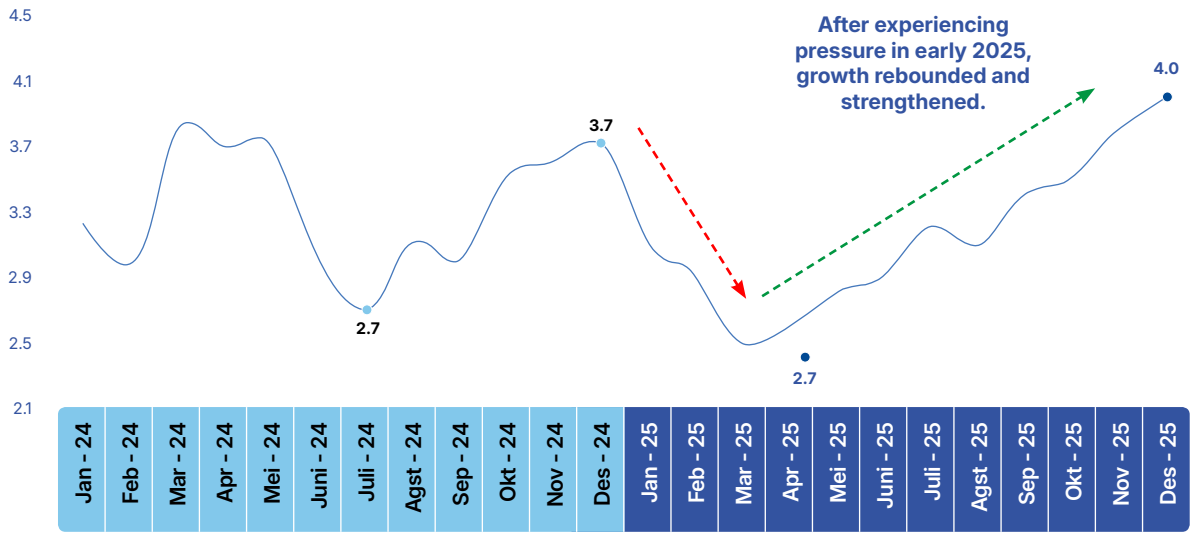
"BRI's ability to identify opportunities amid global economic dynamics enabled the Bank to deliver very strong performance in 2025. The highest CASA ratio in history at 70.6% serves as evidence that the transformation has been progressing in line with its intended direction. Provisioning remained adequate, with LaR Coverage recorded at 56.81%, while the Bank maintained a strong capital position with a CAR of 23.52%."

Economic Review

Global Economic Analysis

Global economic performance in 2025 demonstrated stronger resilience than initially projected, despite heightened global uncertainty arising from geopolitical risks and the import tariff policies of the United States. This improvement was particularly evident in the second half of 2025, as reflected in the strengthening of global economic growth, which increased to 4.0% on a Seasonally Adjusted Annualized Rate SAAR basis in December 2025, from its lowest level of 2.5% in March 2025 (Figure 1).

Figure 1. Estimated Global Economic Growth by Bloomberg (% SAAR)



Source: Bloomberg (accessed on January 30, 2026).

In line with these developments, several international institutions have revised their projections for global economic growth in 2025. In the January 2026 edition of the World Economic Outlook (WEO), the International Monetary Fund (IMF) revised upward its projection for global economic growth in 2025 to 3.3%, from 2.8% in the April 2025 WEO report. Similarly, the Organisation for Economic Co-operation and Development (OECD) updated its 2025 global economic growth projection to 3.2% in December 2025, higher than its March 2025 projection of 3.1%.

The improvement in global economic growth performance in 2025 was supported by several key factors. The global disinflation trend remained persistent, with global inflation declining from 5.8% in 2024 to 4.1% in 2025, thereby supporting households' real purchasing power. In line with the persistent global disinflation trend, the global monetary policy stance tended to become more accommodative, as reflected in the lower average value of the Global Monetary Policy Tracker Index (GMPTI) in 2025 compared to the previous year.

The average GMPTI value was recorded at -5.1 throughout 2025, lower than the -3.4 average recorded in 2024, indicating a broader monetary policy easing. Several major central banks reduced their policy rates throughout 2025, including the United States by 75 basis points (bps) to 3.75%, the United Kingdom by 100 bps to 3.75%, and the European Union by 100 bps to 2.15%. In addition to monetary easing, support for growth also stemmed from increased investment in the technology sector, particularly those related to the development of artificial intelligence (AI).

In line with the improvement in global economic performance and the easing of monetary policy, global financial market conditions also improved in the second half of 2025. This development was reflected in the decline in global financial market volatility, both in equity and bond markets, in line with the downward trend of the VIX and MOVE indices. The improvement in market sentiment was also accompanied by a decline in credit risk, as reflected in the improvement of credit default swap (CDS) spreads across various countries, and supported the return of portfolio capital flows to emerging markets, with a strengthening net inflow trend since mid-2025.

Looking ahead, despite the improvement in global economic conditions in the second half of 2025, global economic growth in 2026 is projected to moderate. Various international institutions project a moderation in growth (Table 1), amid persistently high global uncertainty, particularly related to elevated geopolitical risks in the Middle East, escalating tensions between the United States and Venezuela, evolving trade tariff policies, as well as the potential fragmentation of global supply chains.

Table 1. Economic Growth Projections of Selected Countries Worldwide, 2025–2026 (%)

Economies	2024 Contribution	2024	2023	OECD (December 2025 Projection)		World Bank (January 2026 Projection)		IMF (January 2026 Projection)	
				2026F	2025E	2026F	2025E	2026F	2025E
Global	100.0%	3.3	3.5	⌄⌄ 2.9	3.2	⌄⌄ 2.6	2.7	= 3.3	3.3
Advanced Economies	47.6%	1.8	1.7	= 1.7	1.7	= 1.6	1.7	⌃⌃ 1.8	1.7
Emerging Economies	51.2%	4.3	4.7	⌄⌄ 3.9	4.4	⌄⌄ 4.0	4.2	⌄⌄ 4.2	4.4
AS	14.8%	2.8	2.9	⌃⌃ 1.7	2.0	⌄⌄ 2.2	2.1	⌃⌃ 2.4	2.1
Euro Area	11.5%	0.9	0.4	⌄⌄ 1.2	1.3	⌄⌄ 0.9	1.4	⌄⌄ 1.3	1.4
Jepang	3.2%	0.1	1.2	⌄⌄ 0.9	1.3	⌄⌄ 0.8	1.3	⌄⌄ 0.7	1.1
China	19.3%	5.0	5.4	⌄⌄ 4.4	5.0	⌄⌄ 4.4	4.9	⌄⌄ 4.5	5.0
India	8.2%	6.5	9.2	⌄⌄ 6.2	6.7	⌄⌄ 6.5	7.2	⌄⌄ 6.4	7.3
Indonesia	2.4%	5.0	5.1	= 5.0	5.0	= 5.0	5.0	⌃⌃ 5.1	5.0

Note: Red indicates that 2026 growth was lower than 2025, green indicates that 2026 growth was higher than 2025, and black indicates that 2026 growth was the same as 2025.
Source: OECD, World Bank, IMF (accessed January 30, 2026).

Despite persistent global risks, several factors continue to support global economic stability. The ongoing disinflation trend has provided room for many countries to implement more accommodative monetary policies. This condition helps maintain liquidity and stability in financial markets. Meanwhile, domestic demand in several countries remains relatively strong.

Domectic Economic Analysis

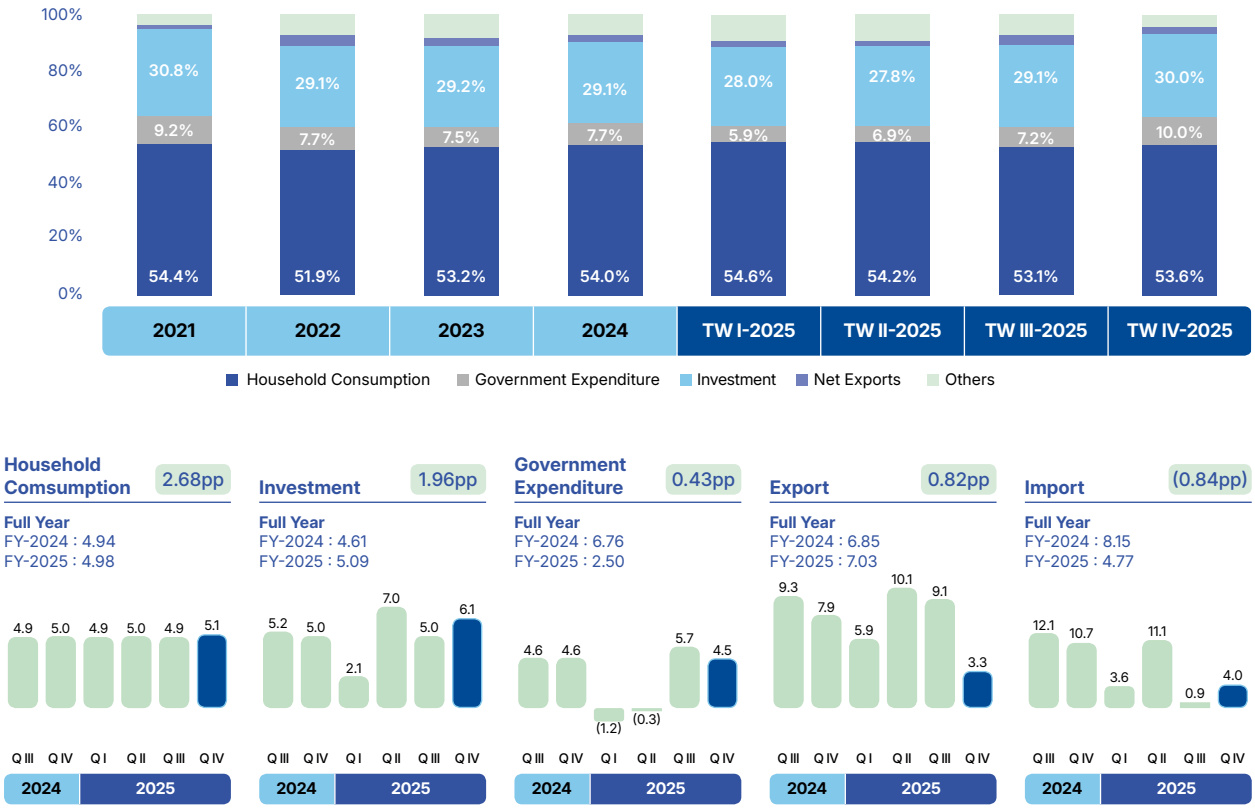
In 2025, Indonesia's economic growth remained robust at 5.11%, slightly higher than 5.03% recorded in the previous year. The two main contributors to national Gross Domestic Product (GDP)—household consumption and investment—which together account for more than 80% of national GDP, continued to demonstrate relatively solid performance throughout 2025. Growth in household consumption and investment in 2025 was recorded higher than in the previous year (Figure 2), indicating that non-government domestic demand remained resilient. Export performance also remained solid and showed an upward trend, despite the persistently high level of global economic uncertainty.

Furthermore, although household consumption exhibited relatively solid growth throughout 2025, its performance still faced challenges in terms of the quality of growth. The strengthening of consumption has not occurred evenly and has tended to be driven primarily by middle- to upper-income groups. Meanwhile, the purchasing power of lower- to middle-income groups remains relatively constrained and has not yet fully recovered compared to the pre-pandemic normal period of 2016–2018. This condition was reflected in the limited increase in real income, partly due to weak job creation in low-wage sectors, thereby constraining the scope for further expansion in household consumption.

Figure 2. Indonesia's Economic Growth and Its Expenditure Components

Indonesia's Economic Growth (%yoy)

Indonesia's GDP Distribution (%)



*Numbers in the green boxes represent the contribution of each component to GDP growth in Q4-2025.

Source: Statistics Indonesia (BPS), (accessed February 5, 2026).

From the price perspective, domestic inflation throughout 2025 showed a normalization trend after experiencing deflation in February 2025, although the level remained relatively low by historical standards and remained well under control. Indonesia's inflation in 2025 was recorded at 2.92% yoy, higher than the 1.57% yoy recorded in 2024, yet still within Bank Indonesia's (BI) inflation target range of 1.5%–3.5%. The relatively low inflation level by historical standards was mainly attributable to still-limited demand pressures, as reflected in core inflation, which remained below the pre-pandemic average of around 3%. Meanwhile, inflation in the volatile food category showed an upward trend, thus remaining a potential risk to real purchasing power going forward.

From the foreign exchange perspective, the movement of the Rupiah exchange rate throughout 2025 tended to remain under pressure, despite the weakening of the US Dollar Index. The Real Effective Exchange Rate (REER) indicator suggests that the Rupiah remained undervalued relative to the currencies of peer countries, indicating that the exchange rate depreciation has occurred at a relatively deeper level from a fundamental perspective. With the currency already trading below its equilibrium value, the risk of further Rupiah depreciation is expected to remain relatively limited, while also opening the opportunity for gradual appreciation going forward.

With inflation remaining within BI's target range and the Rupiah exchange rate fundamentally positioned at an undervalued level, pressures on macroeconomic stability remain manageable. This condition provides room for Bank Indonesia to adopt a more accommodative monetary policy stance to support economic growth. Throughout 2025, BI reduced the BI-Rate by 125 basis points (bps), from 6.00% to 4.75%. This monetary easing policy was aimed at lowering financing costs, encouraging credit expansion, and strengthening the transmission of monetary policy to the real sector, while maintaining exchange rate and financial system stability.

From the fiscal perspective, the government's policy stance in 2025 was primarily directed as an economic buffer. Its main focus was to safeguard purchasing power and support household consumption, particularly among groups experiencing income pressures. Toward the end of 2025, the government introduced additional stimulus of around IDR48 trillion. This support was delivered through social assistance programs, labor-intensive programs, and various employment incentives. While the direct impact of the stimulus on growth may be limited and highly dependent on the speed of its implementation, overall fiscal policy continues to play an important role in maintaining domestic demand and preventing a deeper slowdown.

Furthermore, in light of these developments, Indonesia's economic growth projection for 2025 expected to be relatively stronger than the initial projection at the beginning of the year, supported by maintained macroeconomic stability and improving momentum in the second half of 2025. The BRI Leading Economic Index (LEI) has also begun to show signs of recovery since August 2025, although its level remains slightly below the historical average, indicating that the improvement in economic momentum is gradual and not yet fully robust.

In 2026, Indonesia's economic growth is projected to strengthen gradually to the range of 5.1%–5.3%. This improvement is supported by monetary policy easing, both globally and domestically, as well as continued fiscal support through various strategic government programs. However, several risks remain to be monitored, including elevated global uncertainty, pressures on the purchasing power of lower- to middle-income groups, and potential volatility in financial markets. If policy coordination remains solid and domestic demand continues to improve, Indonesia's economy is expected to maintain positive growth and sustain its long-term resilience.

Indicator	2025	2024	2023	2022
Economic Growth (%)	**5.11**	5.03	5.05	5.31
BI-Rate (%pa)	**4.75**	6.00	6.00	5.50
Inflation (%yoy)	**2.92**	1.57	2.81	5.51
Average Exchange Rate (IDR/USD)	**16.475**	15.847	15.255	14.871
National Credit Growth (%)	**9.69**	10.46	10.38	11.35
National Third-Party Funds Growth (%)	**13.83**	4.48	3.73	9.01
Gross Non-Performing Loan (%)	**2.05**	2.08	2.19	2.44
Federal Funds Rate (%pa)	**3.75**	4.50	5.50	4.50

Source: Statistics Indonesia (BPS), Bank Indonesia, Financial Services Authority (OJK), CEIC.

Banking Industry Analysis

Amid persistent uncertainty in both global and domestic macroeconomic conditions—characterized by elevated benchmark interest rates, particularly in the United States, and expectations that such conditions may persist longer than previously anticipated—the Indonesian banking industry continued to demonstrate stable and resilient performance.

As of December 2025, total assets of the banking industry reached IDR13,646.42 trillion, increasing by IDR1,185.46 trillion or 9.51% year-on-year (yoy). This growth was primarily driven by total loans, which expanded by IDR862.41 trillion, or 11.01% yoy, reaching IDR8,693.97 trillion. This growth indicates that credit demand in Indonesia remained strong despite ongoing economic and political uncertainties. On the funding side, third-party funds also recorded solid growth. As of December 2025, total third-party funds in the banking industry amounted to IDR10,057.54 trillion, increasing by IDR1,220.30 trillion or 13.81% yoy. This growth was mainly supported by current accounts, which increased by IDR524.81 trillion or 19.07% yoy.

In 2025, credit quality also showed improvement, as reflected in the Non-Performing Loan (NPL) ratio, which stood at 2.05% in December 2025, improving from 2.08% in December 2024. The NPL level also remained well below the regulatory threshold of 5%.

Uncertainty in global macroeconomic conditions, combined with relatively weak purchasing power—particularly in the mass market segment—also contributed to volatility in banking liquidity conditions, especially during the first half of 2025. Nevertheless, liquidity conditions improved in the second half of 2025, supported by several factors, including the placement of Excess Budget Balance (Saldo Anggaran Lebih/SAL) funds amounting to IDR200 trillion with Himbara banks, the acceleration of the government's strategic programs, the provision of stimulus packages to encourage economic growth and strengthen purchasing power, as well as Bank Indonesia's more expansionary monetary policy, as reflected in lower interest rates and the declining yield of Bank Indonesia Rupiah Securities (SRBI) auctions. The improvement in liquidity conditions was reflected in the Loan-to-Deposit Ratio (LDR) of 85.35%, declining from 88.57% recorded in the same period of the previous year.

From a profitability perspective, tighter liquidity conditions also contributed to a decline in the Net Interest Margin (NIM), although it remained relatively strong at 4.56% as of December 2025. Nevertheless, the banking industry continued to record solid net profit of IDR262.2 trillion, increasing by 2.74% or IDR7.0 trillion compared to December 2024. The industry's ability to maintain profitability was also reflected in a relatively strong Return on Assets (ROA) of 2.51%.

Amid ongoing economic uncertainty, the banking industry continues to maintain a strong capital position. This is reflected in a high Capital Adequacy Ratio (CAR), which stood at 25.89% as of December 2025, although slightly lower than 26.69% recorded in December 2024.

Table of Banking Industry Performance

Indicator	2025	2024	2023	2022	2021	2020
Assets (IDR billion)	**13,646,417**	12,460,955	11,765,838	11,113,321	10,112,304	9,177,89
Third-Party Funds (IDR billion)	**10,057,543**	8,837,242	8,457,929	8,153,590	7,479,463	6,665,390
Loans (IDR billion)	**8,693,972**	7,827,148	7,090,243	6,423,564	5,768,585	5,481,560
Net Profit (IDR billion)	**262,183**	255,200	243,326	201,187	140,206	104,718
Capital Adequacy Ratio/CAR (%)	**25.89%**	26.69%	27.65%	25.66%	25.67%	23.89%
Non Performing Loan/NPL Gross (%)	**2.05%**	2.08%	2.19%	2.44%	3.00%	3.06%
Net Interest Margin (NIM) (%)	**4.56%**	4.62%	4.81%	4.71%	4.51%	4.45%
Return on Assets/ROA (%)	**2.51%**	2.69%	2.74%	2.43%	1.84%	1.59%
Loan to Deposits Ratio/LDR (%)	**85.35%**	88.57%	83.83%	78.78%	77.13%	82.54%

Source: Indonesian Banking Statistics, Financial Services Authority (OJK), December 2025.

Analysis of BRI'S Position In The Banking Industry

As a comparison of BRI's performance against the banking industry, the following presents a detailed overview of BRI's growth performance compared with the banking industry average.

Table of BRI Growth Performance Compared to Banking Industry

(*Bank Only*, in % *yoy*)

Performance	Banking Industry (December 2025)	BRI (December 2025)
Assets	9.5%	**5.0%**
Loans	9.6%	**10.4%**
Third-Party Funds	13.8%	**7.3%**
Demand Deposits	19.1%	**19.7%**
Savings Deposits	8.2%	**7.8%**
Time Deposits	14.3%	**(3.7%)**
Net Interest Income	4.6%	**0.8%**

Source: BRI Financial Statements, December 2025; Indonesian Banking Statistics, Financial Services Authority (OJK), December 2025.

As of December 2025, BRI's bank-only loan portfolio reached IDR1,342.7 trillion, growing 10.4% compared to the same period in the previous year, and remained higher than the banking industry growth of 9.6%. BRI's commitment as an MSME-focused bank continues to be reflected in the composition of its loan portfolio, which remains dominated by the MSME segment, while growth in the corporate segment was also supported by contributions to the government through the distribution of financing for various government programs.

At the same time, BRI's Third Party Funds (DPK) reached IDR1,460.1 trillion, representing a growth of 7.3%, slightly below the banking industry's growth of 13.8%. The relatively lower growth in DPK compared to the industry reflects BRI's strategy to continuously strengthen its liability structure by focusing on the growth of Current Account and Savings Account (CASA), in line with BRI's Retail Funding Transformation strategy aimed at lowering the cost of funds. BRI's CASA recorded significant growth of 12.7%, enabling the Bank to achieve a CASA ratio of 70.89%, the highest level in its history. The efficiency of the liability structure is also reflected in BRI's time deposits, which declined by 3.7%, while time deposits in the banking industry grew by 14.3%. The optimization of the liability structure, coupled with strong loan growth, enabled BRI to maintain an optimal Loan to Deposit Ratio (LDR) of 91.96%, higher than the industry level of 85.35%.

In terms of asset quality, BRI recorded a Non-Performing Loan (NPL) ratio of 3.29%, slightly higher than the banking industry average of 2.05%, in line with the Bank's efforts to resolve problematic assets, particularly in the micro segment, which was also affected by weakening purchasing power in 2025. Nevertheless, BRI continued to record solid profitability with a Return on Assets (ROA) of 2.64%, higher than the banking industry average of 2.51%. In addition, BRI maintained a strong capital position, with a Capital Adequacy Ratio (CAR) of 21.06%, well above the minimum regulatory requirement.

Table of Comparison of BRI's Financial Ratios with the Banking Industry

(*Bank Only*, in %)

Ratio Performance	BRI (December 2025)	Banking Industry (December 2025)
Current Account and Savings Account (CASA) Ratio	**70.89%**	63.24%
Capital Adequacy Ratio (CAR)	**21.06%**	25.89%
Non Performing Loan (NPL) Gross	**3.29%**	2.05%
Return on Assets (ROA)	**2.64%**	2.51%
Loan to Deposits Ratio (LDR)	**91.96%**	85.35%

Source: BRI Financial Statements, December 2025; Indonesian Banking Statistics, Financial Services Authority (OJK), December 2025.

Operational Review

Bank's Strategic Plan

In the midst of tenacious global indecision due to rising geopolitical risks and the dynamics of international trade policies, the global economy demonstrated greater resilience throughout 2025 compared to initial projections. Improved global economic growth in Quarter 2 of 2025, supported by a disinflationary trend and a more accommodative global monetary policy stance, contributed to relatively more conducive financial market conditions. Nevertheless, various global risks still required careful monitoring as they had the potential to impact the future economic growth prospects.

At the national level, Indonesia's economy was projected to grow relatively steadily in the 5.0% range by 2025, with household consumption and investment remaining the key drivers of economic growth. However, the quality of growth was hindered by several challenges, particularly in terms of purchasing power among lower-middle-class households. Controlled inflation and the relaxation of monetary policy provided a space for the banking sector to further optimize its intermediation function, while government fiscal policy played a crucial role in maintaining public purchasing power and stabilizing domestic demand.

Throughout 2025, considering these dynamics, BRI implemented an adaptive and measurable strategy to maintain sound and sustainable business growth. The Company focused on strengthening its business fundamentals through sound funding structure management, selective and quality credit growth, and disciplined risk management. Correspondingly, transformation and strengthening of internal capabilities were continuously conducted across key business segments, such as Micro, SME, Consumer, and Subsidiaries, to respond to the dynamics of customer needs and evolving market opportunities.

Furthermore, BRI consistently optimized growth opportunities stemming from domestic demand and business ecosystem development, supported by the utilization of digital technology, improved service quality, and strengthened human resource capabilities. At the same time, the Company maintained operational efficiency and the implementation of good corporate governance as the key foundation for maintaining long-term performance sustainability.

Through the implementation of this strategy, BRI strived to maintain a balance between growth, quality, and business resilience during 2025, so it created sustainable added value for stakeholders amidst a continuously evolving and dynamic economic landscape.

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

Long-Term Strategy

In 2025, BRI implemented its long-term strategy under the Corporate Plan 2025–2029, reinforced by a transformation agenda through the strengthening of its business fundamentals, namely BRIVolution Reignite. This transformation is directed through two main focus areas. First, Transform the Funding Franchise, which aims to position BRI as a leading funding bank in Indonesia. This initiative is pursued through strengthening CASA across all segments, optimizing BRImo and digital channels, enhancing the effectiveness of e-channels, as well as refreshing the Bank's branding to reinforce BRI's perception as the primary transaction bank for both individuals and business actors.

Second, Revamp Existing Core and Build New Core, which focuses on creating sustainable and profitable loan growth. This initiative includes the revitalization of micro banking, as well as the strengthening of consumer lending and the commercial segment.

All transformation initiatives were supported by the rebuilding of world-class foundations, encompassing the strengthening of human capital, the implementation of prudent and integrated risk management, the enhancement of information technology and infrastructure, as well as rebranding and the refinement of distribution and operational functions to ensure effective execution, business resilience, and the creation of long-term value for all stakeholders.

Furthermore, BRI is currently undertaking the alignment of its Long-Term Plan (RJP) 2026–2030, which will serve as the foundation for the Company's transformation direction in the next phase. This alignment process is carried out to ensure that BRI's strategy remains relevant and adaptive to macroeconomic

dynamics, developments in the financial services industry, as well as shareholders' expectations. Through the formulation of this long-term plan, BRI is committed to strengthening its competitiveness and maintaining sustainable growth, while continuously creating long-term value for all stakeholders.

Short and Medium Term Strategy

BRI's medium-term strategy is formulated as part of the Company's ongoing commitment to maintaining healthy, balanced, and sustainable business growth amidst the ever-evolving economic dynamics and banking industry. The strategic direction focuses on strengthening business fundamentals, increasing quality profitability, and enhancing organizational capabilities to ensure the Company's long-term sustainability of its performance and performance competitiveness.

Considering the dynamics of the external and internal environment, the Company must always be adaptive and responsive in dealing with various challenges, while capably optimizing available business opportunities. In doing so, in the short- and medium-term period of 2025–2027, the Company has set a strategic direction focused on strengthening the liability structure, strengthening and refining the core business, especially in the Micro segment, as well as developing new capabilities and sources of growth in the Consumer and Commercial segments.

The implementation of this short- and medium-term strategy is supported by strengthening the Company's key enablers, particularly in the areas of network and distribution, human resources, and risk management. This strengthening of these enablers is further elaborated through a series of strategic initiatives as follows:

1. **Transform the Funding Franchise**
   a. Solidifying the role and function of regional office supervision to increase the productivity of branch offices and relationship managers.
   b. Improvement and modernization of transaction banking capabilities in the retail and wholesale segments.
   c. Developing a customer base in the emerging affluent segment as a source of sustainable funding growth.
   d. Strengthening cross-segment collaboration and synergy with Subsidiaries to increase value chain penetration and optimize the Group's added value.
2. **Revamp The Existing Core and Build A New Sustainable Core**
   a. Reviewing and refining micro-business models with an emphasis on asset quality control.
   b. Affirming the Company's position in the payroll business, and developing pawn and bullion services.
   c. Strengthening risk management in the small segment, increasing productivity in the medium and commercial segments, and accelerating commercial business development.
3. **Build A World Class Foundation**
   a. Enhancement of the distribution model through the interaction framework between regional offices and branch offices, evaluation of the managerial capabilities of regional offices, as well as realignment of priorities and business processes.
   b. Comprehensive human resource transformation that includes competency model development, recruitment process improvement, performance management, mentorship programs, and capability enhancement.
   c. Consolidation end -to-end corporate risk management through the development of credit risk monitoring models and systems, strengthening operational controls, strengthening risk culture, and enhancing digital and cyber risk management capabilities.

The Company's entire strategy is focused on five key business pillars: Micro, Commercial, Consumer, Corporate, and Retail Funding. The implementation of these strategies in each pillar is supported by a simplified organizational structure and operational centralization, a comprehensive transformation of human resources, firming integrated risk management, and increasing the productivity and effectiveness of the work network.

A summary of the Company's 2025-2027 business development strategy is presented as follows:

a. **Micro**
   The strategy focuses on maintaining market share and profitability by refining the micro-business model to remain relevant to dynamic customer needs. This effort is being implemented through strengthening the capabilities and leadership of marketing staff, managing high-quality pipelines, and implementing increasingly disciplined loan risk management.
   Acceleration of the development of the pawn and gold businesses integrated within the BRI Group ecosystem as a source of sustainable growth.
b. **SME**
   The strategy focuses on measurably increasing market share through optimizing territorial strategies and value chain-based acquisitions, using a loan-follow-transaction approach.
c. **Consumer**
   The strategy focuses on selective and quality consumer credit growth through strengthening payroll-based financing, developing mortgage (KPR) and vehicle loans (KKB) businesses, and accelerating the development of pawn and gold businesses integrated into the BRI Group ecosystem as a source of sustainable growth.
d. **Wholesale**
   The strategic focus is the development of corporate financing that can create added value and support the business ecosystem of other segments, as well

as transforming transaction banking services by strengthening cash management capabilities, digital trade finance, and treasury services to increase the contribution of transaction-based businesses.

e. **Retail Funding and Transaction**
The focus of the Retail Funding and Transaction strategy is directed at strengthening the sustainable retail funding base through increasing CASA contributions and transaction activities, by optimizing the payroll business, marketing capabilities, and productivity, utilizing digital channels, mainly BRImo as a super app, and strengthening BRI Group synergy to expand the funding ecosystem and cross-selling opportunities amidst external and internal challenges faced by the Company.

Marketing Aspect

Marketing Strategy

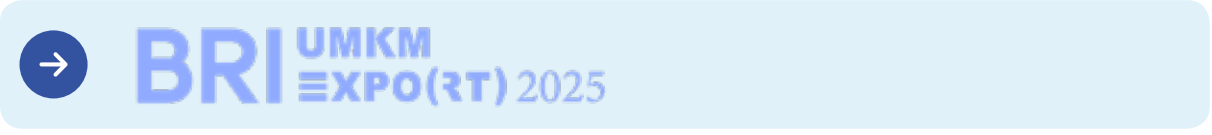
To perform a sustainable effort to improve business performance in terms of revenue, fundraising, and loan disbursement, BRI consistently implemented an Integrated Marketing Communication strategy across channels and segments, both at digital and physical interaction points. Marketing activities were not only focused on one-way communication, but were developed into a brand experience that allowed customers to interact directly with the products, services, and values offered by BRI. Through a measured and experience-based marketing approach, BRI had successfully maintained a competitive position in various product categories and continuously strengthened brand equity.

Meanwhile, conducting its marketing approach to customers, BRI has communicated through various channels. One of the communication channels that had been used was organizing events and marketing activities. These activities not only function as a means of increasing acquisition and transactions, but also as a strategic instrument in building loyalty and long-term relationships with customers. This approach was designed as a means of promoting BRI products and services, as well as an experiential touchpoint that strengthens brand awareness, consideration, and engagement for both existing and prospective customers. Through relevant and valuable direct experiences, this strategy was aligned with the customer life journey and supports BRI's long-term sustainability and business growth agenda. This approach strengthened the role of events as a strategic medium in building emotional closeness, increasing product understanding, and encouraging active customer involvement.

As part of its marketing performance management and evaluation, BRI consistently monitors its Customer Touch Point research or Brand Health Tracking (BHT). This research serves as the basis for measuring the effectiveness of marketing communications activities, including events and marketing activities, on perceptions, image, and level of interest in the brand. BRI's products, services, and service brands across various segments. The evaluation results are used to ensure that every marketing activity remains relevant to the dynamics of customer needs and the evolving competition in the banking industry.

Synchronously, during 2025, BRI held a series of flagship events designed to reach the MSME and consumer segments in a more focused and impactful manner, which were part of BRI's 2025 programs, as follows:

1. BRI UMKM EXPO(RT) 2025



The 2025 BRI UMKM EXPO(RT) was held as a strategic platform to strengthen BRI's role in driving the growth of national MSMEs. This event was designed not only as an exhibition of MSME products but also as an experiential touchpoint connecting businesses, consumers, and BRI financial solutions within a single and integrated ecosystem.

As part of its efforts to expand market access and encourage the increase in the scale of MSME businesses, BRI optimized the implementation of the 2025 BRI UMKM EXPO(RT) through a structured and results-oriented business matching program. This program brought together more than 1,000 MSMEs fostered by BRI with 560 potential buyers from 34 countries, including buyers from both domestic and international markets, opening up opportunities for broader cross-border trade cooperation. This reflected the effectiveness of BRI's role as an enabler in connecting MSMEs with global market access, while strengthening BRI's position as a bank that not only provided financing but also supported export acceleration and the sustainability of MSME businesses.

In terms of participation and transaction activity, the 2025 BRI UMKM EXPO(RT) also recorded high visitor enthusiasm, with a total of 69,440 on-site visitors. This high number of visitors contributed to brand strengthening and engagement, and significantly increased transactions and the economic turnover of MSMEs during the event.

Overall, the achievements in business matching, potential dealing, and visitor and sales performance underscored the strategic role of the 2025 BRI UMKM EXPO(RT) as a marketing activation tool that directly impacted MSME business growth. This event was an integral part of BRI's strategy to strengthen the national MSME ecosystem, encourage exports, and create sustainable added value for customers and the Indonesian economy.

2. BRI *Consumer Expo*

BRI CONSUMER EXPO 2025

The 2025 BRI Consumer Expo was an integrated event designed to present BRI financial solutions relevant to customers' lifestyle needs and financial cycles. The event was designed as a one-stop financial experience, connecting BRI's financing products, savings, and transaction services into a single, easily accessible ecosystem for both customers and prospective customers.

Through the 2025 BRI Consumer Expo, BRI provided visitors with a hands-on experience to learn about, compare, and utilize a variety of superior consumer products. This approach aimed to increase brand awareness, consideration, and purchase intention, while strengthening BRI's positioning as a solution-oriented, competitive, and adaptive bank that addressed consumer needs across various life stages. This event also served as a strategic tool to drive new customer acquisition and deepen relationships with existing customers.

The 2025 BRI Consumer Expo was held in several major cities serving as centers of economic and consumer activity, such as Jakarta, Bandung, and Surabaya. In addition, this activity is also carried out at the Marketing Gallery of BRI's partner developers, including Agung Sedayu Group, Sinarmas Land, Podomoro Group, Ciputra Group, as well as Marketing Galleries in 13 other cities. The selection of these cities reflected BRI's strategy of bringing financial solutions closer to potential consumer segments in urban areas with high levels of financing and transaction needs. Through a physical presence in various cities, BRI confirmed product familiarity while increasing the effectiveness of direct marketing communications to target audiences.

To increase the attractiveness and encourage the realization of transactions during the event, BRI presented several financing and transaction promotion programs, including:

1. KPR BRI program offered special interest rates to support customers' housing ownership needs.

2. Automobile Loan Program (KKB) with competitive and affordable vehicle financing solutions.
3. The Travel Hot Deals program supported customers' travel needs through transactions using BRI products and payment instruments.

A series of programs was designed to directly encourage purchasing decisions while affirming the utilization of BRI's financing products and transactions. Through the 2025 BRI Consumer Expo, BRI successfully exhibited the effectiveness of events as a marketing activation tool that could increase engagement and brand consideration, and made a real contribution to the growth of BRI's consumer financing business.

Apart from the foregoing programs, BRI actively performs a range of initiatives designed to boost awareness, consideration, conversion, and loyalty to customer across various segments, in the form of activation activities and campaigns delivered through mass media, social media, digital platforms, and other channels to effectively reach the target audience for each product.

Market Share

BRI's position compared to the banking sector can be evaluated from the total asset, the total amount of third-party funds, and the total of the disbursed loans.

Table of BRI's Market Share compared to Banking Industry

(bank only, in IDR billion)

Description	Information	December 2025	December 2024	Growth yoy (%)
Assets	Banking Industry	**13,646,417**	12,460,955	9.5%
	BRI	**1,931,536**	1,840,395	5.0%
	Market Share (%)	**14,15%**	**14,77%**	
Loan	Banking Industry	**8,693,972**	7,831,558	11.0%
	BRI	**1,342,674**	1,215,847	10.4%
	Market Share (%)	**15,44%**	**15,52%**	
Third Party Funds	Banking Industry	**10,057,543**	8,837,242	13.8%
	BRI	**1,460,089**	1,360,134	7.3%
	Market Share (%)	**14.52%**	**15.39%**	

Source: BRI Financial Statements, December 2025; Indonesian Banking Statistics, Financial Services Authority (OJK), December 2025.

As of December 2025, BRI's total assets reached IDR1,931.5 trillion, representing 5.0% year-on-year growth, slightly below the banking industry asset growth of 9.5% year-on-year. Nevertheless, BRI continued to maintain a strong market share of 14.15%.

During the same period, BRI's total loans grew by 10.4% year-on-year to IDR1,342.7 trillion, broadly in line with the banking industry's loan growth of 11.0% year-on-year, which reached IDR8,694.0 trillion, allowing BRI to maintain a solid market share of 15.44%.

From a funding perspective, BRI's Third-Party Funds (TPF) amounted to IDR1,360.1 trillion, growing 7.3% year-on-year, below the banking industry growth of 13.8%, which reached IDR10,057.5 trillion. As a result, BRI's market share slightly declined to 14.52%. The relatively lower growth in third-party funds compared to the industry was driven by BRI's focus on CASA growth, which reached IDR1,035.0 trillion, increasing 12.7% year-on-year, thereby raising BRI's CASA ratio to 70.89%, up from 67.54% in 2024 and marking the highest level in the Bank's history. Meanwhile, the banking industry CASA ratio stood at 63.24%, slightly declining compared to 63.39% in 2024.

Customer Complaint Handling

In addition to effective marketing strategies, customer engagement needs to be continuously maintained and improved as an effort to improve customer experience for the services provided, which is expected to drive BRI's business growth. BRI continues to strive to maintain consistent customer-centric services through standardizing service quality across its entire network, including complaint management services that are ready to provide business services and business support for business units to resolve customer complaints with 24-hour operational hours, 7 (seven) days a week through the Contact BRI service.

Customer convenience in accessing BRI Contact services is the focus of improvement in improving BRI Contact services, by developing a self-service complaint menu, namely by presenting a Help Center that can be accessed through the BRImo application and the BRI Virtual Assistant "Sabrina" via the WhatsApp application at 0812 1214 017. In addition, BRI has also presented a toll-free Voice Over Internet Protocol (VOIP)-based service through the BRImo application for customers to serve complaint handling that can be accessed by customers and the public.

BRI continuously improves its business processes and customer complaint resolution speed by implementing Artificial Intelligence (AI) and Robotic Process Automation (RPA) to monitor the Service Level Agreement (SLA). Since 2024, BRI has also introduced Customer Handling Management innovations to enhance complaint handling quality, focusing on people, processes, and systems. On average, the Average Handling Time (AHT) for complaints has improved by 11%, and the Service Level Agreement (SLA) response time has accelerated by 22%. The First Contact Resolution (FCR) rate, where complaints are resolved immediately on the first attempt or First Contact Resolution (FCR), increased by 3% compared to the pre-implementation period. From the customer's perspective, surveys indicate that the willingness to recommend BRI's complaint handling or Net Promoter Score (NPS) services increased by 9.64%%, while customer satisfaction with complaint resolution services or Customer Satisfaction Index (CSI) improved by 7.87% following the implementation

BRI presents Sabrina as part of its conversational banking initiative with expanded capabilities, so that it not only acts as a Virtual Assistant but also acts as a Virtual Relationship Manager (Virtual RM) in supporting account management and fulfilling customers' banking needs comprehensively. Supported by Large Language Model (LLM) technology, Sabrina provides integrated services that include creating and checking complaint status, checking account balances and mutations, checking credit card limits and bills, service reservations at BRI Branch Offices, and providing information on ATM locations, Branch Offices, and BRILink Agents. Furthermore, Sabrina also acts as an entry point for sales activities through the facility of submitting and checking the status of credit card applications, as well as delivering product recommendations and promotional programs from BRI merchants. During 2025, Sabrina served 45% of interactions from all BRI Contact channels with a user satisfaction level of 87.37%.

BRI's efforts to maintain service quality consistency in meeting various customer transaction needs have been recognized in the "Bank Service Excellence Monitor (BSEM) 2025" survey. This survey, conducted by MRI Research Institute in collaboration with Infobank Magazine, highlights improvements in several aspects of BRI's services as follows:

1. The Best Conventional Bank in Service Excellence for 15 Consecutive Years (Diamond)
2. The Best Conventional Bank in Service Excellence for 5 Consecutive Years (Golden)
3. The Best Conventional Bank in Service Excellence - Digital Channel
4. The Best Conventional Bank in Service Excellence - E-mail
5. The Best Conventional Bank in Service Excellence - Live Chat
6. The 2nd Best Conventional Bank in Service Excellence
7. The 2nd Best Conventional Bank in Service Excellence - Contact Center
8. The 2nd Best Conventional Bank in Excellence - Digital Branch
9. The 2nd Best Conventional Bank in Excellence - Chatbot
10. The 2nd Best Conventional Bank in Excellence - Call Center
11. The 2nd Best Conventional Bank in Excellence - Social Media

In addition, to encourage service innovation both individually and organizationally in providing the best complaint services, BRI also actively participates in the Contact Center competition both at the Asia Pacific and National levels. In The Best Contact Center Asia Pacific Competition, BRI won a Bronze medal for the Technology Innovation category. Meanwhile, in The 2025 Indonesian Best Contact Center, BRI achieved the Runner Up with the acquisition of 43 medals consisting of: 12 (twelve) Platinum medals,15 (fifteen) Gold medals, 10 (ten) Silver medals, and 6 (six) Bronze medals.

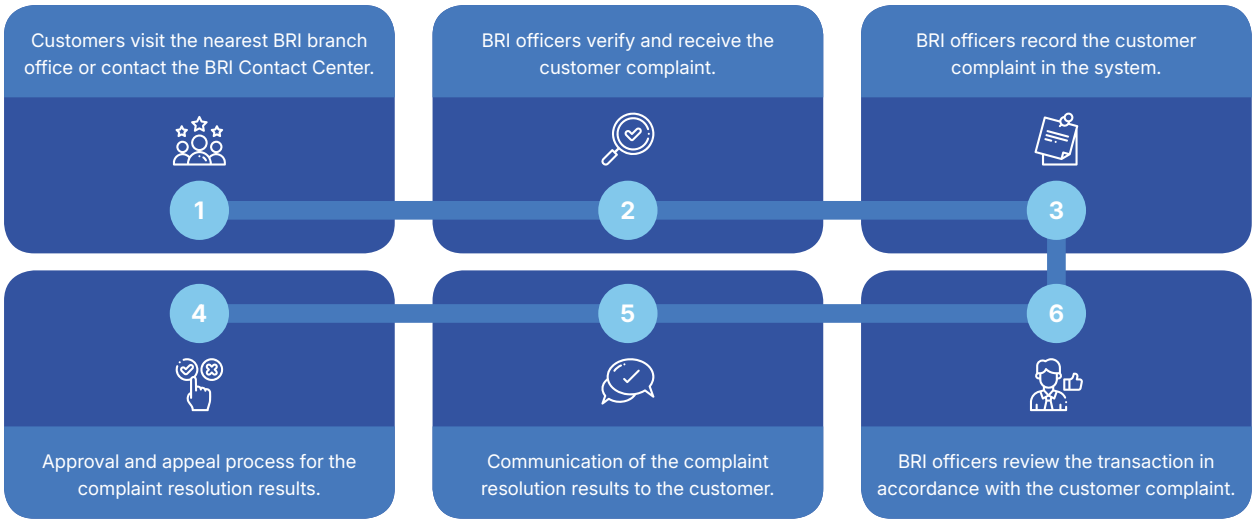
To manage customer complaints, BRI follows established procedures to provide fast, accurate, and satisfactory solutions to customers. In 2025, BRI resolved customer complaints as follows:

Table of Complaint Management Publication in 2025

No	Type of Financial Transactions	Completed		On Process		Not Completed		Total Complaints
		Total	Percentage	Total	Percentage	Total	Percentage	
1.	Credit Card	**3,387**	**99.62%**	13	0.38%	0	0.00%	3,400
2.	Other Bank Products/ Services	**1,729**	**99.94%**	1	0.06%	0	0.00%	1,730
3.	Deposits	**46,164**	**100.00%**	2	0.00%	0	0.00%	46,166
4.	ATM/CRM	**647,196**	**100.00%**	7	0.00%	0	0.00%	647,203
5.	E-banking	**561,390**	**99.95%**	268	0.05%	0	0.00%	561658
6.	Non-Collateral Loans	**1,254**	**99.44%**	7	0.56%	0	0.00%	1,261
7.	Loans (Working Capital, Investment, Consumer)	**856**	**99.88%**	1	0.12%	0	0.00%	857
	Grand Total	**1,261,976**	**99.98%**	**299**	**0.02%**	**0**	**0.00%**	**1,262,275**

To provide an optimal service experience, BRI has successfully resolved 99.98% of all customer complaints from the total number of complaint tickets. For tickets still in process, BRI is committed to ensuring their resolution in accordance with the Service Level Agreement (SLA) and compliance with consumer protection regulations. Therefore, BRI will continue to strive to deliver the best services to customers by maintaining speed and quality in complaint resolution.

Customer complaints will be processed according to the following flow:



BRI has established standard procedures for managing customer complaints, which are implemented in a structured, transparent, and effective manner. At each stage of complaint handling, BRI implements a Service Level Agreement (SLA) as a service promise and a commitment to ensuring that follow-up and resolution of complaints are carried out in a timely, measurable manner, and in accordance with applicable regulations.

The complaint process begins with the customer submitting the complaint through the nearest BRI office or through the BRI Contact service. Next, officers conduct an initial verification to ensure the completeness of the information and the validity of the complaint. Once the complaint is deemed complete, officers record and document the complaint in the Customer Relationship Management System. Based on the verification and analysis results, officers then take steps to resolve the complaint in accordance with established provisions, procedures, and SLAs. Once the resolution process is complete, the results of the complaint handling are communicated to the customer in a clear and timely manner. As part of its efforts to improve service quality, BRI also

receives and follows up on customer feedback regarding the resolution of complaints submitted.

During the resolution process, customers may either agree or disagree with the complaint resolution outcome:

- If they agree, the complaint is considered resolved.
- If they disagree, they can appeal the complaint resolution to BRI.
- If the customer remains dissatisfied after the appeal process, they may seek resolution through court or out-of-court settlements. Out-of-court resolutions can be conducted through mediation or arbitration with the Regulator, the Financial Services Sector Alternative Dispute Resolution Institution (LAPS SJK), or other relevant institutions.

Customer complaints will be resolved within the designated timeframe, provided that all supporting documents have been fully received by BRI.

Table of Types and Timeframes for Complaint Resolution

Types of Complaints	Complaint Resolution Timeframe
Verbal Complaints	**5 (five) business days.** Notes: • Requests for information regarding products and/or services used by the customer and/or BRI's internal policies on provided products/services. • Customer complaint procedures. • Other relevant product/service information that customers need to know
Written Complaints	**10 (ten) business days .** The resolution period may be extended by an additional 10 business days if: • The BRI branch receiving the complaint is different from the branch where the issue occurred. • The complaint requires a special review of BRI documents. • Other circumstances beyond BRI's control affect the resolution process
Resolution of complaints beyond the above time frame may be carried out by BRI if: • The complaint resolution requires follow-up by another party; and/or • The follow-up conducted by another party affects the complaint resolution time frame by BRI.	

If BRI requires supporting documents for a complaint submitted verbally by the customer, BRI has the right to request the customer to submit the complaint in writing along with the necessary supporting documents.

BRI will handle written complaints if the customer has completed the supporting documents, including:

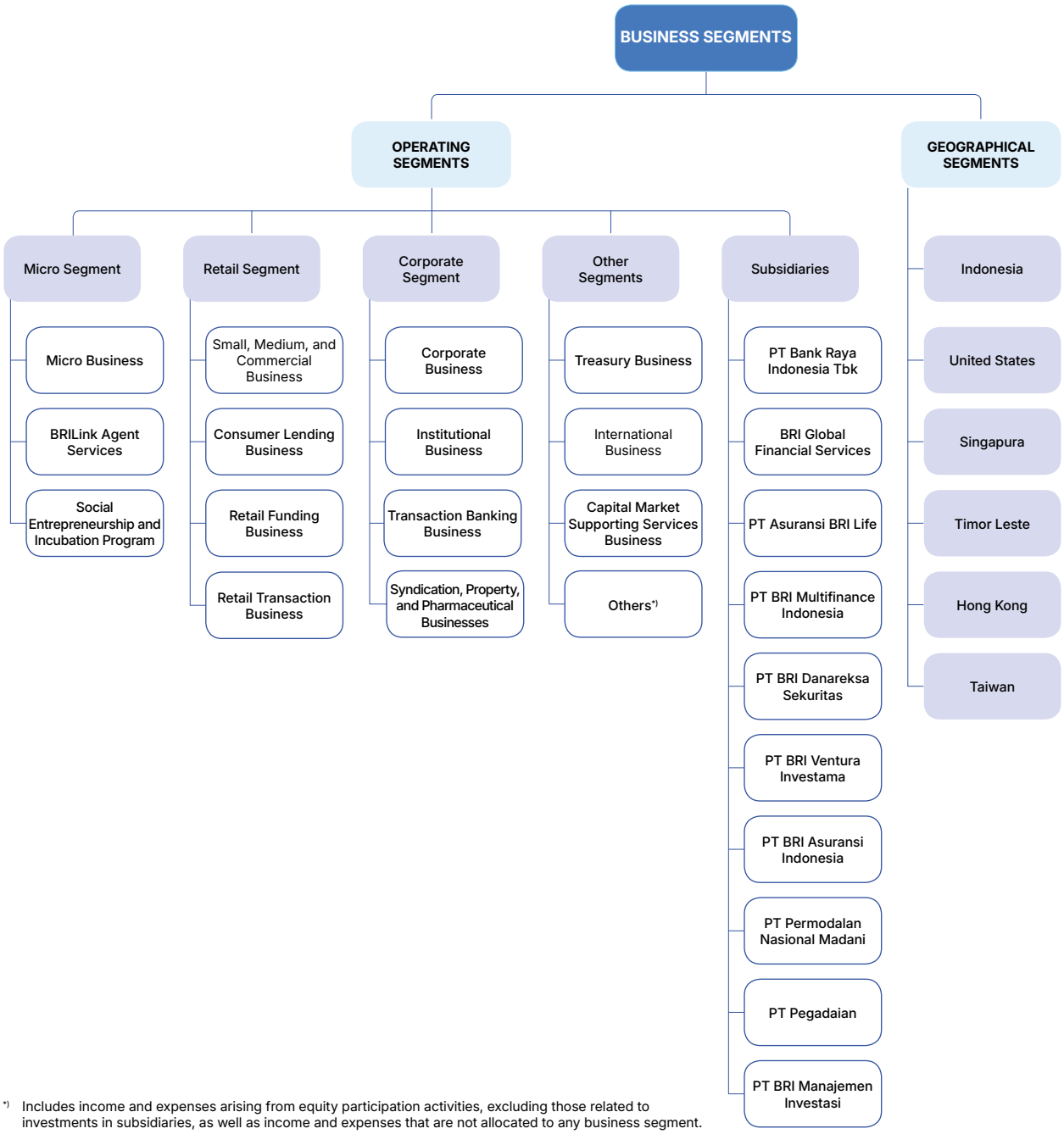
a. Customer/representative identification, which must at least include:
   - Full name of the customer and/or customer representative;
   - Residential address as stated in the customer and/or representative's identification document, and any other residential address (if applicable); and
   - Contact phone number of the customer and/or representative.
b. Type and date of the transaction;
c. The issue being reported;
d. Other documents, such as a power of attorney (if the customer authorizes a representative to handle the complaint) or any documents directly related to the reported issue.

BRI has the right to refuse to handle customer complaints if:

a. The customer does not complete the required supporting documents within the specified timeframe.
b. The complaint has already been resolved by BRI. A resolved complaint includes:
   - Complaints that have reached an agreement; or
   - Complaints that did not reach an agreement.
c. The complaint is not related to any actual or potential material loss that is reasonable and directly stated in the agreement and/or transaction documents.
d. The complaint is not related to BRI's products and/or services, except in cases of collaboration with other parties.
e. The complaint is currently being processed or has already been ruled on by a civil court.

Operational Review Per Business Segment

A segment refers to a distinct portion of BRI and its subsidiaries that either focuses on delivering a specific product (operating segment) or offers a product within a particular economic context (geographical segment), with associated risks and returns that differ from those of other segments. BRI and its subsidiaries classify their business segments according to consolidated internal reports presented to the operational decision maker, specifically the Board of Directors. BRI has recognized and shared financial data according to its primary business activities (operating segments), which are categorized into micro, retail, corporate, others, and subsidiaries, along with geographical segments. The geographical segments encompass the supply of goods or services in a distinct economic climate, which poses different risks and returns compared to operating segments in other economic settings. BRI's geographical segments are organized according to regions, including Indonesia, the United States, Hong Kong, Singapore, Timor Leste, and Taiwan.



*) Includes income and expenses arising from equity participation activities, excluding those related to investments in subsidiaries, as well as income and expenses that are not allocated to any business segment.

Operating Segment

Operating Segment Explanation and Productivity

For the managerial interest, BRI is disorganized into 5 (five) operational segment based on the following products, as follows:

- Micro Segment
- Retail Segment
- Corporate Segment
- Other Segments
- Subsidiaries

Micro Segment

The micro segment focuses on serving the needs of banking products and services for individual customers and small-scale entrepreneurs to strengthen community businesses. This micro segment encompasses Micro Business, AgenBRILink Services, and Social Entrepreneurship & Incubation Programs.

MICRO BUSINESS PERFORMANCE SUMMARY

Throughout 2025, BRI's Micro Business focused on accelerating asset quality recovery, as well as enhancing business processes, risk management, and human capital empowerment. The gradual recovery process has begun to show positive results and is expected to remain within the targeted trajectory going forward.

The Micro Business remains a key focus for the Company's future business growth. Despite the challenging environment, the micro segment continued to record the largest contribution among all business segments. Going forward, in line with the ongoing improvement process, its contribution to the Company's profitability is expected to become increasingly optimal.

Nevertheless, from a portfolio perspective, the Bank continued to extend loan disbursements to ensure customers maintain access to financial services. Credit disbursement is conducted selectively, while maintaining a balance between expansion and asset quality. This is supported by strengthening the early warning system, controlling collectibility downgrades, and optimizing collection and restructuring efforts to maintain NPL stability and ensure long-term business sustainability.

The 2025 micro segment strategy focused on eight key pillars:

1. Strengthening the credit culture as the foundation for healthy micro business growth, among others through the structuring and control of daily activities as well as the enhancement of human capital quality.
2. Enhancement of business process quality through the digitalization of business processes and the refinement of governance over operational and credit processes.
3. Optimizing Mantri productivity through healthy management ratios and ticket sizes.
4. Firming early collection and downgrade risk control.
5. Ecosystem-based expansion through the integration of PNM, Pegadaian, and MSME Naik Kelas.
6. Developing business clusters and value chain financing.
7. Optimizing BRILink Agents as an extension of financial inclusion services.
8. Increasing digital transaction literacy and penetration in villages and productive communities.

Transforming the ecosystem into a new growth engine through strengthening BRILink Agents, Rumah BUMN (State-Owned Enterprise House), Desa BRILian (BRIlian Village), and collaboration across BRI Group entities, which not only expanded access to financing but also encouraged financial literacy, increased digital transactions, and the development of cluster- and community-based MSMEs.

Going forward, the 2026 strategic direction is geared toward healthier and more inclusive growth through strengthening credit governance, improving the quality of productive financing, optimizing the village ecosystem and business clusters, synergizing with ministries and BRI Group, and accelerating the digitalization of business processes to ensure that micro-businesses remain a key pillar of BRI's sustainable growth.

MICRO BUSINESS

In 2025, BRI's Micro Business performance was focused on accelerating asset quality recovery, accompanied by the revitalization of business processes, enhancement of risk management, and the empowerment of human capital to ensure the long-term sustainability of the micro segment. Nevertheless, amid this process, the Bank continued to ensure that customers maintained adequate access to financial services. Despite the challenging economic conditions, BRI continued to extend credit while adhering to the principles of selectivity and prudence, enabling loan growth to maintain both strong profitability and sound asset quality.

In 2025, BRI recorded Micro loan disbursements totaling IDR284.54 trillion, consisting of Kupedes amounting to IDR105.44 trillion, KUR amounting to IDR158.84 trillion, and BRIGuna Micro amounting to IDR20.26 trillion. This achievement demonstrates BRI's continued presence within the community and its commitment to supporting economic growth, particularly in the micro sector. Going forward, the Bank remains committed to consistently strengthening its role as the primary partner for micro entrepreneurs in Indonesia by continuously providing financial services that are relevant, accessible, and integrated.

Looking ahead, to further enhance granularity in identifying growth potential, BRI will strengthen its measurement tools and monitoring indicators to better understand the conditions and expectations of micro entrepreneurs regarding national economic developments, including the strengthening of the BRI Micro and SME Index (BMSI). This index is used to measure business activity, sentiment, and optimism among MSME players, thereby serving as the basis for the Company in formulating micro business policies and approaches that are more adaptive to evolving economic conditions.

BRI has designed various strategies to increase financial service penetration during 2025, including through the development of a micropayment transaction system. One of the main steps is to collaborate with merchants to encourage the implementation of cashless transactions through the use of BRI's Quick Response Code Indonesian Standard (QRIS) instrument. In line with the continued growth of digital transactions, BRI provides secure payment solutions for the public. BRI is equipped with the necessary infrastructure readiness to educate the public on non-cash transactions. The Bank is committed to continuously enhancing public literacy on non-cash transactions, particularly through QRIS, in order to further expand the adoption of this integrated payment system. BRI believes that by providing simple and secure payment solutions through QRIS, micro businesses can optimize their business potential, which will contribute to national economic growth and improve people's welfare

In addition, as an enabler to accelerate the achievement of inclusive economic growth, BRI integrated conventional networks, hybrid networks, and digital networks with Holding UMI, through Senyum Co-Location, BRILink Agents, ATM e-channels, and CRMs distributed throughout Indonesia. In 2025, micro business loan products offered to micro customers included Kupedes, BRIguna Mikro, People's Business Loan (KUR Mikro), and Mortgage Loan Program (KPP).

Products and Services of Micro Business are as follows:

1. **Kupedes**
   It is a general loan with loan as much as IDR500 million per debtor within maximally 120 months that can be used for working capital purpose and/or investment to individual debtor having satisfied the requirements.
2. **KUR Mikro**
   It is a financing facility for newly micro entrepreneur with loan as much as IDR10 million – IDR100 million per debtor that can be Working Capital Loan (KMK) with a maximum loan term of 3 (three) years and/or Investment Loan (KI) with a maximum loan term of 5 (five) years.
3. **Mortgage Loan Program (KPP)**
   This is an investment and/or working capital financing facility provided to micro, small, and medium-sized enterprises, whether individuals or business entities, to support the achievement of priority housing programs. Mortgage Loan Program, distributed to the micro segment, such as loan investment with a loan limit between IDR10 million and IDR500 million.
4. **BRIguna Mikro**
   It is micro multipurpose loan aimed at the fixed income segment.

Table of Micro Business (Productivity) Performance

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Outstanding (OS) Loans (in IDR billion)	**470,772**	**491,220**	**(20,448)**	**(4.16%)**
Kupedes	**175,595**	200,223	(24,628)	(12.30%)
KUR Mikro	**235,389**	231,294	4,095	1.77%
BRIguna Mikro	**59,787**	59,703	84	0.14%
Debtors (in million people)	**12,39**	**13,08**	**0,68**	**(5.24%)**
Kupedes	**3,94**	4,50	0,57	(12.39%)
KUR Mikro	**8,02**	8,11	0,09	(1.16%)
BRIguna Mikro	**0,43**	0,46	0,03	(7.12%)

In 2025, the outstanding loans of BRI's Micro Business reached IDR470.77 trillion, remaining the largest among all business segments within BRI in nominal terms. Kupedes recorded outstanding loans of IDR175.60 trillion with a total borrower base of 3.94 million customers. Meanwhile, KUR recorded outstanding loans of IDR235.39 trillion, serving 8.02 million borrowers, followed by BRIGuna, a payroll-based lending product, which recorded outstanding loans of IDR59.79 trillion with nearly half a million borrowers under management.

From an asset quality perspective, in 2025 BRI continued to accelerate the resolution of non-performing loans, as reflected in the increase of the Non-Performing Loan (NPL) ratio from 2.85% in 2024 to 3.93% in 2025. Nevertheless, initiatives aimed at improving credit quality have begun to show positive results, as reflected in the Special Mention Loan (SML) ratio, which declined from 6.20% in 2024 to 5.60% in 2025. This improvement represents a positive signal that the strategies and initiatives implemented have gradually delivered favorable outcomes in enhancing credit quality.

Overall, despite ongoing asset quality improvement initiatives, the alignment of business processes, and the challenging economic environment, the Micro segment continued to record solid profitability, accompanied by sustained improvements that continue to deliver positive outcomes. Going forward, the Micro segment is expected to further increase its contribution to BRI, while simultaneously strengthening its contribution to the broader community.

Micro Business Strategy in 2025

Microbusiness is BRI's core competency, built sustainably through long experience, an extensive service network, and human resource capabilities that reach down to the closest level to business actors. Amidst ever-changing and increasingly complex economic dynamics, future microbusiness management demands a more disciplined, adaptive, and sustainability-oriented approach. Changing customer behavior, the rise of alternative technology-based financial services, and the demand for quality growth are driving BRI to comprehensively strengthen the fundamentals of its microbusiness.

In line with its micro-business development direction, which focuses on sound and sustainable growth, BRI established the 2025 micro-business strategy that emphasized strengthening fundamentals, improving loan culture, and enhancing portfolio quality and organizational productivity. This strategy was implemented through several key steps, as follows:

1. Confirmation of the loan culture as a foundation for sound micro-business growth, through the arrangement and control of daily activities that were systematically designed and monitored by work unit leaders, to ensure that business processes operated disciplinarily, consistently, and suitably with the prudential principles.

2. Improving the quality of business processes, such as through the improvement of the revitalization policy of all marketing personnel in the micro segment, both for Micro Loan Officer and Micro Business Manager (MBM) positions
3. Enhancing the quality of human capital, among others through the replotting of BRI Unit Heads based on the alignment of behavioral competencies with the characteristics of their respective areas (urban and rural), the addition of functions and responsibilities of the Operational and Service Supervisor (SOL) at BRI Units to strengthen operational and service functions at the unit level, as well as the implementation of Field Collection to accelerate the recovery of written-off loans and strengthen credit quality control.
4. Improvement of operational and loan process governance, including the satisfaction and arrangement of operational service functions to ensure the separation of roles between operational service activities and credit management, so that service quality and risk control could operate more optimally.
5. Implementation of the prudential principle in credit decision-making, along with the enhancement of the accuracy of customers' business assessments, in order to minimize potential risks from the early stages of loan disbursement.
6. Adjustment of business target allocation based on regional potential and quality, through target allocation that considered market potential, saturation level, and loan portfolio quality in each business unit, so that business growth could be managed more proportionally and sustainably.
7. Strengthening credit recovery activities and credit quality control through the optimization of recovery efforts on written-off borrowers, as well as enhanced collection activities by increasing the focus on handling problematic debtors, as part of efforts to maintain asset quality and mitigate the formation of new non-performing loans.

Competitive Advantage and Micro Business Innovation

In 2025, the improvement of loan performance and third-party fund of micro business was an integral part of BRI's attempts in designing various innovations. The innovations were as follows:

1. **Extensive and Integrated Service Network**
   Indonesia's topography as an archipelagic country with more than 17,000 islands presents unique challenges in the distribution of financial services. In this regard, BRI possesses a competitive advantage through its extensive and integrated service network, enabling customers—particularly those in the micro and ultra-micro segments—to gain access to banking products, financial services, and beyond banking services. At the Group level, BRI operates more than 15,000 service units across Indonesia, including more than 6,300 BRI Micro Units & Teras, 4,100 Pegadaian branches, and more than 4,600 PNM branches. BRI's commitment to expanding financial services for the public is also reflected in the expansion of its service network through 6 BRI Teras Mobile units, 4 Teras Kapal units, and more than 1.19 million BRILink Agents, extending financial services reach to even the most remote areas. BRI also operates 1,035 Senyum Co-location units, which integrate services from BRI, PNM, and Pegadaian as part of the Ultra Micro (UMi) Holding, providing integrated financial access across these entities. Complementing this network, the BRI Group is supported by more than 74,000 financial advisors, consisting of 27,000 BRI Mantri officers, more than 3,000 Pegadaian marketing personnel, and more than 43,000 PNM account officers.
2. **Digitalized Business Process**
   To enhance productivity and strengthen risk management in the micro segment, BRI has implemented the digitalization of business processes, including the development of the BRISPOT loan underwriting application. BRISPOT acts as a catalyst for improving synergy and productivity among BRI Micro Loan Officer officers through the digitalization of both credit and non-credit activities within an integrated platform. To support sustainable growth, in 2025 BRI continued to enhance BRISPOT through improvements in pipeline quality and the addition of daily activity planning features.
3. **Senyum Mobile**
   Holding UMi aims to combine key entities that can better develop the ultra-micro segment. The ultra-micro ecosystem will assist in the journey of the ultra-micro segment upgrading to the micro segment. The ultra-micro ecosystem will play an important role in improving the landscape of the ultra-micro segment in Indonesia. Therefore, BRI creates the Senyum Mobile application, which is an integrated digital sales platform used by marketers to market products across entities (BRI, PNM, and Pegadaian).
4. **Executive Dashboard**
   The Executive Dashboard is an innovative platform designed to support integrated, data-driven regional development, with a continuously evolving, phased approach. Starting in 2021, the platform has leveraged BRI's internal data, including savings, loans, loan quality, social assistance, managed accounts, and churn-out modeling, to build a robust data foundation. In 2022, the platform was designed to enhance insights by identifying regional profiles by adding data on financial literacy percentages, loan amounts, and the number of account holders in each region. Furthermore, the Executive Dashboard integrates smartphone penetration data per region, providing a more in-depth analysis of local potential and needs. In 2025, the executive dashboard was further enhanced, enabling the identification of business potential by region down to the village level.

With the Executive Dashboard, business activities can be tailored to community transaction patterns and regional potential, enabling more precise and efficient business operations. This platform is a strategic solution that combines technology and data to create sustainable growth opportunities, empower villages, and increase financial inclusion in the territory of Indonesia.

Business Prospects and Micro Business Strategy in 2026

The Micro Business segment will continue to remain the largest portfolio segment within BRI and plays a strategic role in supporting national economic growth. Indonesia's economic structure, dominated by micro and ultra-micro businesses, provides significant room for future growth. Furthermore, Indonesia's demographic projection, dominated by a productive-age population, also contributes to the sustainability of micro business activities in the medium to long term. Consistent with this, various economic indicators and business sentiment indicate that MSMEs have growth potential, despite challenges such as changing consumer behavior, purchasing power dynamics, and increasing competition in the financial services industry.

In recent years, the microbusiness landscape has undergone increasingly rapid and complex changes. Technological advancements and open access to information have altered transaction patterns, business management, and microbusinesses' preferences for utilizing financial services. Furthermore, the emergence of various technology-based financing alternatives and financial services has intensified competition, both with formal financial institutions and non-banking entities. This situation requires BRI to pursue not only quantitative growth but also to ensure the quality, productivity, and sustainability of its overall microbusiness portfolio.

Entering 2026, BRI views the prospects for its micro business as remaining positive, with the caveat that growth must be built on a stronger and more disciplined foundation. Following a phase of consolidation and restructuring in 2025, BRI is focusing on efforts to return to sound and sustainable growth by strengthening its micro business fundamentals, improving its portfolio quality, and structuring its work culture and governance. This approach is believed to enhance the resilience of BRI's micro business in dealing with economic dynamics, while creating long-term value for the Company and its stakeholders.

In line with the positive prospects for micro businesses and the need to build more sound and sustainable growth, BRI has drafted strategic steps in developing the 2026 micro businesses, as follows:

1. Strengthening loan culture as the key foundation for micro business growth, through increasing business process discipline, more structured control of daily activities, and strengthening the role of work unit leaders in ensuring consistent application of prudential principles across the entire micro business network.
2. Improving the quality and productivity of the micro-loan portfolio by directing financing growth to segments and products with more manageable risk and return profiles, and ensuring that portfolio growth is measuredly performed and oriented to long-term sustainability.
3. Enhancement of governance and loan decision-making processes, including consistent implementation of On The Spot (OTS) throughout the loan approval process, fulfillment of operational service functions to clarify the separation of roles between services and loans, and strengthening the quality of post-realization analysis and monitoring.
4. Strengthening asset recovery and quality control activities by increasing the effectiveness of field collection, accelerating the handling of problematic debtors, and strengthening coordination of the management of the Small and Medium Loan (SML) and Non-Performing Loan (NPL) segments at all levels of the organization.
5. Optimizing business target allocation based on regional potential and quality, by considering market characteristics, saturation levels, and loan quality conditions in each business unit, so that business growth can be achieved more proportionally and in line with risk management capacity.
6. Optimizing the BRILink Agen partnership as an enabler to increase the productivity and Advisors' control coverage so that Advisors can focus more on mentoring and empowerment.
7. Develop digital business models supported by personalized scoring to enhance more prudent market penetration.
8. Strengthening BRI Group synergy to increase fee-based income from the sale of micro bancassurance products of subsidiaries.
9. Enhancement of operational systems, including BRISPOT, to improve productivity and strengthen risk management in the micro business segment, among others through strengthening the pipeline and credit risk scoring.

BRILINK AGEN SERVICE

BRILink Agen is a collaborative model introduced by BRI aimed at broadening the reach of its financial services to the public. This business model incorporates social values focused on empowering communities, promoting financial inclusion, ensuring economic equality, and enhancing understanding of banking through its role as a Smart Agent under the regulation of OJK. Simultaneously, it fosters economic values by providing partners with additional income, creating mutually beneficial economic collaborations, diversifying partner enterprises, and expanding the banking network for operational efficiency

Table of BRILink Agent Service Performance (Productivity)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRILink Agent	**1,193,835**	**1,064,219**	**129,616**	**12.18%**
BRILink Agent Mekaar	**456,127**	437,575	18,552	4.24%
BRILink Agent Non Mekaar	**737,708**	626,644	111,064	17.72%
Fee Base Income (IDR million)	**1,709,562**	1,656,288	53,274	3.22%
CASA (IDR million)	**27,309,136**	**25,632,996**	**1,6766,140**	**6.54%**
Volume of Transactions (IDR million)	**1,746,170,031**	1,589,038,749	157,131,282	9.89%
Deposit Referral	**165,650**	153,142	12,508	8.17%

By December 31, 2025, a total of 1,193,835 BRILink Agents operated across Indonesia. This total comprised 334,725 BRILink EDC Agents and 859,110 BRILink Mobile Agents, distributed over 66 thousand villages in the country. Additionally, 456,127 members of PNM Mekaar had become BRILink Agents, demonstrating the synergy between BRI and the BRI Group. BRILink Agents also refer MSME loan and were responsible for distributing Social Assistance (Bansos) within communities. Besides providing loan referrals for BRI UMi partners, BRILink Agents assisted in the establishment of savings accounts via a referral system for the basic saving account type, known as Tabunganku. BRILink Agents significantly contributed to achieve genuine financial inclusion for all segments of Indonesian.

BRILink's sales volume increased up to IDR1,746 trillion, with a growth of 9.89%, generated by BRILink Agents throughout Indonesia. BRI earned fee-based income of IDR1.71 trillion at the end of December 2025, increasing 3.22% from IDR1.65 trillion in the same period in 2024. Furthermore, BRILink Agents also increased their low-cost funds (CASA) by IDR27.31 trillion, growing 6.54% from 2024.

BRILink Agent Strategies in 2025

In 2025, BRILink Agents responded to the evolving dynamics of the banking industry by undertaking a business model transformation aimed at positioning BRILink Agents as the spearhead in building an integrated payment ecosystem. Under this transformation, BRILink Agents are positioned as ecosystem payment centers, focusing on becoming community-based payment hubs that provide consumers with convenience and accessibility for daily financial transactions. In addition, BRILink Agents are expected to serve as solutions to address BRI customers' needs at the business entity level through enhanced payment features and expanded payment capabilities.

BRILink Agents serve as UMi lifestyle providers by expanding access to everyday products and services while supporting the empowerment of communities and MSMEs in Indonesia. BRILink Agents can also play a role within the logistics ecosystem as package drop-off points and payment centers. In addition to selling primary goods, BRILink Mekaar Agents are able to facilitate daily transactions for Mekaar group members, thereby acting as an enabler of a cashless ecosystem for BRI Ultra Micro services. Furthermore, BRILink Pawn Agents function as enablers for pawn services, enabling customers across the BRILink Agent network to access pawn-related services.

AgenBRILink Competitive Advantage and Innovation

By leveraging more advanced digital technology and continuously developing its ecosystem, BRILink Agents are expected to expand their agent network to reach all segments of society, from urban to rural areas. A focus on empowering MSMEs, developing the logistics ecosystem, and enhancing capabilities in financing and goods distribution will significantly contribute to Indonesia's digital economy. BRILink Agents will continuously catalyze change in the microfinance sector, introducing solutions that are more

adaptive and responsive to customer needs in the digital era. Through the implementation of strategic initiatives, BRILink Agents are committed to continuously delivering added value, creating economic opportunities, and supporting sustainable development through increasingly innovative and inclusive services in 2026 and beyond.

BRILink Business Prospects and Strategies in 2026

In 2026, BRILink Agents will continue their transformation as integrated payment ecosystem centers and serve as key enablers within Indonesia's digital financial ecosystem. As the frontline distribution channel for BRI Group products and strategic partners, BRILink Agents will expand their role in supporting inclusive economic growth by providing more efficient and accessible payment solutions and financial services to all segments of society.

BRILink Agents will evolve into a one-stop solution for a wide range of services and products required by communities and MSMEs. BRILink Agents will serve as a shopping hub that facilitates transactions for goods and products at competitive prices. In addition, BRILink Agents will introduce BRIMOLA, enabling agents to serve as gas distribution bases and retailers, providing household gas supplies practically and affordably. BRILink Agents will also expand their role as logistics agents through the BRILink Logistics feature, providing package drop-off and pick-up points to support more efficient goods distribution.

1. **BRILink Agents as Payment Ecosystem Centers**
   BRILink Agents will further strengthen their position as digital payment ecosystem centers, enabling communities to conduct daily financial transactions fast, securely, and conveniently. Through the enhancement of more advanced payment features, BRILink Agents will provide greater accessibility for BRI customers and partners across various sectors, including FMCG, logistics, and e-commerce, to perform transactions directly through the extensive agent network spread throughout Indonesia. In addition, BRILink Agents will continueto develop payment solutions for charitable contributions, including zakat, infaq, qurban, and sadaqah, thereby facilitating public participation in social initiatives through a trusted agent network.
2. **BRILink Agents as Community Lifestyle Providers**
   As part of a broader transformation, BRILink Agents will strengthen their role as connectors between partners and communities. BRILink Agents will offer various services, for transactions and merchandise purchases, while providing broader accessfor communities to obtain daily necessities. BRILnik Agents will actively serve as sellers, buyers, and dropshippers, thereby supporting the economic empowerment of local communities and MSMEs across Indonesia.
3. **BRILink Agents as Financing Enablers**
   As financing and refinancing agents in collaboration with BRI Finance, BRILink Agents will expand their role in providing financing solutions that are more accessible to customers, including microfinancing and refinancing for communities and MSMEs. By strengthening capabilities in the financing sector, BRILink Agents will support economic empowerment through financial solutions that are more adaptive to customer needs.
4. **BRILink Agents as a Logistics Ecosystem**
   BRILink Agents will expand their role in the logistics sector by serving as strategic package drop-off points through the BRILink Logistics feature. BRILink Agents will become key partners in supporting the logistics ecosystem and goods distribution across Indonesia, helping to accelerate delivery processes and enhance distribution efficiency.
5. **BRILink Agents as UMi Lifestyle Providers**
   BRILink Agents will further strengthen their transformation into ultra-micro (Umi) lifestyle providers by expanding access to daily products and services for communities. BRILink Agen Mekaar services will continue to expand, providing products and services to Mekaar group members while supporting the transition toward safer and more efficient cashless transactions. In addition, BRILink Agen Mitra Umi and BRILink Agen Gadai will serve as enablers for pawn and microfinancing services for all BRILink Agent customers.
6. **Social and Economic Value Proposition**
   BRILink Agents will further strengthen their role as a sales channel for partners and BRI subsidiaries. By reinforcing networks and collaboration across various industry sectors, BRILink Agents will help generate significant social and economic value, while opening new opportunities for a broader range of products and services from BRI Group and its strategic partners. BRILink Agents will introduce customer touchpoints, payment collection services, and cross-selling initiatives to enhance customer engagement and expand product offerings to customers.
7. **Expansion of Partnerships for Cash Management Solution**
   BRILink Agents will continue to expand partnerships for cash pick-up services and corporate deposit collection as part of comprehensive cash management solutions for business partners. By increasing the number of partners and broadening the geographic coverage of these services, BRILink Agents will deliver more efficient financial solutions and facilitate companies and MSMEs in managing their cash flow effectively.

SOCIAL ENTREPRENEURSHIP & INCUBATION PROGRAM

Program managed by the Social Entrepreneurship & Incubation Program encompasses the allocation of Government Initiatives (such as Social Assistance and Kartu Tani (Farmer Cards) and empowerment initiatives (including MSMEs Upgrading program, BRILiaN Village, and BUM Desa, and Business Clusters). Each service is further detailed in the following descriptions:

1. **Social Assistance Program (Bansos)**
   It is Governmental program collaborated with Ministry of Social Affairs of the Republic of Indonesia for the allocation of aid funds intended for the poor, underprivileged, and/or those susceptible to social risks. In 2025, the government, through the Ministry of Social Affairs of the Republic of Indonesia, distributed four (4) types of social assistance programs, namely the Family Hope Program (PKH), the basic Food Program (Program Sembako), the Basic Food Program economic Stimulus for the Second Quarter of 2025, and the Temporary Direct Cash Assitance for Public Welfare (BLTS-Kesra). The assistance funds were distributed on a non-cash basis through the banking system. Recipients of the aid can withdraw the funds through bank tellers, BRI e-channels, or BRILink Agents.
2. **Kartu Tani/Banking**
   This is a co-branded debit card developed in partnership with the Ministry of Agriculture, designed for farmers to redeem subsidized fertilizer at designated fertilizer kiosks, and it can also be utilized for standard banking transactions.
3. **Kartu Kusuka**
   It is a co-branded debit card developed in collaboration with the Ministry of Marine Affairs and Fisheries. It serves as a single identity card for business actors in the marine and fisheries sector and is issued across six (6) subsectors, namely marine spatial management, fishing, fish transportation, aquaculture, fish processing, and fish marketing.
4. **MSMEs Upgrading**
   BRI facilitates the enhancement of MSME capacity and capability through a range of initiatives, allowing MSMEs to elevate their business operations and compete more effectively. To aid the development of MSMEs capacity and capability, BRI offers diverse empowerment platforms, as follows:
   a. **LinkUMKM**
      It is an integrated online empowerment platform that provides various business development facilities for MSME (Micro, Small, and Medium Enterprises) entrepreneurs, accessible to the general public. It offers several useful features for MSME capacity development, including Assessment for Business Growth, Expert Consultation, and Product Showcase.
   b. **Rumah BUMN**
      It is a platform for developing MSME (Micro, Small, and Medium Enterprises) capabilities as part of a collaboration among state-owned enterprises (BUMN) to build a digital economic ecosystem. Its goal is to enhance MSME capacity and capability, enabling them to become Go Modern, Go Digital, Go Online, and Go Global. Additionally, Rumah BUMN serves as a millennial basecamp, a banking program information center, a co-working space, and a disaster response task force.
5. **Desa BRILiaN and Village-Owned Enterprises**
   a. **Desa BRILiaN**
      Desa BRILiaN is a village empowerment program aimed at creating role models for rural development through excellent leadership practices and a collaborative spirit to optimize village potential based on Sustainable Development Goals (SDGs). The implementation of the BRILiaN Village evaluates and develops four (4) key aspects that serve as the pillars of empowerment for BRILiaN Village, namely:
      1. BUMDesa and or Village Cooperatives, as the economic driving force of the village.
      2. Digitalization, implementing digital products and activities in the village.
      3. Sustainability, Building a resilient and sustainable village.
      4. Innovation, Encouraging creativity in creating innovation.
   b. **Village-Owned Enterprises (BUMDesa)**
      BUMDesa are village business entities whose capital is wholly or predominantly owned by the village to manage assets, services, and other business activities for the benefit of village welfare. BUMDesa are established through village deliberation forums and regulated under village regulations. BUMDesa functions as drivers of the village economy by developing local potential, creating employment opportunities, increasing village income providing social and economic services that benefit the community, legal entity established by village to manage its business, utilize its assets, develop its productivity and investment, provide services, and/or serve other business types for welfare of village community.
6. **Business Cluster**
   BRI Business Cluster is an empowerment program for business groups formed based on similar types of businesses within a specific region, aimed at enhancing the capacity and capabilities of all cluster members. The empowerment program provided by BRI to its fostered Business Clusters includes training and mentoring, support in business infrastructure and facilities, market expansion for cluster products. The management of Business Cluster data is conducted digitally through the "Klasterku Hidupku" application.

Table of Social Entrepreneurship & Incubation Performance (Productivity)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
SOCIAL ASSISTANCE (BANSOS)				
Family of Hope Program (PKH)				
Number of Beneficiary Families (KPM)	**3,547,774**	2,894,996	652,778	22.55%
Disbursement (IDR million)	**9,837,708**	8,469,282	1,368,426	16.16%
Basic Food Program				
Number of Beneficiary Families	**6,014,859**	5,526,637	488,222	8.83%
Disbursement (IDR million)	**11,518,215**	12,730,475	(1,212,260)	(9.52%)
Economic Stimulus of Basic Food Packages for Quarter 2 of 2025				
Number of Beneficiary Families	**6,014,775**	0	6,014,775	100.00%
Disbursement (IDR million)	**2,405,910**	0	2,405,910	100.00%
Temporary Direct Cash Assistance for People's Welfare (BLTS-Kesra)				
Number of Beneficiary Families	**5,598,888**	0	5,598,888	100.00%
Disbursement (IDR million)	**5,038,999**	0	5,038,999	100.00%
Number of Disbursement (IDR million)	**28,800,808**	21,199,757	7,601,051	35.85%
KARTU TANI/BANKING				
Number of Printed Cards	**5,180,297**	5,432,071	(251,774)	(4.63%)
Number of Complete EDC-installed Fertilizer Kiosk	**7,404**	9,113	(1,709)	(18.75%)
Subsidized Fertilizer Redemption Volume (Ton)	**1,128,006**	1,262,166	(134,160)	(10.63%)
Subsidized Fertilizer Redemption Nominal (IDR million)	**2,377,808**	2,852,776	(474,968)	(16.65%)
KARTU KUSUKA				
Number of Printed Cards	**560,543**	508,687	51,856	10.19%
LinkUMKM				
Number of User	**14,989,704**	10,646,889	4,342,815	40.79%
Number of Scoring	**11,435,039**	7,929,725	3,505,314	44.20%
SEOS HOUSE (RB)				
Number of RB	**54**	54	0	0.00%
Number of Members	**529,044**	433,304	95,740	22.10%
Number of Trainings	**18,218**	14,937	3,281	21.97%
BRILIAN VILLAGE AND BADAN USAHA MILIK DESA (BUMDESA)				
Number of	**5,245**	4,327	918	21.22%
Number of BRILiaN Villages Savings Balance	**17,547,378**	14,021,021	3,526,357	25.15%
Number of BUMDesa Savings Balance	**58,710**	55,888	2,822	5.05%
CLUSTER				
Number of Fostered Clusters	**42,682**	38,574	4,108	10.65%
Empowerment (Infrastructure and Training)	**3,000**	2,433	567	23.30%

Total social assistance disbursement in 2025 reached IDR28.80 trillion, representing an increase of 35.85% compared to IDR21.19 trillion in 2024. The increase in social assistance disbursement in 2025 was supported by additional distributions beyond the regular assistance programs (PKH and Basic Food Program) through two (2) programs, namely the Basic Food Program- Economic Stimulus II 2025 and BLTS-Kesra. Another contributing factor to the increase in social assistance disbursement in 2025 was the transfer of social assistance distribution from Bank Tabungan Negara (BTN) to BRI, particularly in Denpasar City, Bangli Regency, and Klungkung Regency.

On the other hand, under the Kartu Tani/Perbankan program, the number of cards issued in 2025 decreased compared to 2024. This decline was attributable to the issuance of Minister of Agriculture Regulation No. 10 of 2022 dated 6 July 2022 concerning the reduction in the types of subsidized fertilizers and commodities, as well as an instruction from the Ministry of Agriculture to suspend new account openings and the issuance of Kartu Tani/Perbankan for newly registered farmers. The total of Kartu Tani/Banking printed in 2025 reached 5,180,297 cards, with a fertilizer volume of 1,128,006 tons, and a transaction value of IDR2.37 trillion.

The number of Kusuka Cards printed in 2025 increased by 10.19%, or 51,856 cards, distributed across 33 provinces throughout Indonesia, compared to 2024. Through the Kusuka Card program, it is expected to enhance financial literacy and inclusion among business actors in the marine and fisheries sector, of which 53.70% are engaged in the fishing subsector.

During the 2024–2025 period, LinkUMKM users recorded significant growth. The number of users increased by 4.34 million, or 40.79%, reflecting a strong expansion of the user base and broader adoption of the platform's services. In line with this growth, the number of scorings also increased by 3.51 million, or 44.20%, indicating higher utilization of this feature among LinkUMKM users.

The higher growth in the number of scorings compared to user growth indicates that not only has the user base expanded, but the intensity of utilization of the MSME scoring feature for business upgrading assessment has also increased, reflecting deeper measurement of MSME levels. Overall, this data underscores the strengthening role of LinkUMKM as a platform that is increasingly relevant and actively utilized within the MSME ecosystem.

In line with the strengthened role of Rumah BUMN in promoting MSME empowerment, the number of Rumah BUMN members recorded a significant growth of 22.09%, increasing from 4333,304 members in 2024 to 529,0344 members in 2025. This increase reflects the expanding reach of Rumah BUMN in providing access to mentoring, assistance, and capacity-building support for MSME entrepreneurs across various regions.

This growth was accompanied by increased MSME capacity-building activities, as reflected in Rumah BUMN training programs, which rose by 21.96%, from 14,947 training sessions in 2024 to 18,218 sessions in 2025. This increase reaffirms Rumah BUMN's role as an MSME empowerment center that not only focuses on competency enhancement but also promotes competitiveness and inclusive business sustainability.

As of December 2025, the Desa BRILiaN program had successfully integrated 5,245 villages into BRI's empowerment ecosystem. This achievement underscores BRI's sustained commitment to strengthening village-based economic fundamentals as part of its long-term growth strategy. The Desa BRILiaN program has also driven increased financial inclusion, as evidenced by a 25.25% growth in the number of savings accounts in Desa BRILianN and a 5% increase in the number of BUMDesa accounts. This performance demonstrates that BRI's financial services are reaching more remote village areas.

Business Clusters recorded growth of 10.64%, increasing from 38,574 clusters in 2024 to 42,682 clusters in 2025. Meanwhile, empowerment initiatives (infrastructure support and training) grew by 23.30%, from 2,433 initiatives in 2024 to 3,000 initiatives in 2025.

Strategy of Social Entrepreneurship & Incubation Program in 2025

An overview of the strategy for the Social Entrepreneurship & Incubation Program implemented in 2024 is outlined as follows:

1. **Social Assistance**
   a. The implementation of the PKH Social Assistance and Basic Food distribution is conducted in line with the regulations and directives established by the Ministry of Social Affairsof the Republic of Indonesia.
   b. Participating in enhancing financial inclusion accessible to beneficiary families.
2. **Kartu Tani (Farmer Cards)/Banking**
   The redemption of subsidized fertilizers using the Kartu Tani/Banking Card is integrated with the fertilizer quote database in the Ministry of Agriculture's e-RDKK system. In 2025, it was also integrated with the subsidized fertilizer stock database of PT Pupuk Indonesia, thereby eliminating potential data discrepancies and preventing misallocation in distribution.
3. **Kartu Kusuka (Kusuka Cards)**
   The development of an integrated system through API integration between the Ministry of Marine Affairs and Fisheries and BRI enables the exchange of business actor data, thereby ensuring that the mass account opening process can be conducted efficiently and monitored by each respective party.

4. **MSME Upgrading (Link UMKM and Rumah BUMN/ SEOs House)**
   a. **LinkUMKM**
      Actively promoting the integrated online empowerment platform - LinkUMKM through a series of publications in online media, placement of communication materials in strategic locations, and active participation in MSME-themed activities (such as bazaars and exhibitions). In addition, BRI's marketing personnel proactively introduce LinkUMKM to prospective customers and assist customers, thereby enhancing their financial literacy, capacity, and capabilities.
   b. **SEOs House**
      Expansion of outreach to assisted MSMEs through a partnership between Rumah BUMN and local government, communities, and universities, enabling a greater number of MSME entrepreneurs to join as Rumah BUMN members. Through this approach, the visibility of Rumah BUMN's role at the regional level is enhanced, thereby encouraging more MSME entrepreneurs to become members, as they recognize the tangible and sustainable benefits available to support their business development.
5. **BRILiaN Village and BUMDesa**
   a. There were 918 new fostered villages having been empowered by the Desa BRILiaN Program.
   b. Comprehending financial literacy and inclusion from villages having joined the Desa BRILiaN Program by increasing the utilization of BRI's products and services in villages.
   c. Expansion of market access for leading village products.
6. **Business Cluster**
   a. New Business Cluster acquisition program.
   b. Empowerment Program (training and assistance with facilities and infrastructure) to 567 Clusters.
   c. Market expansion program for Cluster products.

Competitive Advantage and Innovation of Social Entrepreneurship & Incubation Program

The detail of the competitive advantage and innovation of the Social Entrepreneurship & Incubation Program is as follows:

1. **Social Assistance**
   a. BRI serves as the social assistance distributing bank with the largest allocation compared to Himbara and BSI, having distributed social assistance across 235 cities/ regencies throughout Indonesia.
   b. The digitalization of Family Welfare Cards (KKS) distribution to Beneficiary Families (KPM) is done through web and mobile applications (Makna Application), which serve as a means to monitor the delivery of KKS to Work Units and its subsequnet distribution to KPM.
2. **Kartu Tani (Farmer Cards)/Banking**
   Of 38 provinces in Indonesia, 25 provinces are the operational areas of the BRI Kartu Tani/Banking, so BRI is the leading provider of the Kartu Tani/Banking program
3. **Kartu Kusuka (Kusuka Cards)**
   As one of the banks collaborating with the Ministry of Marine Affairs and Fisheries in the issuance of the Kusuka Card, BRI accounted for 59% of the total Kusuka Cards printed across 33 provinces. Through synergy with stakeholders, supported by Bri's extensive network of work units reaching coastal areas, the Kusuka Card serves as a means to expand access to banking facilities for Indonesia's marine and fisheries ecosystem.
4. **MSME Upgrading (Link UMKM and Rumah BUMN/ SEOs House)**
   a. **LinkUMKM**
      LinkUMKM serves as an integrated online empowerment platform that can be accessed by users anytime and anywhere, offering features that support MSME development. These include the MSME Naik Kelas self-assessment tool, online training modules, coaching and mentoring services, access to Rumah BUMN, and a showcase feature (digital catalog).
   b. **SEOs House**
      Rumah BUMN has become a hub for MSME development across various regions, enabling more inclusive and equitable access to empowerment programs. BRI's Rumah BUMN is directly connected to BRI's products and services (KUR, Kupedes, Ultra Mikro, BRImo), ensuring that MSMEs are not onlymentored but also incubated toward becoming bankable. This integration of business development support and financial literacy serves as a key differentiation compared to toher empopwerment programs.
5. **BRILiaN Village and BUMDesa**
   a. Stengthening BRI's role (social value) in village empowerment initiatives.
   b. Enhancing engagement between BRI and assisted villages.
   c. Improving village financial literacy and inclusion through empowerment programs (capacity and capability building for village officials and BUMDesa assisted by BRI).
   d. Promoting improved community welfare through the development and strengthening of leading village business sectors that generate added value, competitiveness, and sustainable economic growth.
6. **Business Cluster**
   a. Strengthening BRI's role (social value) in business group empowerment activities.
   b. Improving time, cost, and workforce efficiency at work units in serving collective needs.
   c. Enhancing the effectiveness of marketing BRI's products and services.
   d. Facilitating work units in monitoring and evaluating business actors.
   e. Serving as a new growth source for generating business pipelines.

Business Prospects and Strategies of Social Entrepreneurship & Incubation Program in 2026

An outline of the business prospects and strategies for the Social Entrepreneurship & Incubation Program that will be launched in 2026 is presented as followst:

1. **Social Assistance**
   a. Coordinating and establishing synergy with the Ministry of Social Affairs of the Republic of Indonesia (Kemensos RI) and other stakeholders to ensure the successful distribution of Social Assistance in 2026, in line with the Government's target of timely, accurate, and administratively compliant disburesment.
   b. Strengthening collaboration with Kemensos RI in poverty alleviation efforts through the Empowerment Program for Graduated Beneficiary Families (KPM), initiated by Kemensos RI.
2. **Kartu Tani (Farmer Cards)/Banking**
   a. Coordinating with the Ministry of Agriculture, PT Pupuk Indonesia, and other stakeholders to expand the implementation of subsidized fertilizer redemption using the kartu tani/ banking card.
   b. Providing comprehensive banking products and services to farmers and Complete Fertilizer Kiosks.
   c. Strengthening BRI's business presence across the subsidized fertilizer ecosystem from upstream to downstream.
3. **Kartu Kusuka (Kusuka Cards)**
   Establishing synergy with the Ministry of Marine Affairs and Fisheries through the utilization of the Kusuka Card for the distribution of assistance or subsidies in the marine and fisheries sector.
4. **MSME Upgrading**
   a. **LinkUMKM**
      In 2026, the number of LinkUMKM users is expected to continue increasing inline with the platform's ongoing innovations, including enhancements to the LinkUMKM mobile application interface, improvements in user experience and user interface, the addition of new training modules, and the refinement of supporting features.
   b. **SOEs House**
      Entering 2026, Rumah BUMN will focus on strengthening its role as a collaboration hub and strategic partnership platform with universities, local governments, communities, businesses, and digital and technology partners. This strengthened partnership scheme is aimed at expanding MSMEs' access to financing, markets, technology, supply chain (value chain) opportunities, and other strategic partners.
5. **BRILiaN Village and BUM Desa**
   BRI aims to involve 1,000 additional fostered villages in the BRILiaN Village Program. . The organization will focus to enhance the financial literacy and inclusion to achieve the independence and sustainability of assisted villages. The strategy for the BRILiaN Village Program by 2026 is as follows:
   a. Conduct continuous outreach in collaboration with regional offices, branch offices, and unit offices regarding the Desa BRILiaN program to expand village understanding and participation.
   b. Establish coordination and synergy with relevant ministries and local government agencies to support the promotion of the Desa BRILiaN Program while introducing BRI's products and services
   c. Promote the Desa BRILiaN Program through various communication channels, including digital media, social media, and print media, to increase awareness and enhance the program's attractiveness among potential villages.
   d. Coordinate with the BRILink Group to optimize assistance for BUMDesa so they can serve as active and productive BRILink Agents.
   e. Conduct evaluation and monitoring of inclusion improvements resulting from the implementation of the Desa BRILiaN Program, as well as the optimization of BUMDesa and Village Cooperative businesses.
6. **Business Cluster**
   Intensification of the cluster empowerment program to support sustainable micro business development, through initiatives including:
   a. Establishing coordination and synergy with relevant ministries and local government agencies to support the socialization of the business cluster empowerment program while introducing Bri's products and services.
   b. Enhancing the business capacity of cluster members by conducting training programs both offline and online.
   c. Providing production facilities and infrastructure support to business groups to improve productivity.
   d. Conducting evaluation and monitoring of inclusion improvements arising from the implementation of the business cluster empowerment program.
   e. Promoting the business cluster empowerment program through various communication channels, including digital media, social media, and print media, to increase awareness and enhance the program's attractiveness among potential business groups.

Retail Segment

The Retail sector is designed to cater to the requirements of entrepreneurs, specifically Small and Medium Enterprises (SMEs), by providing a wide range of banking products and services that encompass both consumer and commercial banking. This segment primarily concentrates on the advancement of Small & Medium Enterprises (SMEs), the Consumer Credit Business, Saving Business and Retail Banking Services to assist customers in expanding their businesses across different industries.

SUMMARY OF THE COMMERCIAL, SMALL & MEDIUM ENTERPRISE (CSME) DIRECTORATE PERFORMANCE

In 2025, the Commercial, Medium, and Small (CSME) segment will focus on balancing growth and portfolio quality through organizational refinement and network strengthening, aggressive yet prudent credit growth, end-to-end credit process improvements, and credit quality management. This strategy will be implemented through pipeline optimization and ecosystem-based value chain development, region-based acquisitions, and transaction activities to deliver faster, more integrated, and more relevant end-to-end financing solutions tailored to customer needs.

The implementation of this strategy is reflected in performance throughout 2025. Outstanding credit in the CSME segment reached IDR295.11 trillion, a 10.47% year-on-year growth from IDR267.12 trillion the previous year. Growth was primarily driven by the Commercial segment, which increased to IDR61.13 trillion, followed by growth in the Medium segment to IDR21.34 trillion, growth in the Small segment to IDR177.98 trillion, and distribution of Small Business Credit (KUR) of IDR17 trillion, in line with the established target.

The strengthening of the strategy throughout 2025 is reflected in four main aspects. First, strengthening a more agile and integrated organization through the establishment of a Commercial Business Center (CBC) and sharpening the role of Relationship Managers (RM) per segment, resulting in a more efficient decision-making process from acquisition to post-disbursement, faster customer service, and more competitive product and pricing structures. Second, more targeted expansion in sectors with stable business prospects, such as the state budget, energy, healthcare, education, and wholesale trade, as well as optimizing ecosystem monetization to accelerate growth in the Commercial segment while strengthening Medium-sized business expansion while maintaining risk discipline. Third, implementing a quality-first approach in the Small segment through more targeted expansion, strengthening the New Credit Underwriting process through BRISPOT, and early intervention with at-risk customers to maintain portfolio quality. Fourth, accelerating the handling of non-performing loans through the implementation of RM Quality and the Accelerated Loan (LAR) handling program with relief programs and KI Solusi products.

Entering 2026, the business development strategy will align with the initiatives implemented in 2025, sharpening initiatives in each segment. Commercial and Medium are growing aggressively while maintaining quality in the Small segment, while also increasing marketing efficiency and effectiveness through process refinements and strengthening organizational capabilities and Human Capital. The strategic focus remains on providing solutions relevant to customer needs, offering products with competitive structures and pricing, and providing increasingly personalized service, while adhering to prudential banking principles.

COMMERCIAL, MEDIUM AND SMALL BUSINESS

BRI classifies Commercial, Medium, and Small Businesses based on credit limits. Small Businesses are loans up to IDR5 billion, Medium Businesses are loans above IDR5 billion up to IDR25 billion, and Commercial Businesses are loans above IDR25 billion up to IDR1 trillion. Commercial, Medium, and Small Business products include:

1. **Investment Credit (KI)**
   KI is a facility provided to companies and/or individuals to finance long-term funding needs for the purchase, construction, expansion, and renewal (renovation) of productive fixed assets, along with the associated costs. This product offers several advantages, including installments and credit terms tailored to the borrower's cash flow capabilities, and dynamic monthly interest rates based on the customer's portfolio at BRI.

2. **Working Capital Credit (KMK)**
   Providing credit facilities to individuals, non-individuals, or business entities for the purpose of financing current assets and/or replacing business debt, as well as temporarily financing routine company operations, down payments, cash reserves, refinancing working capital, or other working capital components, to finance the customer's business activities, or financing net capital, which is the difference between current assets and current liabilities used to finance business activities (working capital).

   In addition to general working capital loans, there are also ecosystem-focused working capital loans specifically for financing needs in the value chain segment, with the following explanation:

a. **Distributor Financing**
A KMK facility for distributors, used solely for purchasing products from principals for resale. The advantages of this product include competitive interest rates, collateral flexibility, and the ability to conduct transactions online through Corporate Billing Management on QLola.

b. **Supplier Financing**
A working capital loan (KMK) facility provided to vendors or suppliers to finance working capital requirements for project completion based on a contract or similar document from the principal. This product offers competitive interest rates and collateral flexibility.

c. **Invoice Financing**
A Work Loan (KMK) facility for vendors or suppliers to finance accelerated repayment of receivables from the principal for partial or full completion of work based on invoices or similar documents. This product offers competitive interest rates, collateral flexibility, and online transactions through Corporate Billing Management on QLola.

d. **Investment Financing (KI Mitra)**
An investment credit facility provided to principal partners for the purchase, construction, expansion, renewal (renovation), including refinancing of fixed assets and associated costs, to support the vendor/partner's business or venture. This product offers several advantages, including a credit term tailored to the debtor's cash flow and flexibility in sharing the borrower's own funds.

3. **Government Program Credit**

a. **Small KUR**
Small KUR is a credit/financing for working capital and/or investment to individual/personal debtors, business entities and/or business groups that are productive and feasible but the additional collateral is not sufficient with a loan amount above IDR100 million to IDR500 million with a low interest rate and receives a subsidy from the Government.

b. **Warehouse Receipt Subsidy Scheme (SSRG)**
Credit provided by SSRG distributors to SSRG recipients with collateral in the form of warehouse receipts and interest subsidies from the government.

c. **KPP Supply Side**
Investment and/or working capital loans provided to micro, small, and medium-sized enterprises (MSMEs) in the form of individuals or business entities to support priority housing programs. Financing can be provided under working capital and/or investment credit schemes.

d. **Agricultural Machinery Business Credit (KUA)**
Investment credit specifically for the purchase of Agricultural Equipment and Machinery which is used as an Agricultural Equipment and Machinery taxi provided by BRI to Agricultural Equipment Credit Recipients who receive interest subsidies from the Government.

e. **Labor-Intensive Industrial Credit**
Investment credit combined with working capital credit to individual/personal debtors or productive business entities in the labor-intensive industry.

f. **SPPG Investment Credit (MBG)**
In addition to financing the productive sector, BRI also supports the agenda of strengthening human resource quality through financing related to the Free Nutritious Meals (MBG) program. In its implementation, MBG financing is disbursed in accordance with the request of the Nutrition Fulfillment Service Unit (SPPG) as the program implementing entity, while prioritizing the principles of prudence and good governance. This financing support is expected to strengthen the smooth operation of nutrition fulfillment services and support the sustainability of the nutritious food supply chain.

Table of Small,Medium, and Commercial Enterprise Performance (Productivity)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
OUTSTANDING (in IDR million)				
Small Loans	**177,976,551**	173,401,907	4,574,644	2.64%
Medium Loans	**21,337,997**	15,947,930	5,390,067	33.80%
Kredit Commercial	**61,131,770**	39,050,779	22,080,991	56.54%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
People's Business Loans (KUR)	**34,660,056**	38,744,103	(4,084,047)	(10.54%)
Small, Medium, and Commercial (CSME)	**295,106,374**	267,144,719	27,961,655	10.47%
TOTAL DEBITUR (people)				
Small Loans	**216,770**	221,049	(4,279)	(1.94%)
Medium Loans	**3,245**	2,849	396	13.90%
Kredit Commercial	**1,275**	1,109	166	14.97%
People's Business Loans (KUR)	**210,303**	231,639	(21,336)	(9.21%)
Small, Medium, and Commercial (CSME)	**431,593**	456,646	(25,053)	(5.49%)

Total outstanding CSME loans in 2025 will reach IDR295.11 trillion, a 10.47% increase compared to 2024. This growth will be driven primarily by aggressive growth in the Commercial segment. In 2025, targeted lending to the SME (Small and Medium) segment will be implemented, leveraging value chain potential and focusing on transactional business models. This strategy will positively impact the SME segment's business performance through the end of 2025, as reflected in the positive growth in the SME segment's loan portfolio, which will outperform the market.

COMMERCIAL, MEDIUM, AND SMALL BUSINESS STRATEGIES IN 2025

In 2025, the Commercial, Medium, and Small business development strategy will focus on generating higher-quality growth through strengthening the organizational structure, targeted portfolio expansion, and comprehensive business process improvements. This initiative is designed to ensure segment management is more focused, effective, and remains aligned with prudent banking principles. In summary, the Commercial, Medium, and Small segment strategy throughout 2025 includes:

1. **Sharpening the Organization and Strengthening the Network**

   BRI is adjusting its organizational structure to ensure each segment has a clearer focus and more accountable management.
   - **Commercial:** Establishment of a Commercial Business Center (CBC) to integrate all Commercial segment business processes into a single, dedicated organization, enabling faster and more targeted end-to-end financing solutions.
   - **Medium:** Management of the Medium segment, previously managed at the branch level, was strengthened at the regional level through the assignment of RM Medium and DH Medium, aimed at improving coordination effectiveness, implementation uniformity, and strategy consistency across regions.
   - **Small:** Appointment of RM Small with a division of focus between Growth & Quality. RM Small focuses on quality portfolio growth based on regional potential and customer transaction activity, while RM Quality and TL Quality handle non-performing portfolios in a more targeted manner to enable more precise and consistent credit quality improvements.

2. **Aggressive and Prudent Credit Growth**

   Portfolio expansion is directed at segments and sectors that have the potential for sustainable growth, while maintaining quality and risk aspects.
   - **Commercial and Medium:** Growth is prioritized in sectors with stable business prospects, such as the state budget, energy, healthcare, education, and wholesale trade. This sector selection takes into account the characteristics of businesses that are more resilient to changing economic conditions. This focused acquisition strategy with targeted sectors has proven to increase ticket size (loan tiering) and demonstrates improved acquisition booking quality year over year.
   - **Small:** Growth is executed in a targeted manner, focusing on the value chain and actively transacting deposit customers at BRI, while maintaining market share and aligning with industry developments. Focus is placed on each region according to existing industry potential to maintain good credit quality, so that growth acceleration remains aligned with the desired risk profile.
   - **An ecosystem-based business approach,** implementing a growth strategy for the Commercial segment, strengthens cross-unit collaboration to optimize the potential of principal customers and their value chain within a single business ecosystem.

3. **End to End Business Process Improvement**
   Process improvements are carried out comprehensively to increase speed, consistency, and accuracy in credit decision making with adequate risk mitigation.
   - **Credit underwriting digitization.** Business process improvements through the new BRISPOT credit underwriting system are implemented through improved pre-screening, accelerated credit decision-making processes, and digital documentation standardization. This modernization aims to create a more streamlined, accurate process that adheres to risk mitigation principles.
   - **Pipeline management strengthening.** The pipeline is focused on quality deposit customers, with pipeline screening based on risk profiles. Furthermore, improvements in data quality, model parameters, and validation processes are being implemented to ensure the pipeline is more accurate, measurable, and contributes to healthy growth.

4. **Existing Portfolio Quality Management**
   Portfolio quality management is carried out through more structured, measurable, and recovery-oriented interventions.
   - **Accelerated LAR (Larger Loan) handling program.** The arrears relief program, as well as KI Solutions, are implemented to expedite loan settlement for selected customers, with criteria and regular evaluations to ensure their effectiveness.
   - **Role of RM Quality.** The RM Quality function is strengthened to conduct early monitoring and collection of customers showing potential cash flow impairments, allowing for faster implementation of mitigation measures and a tangible impact on improving portfolio quality.

Competitive Advantage and Innovation of Commercial, Medium, and Small Businesses

In 2025, the development of the Commercial, Medium, and Small businesses will be directed towards becoming more responsive to customer needs by offering relevant solutions, competitive product structures, and a more personalized service experience. Portfolio quality improvements, particularly in the Small segment, will be implemented through improvements to New Credit Underwriting BRISPOT to make the assessment process more accurate, faster, and prudent. This quality improvement will serve as the foundation for BRI to develop a more streamlined and targeted business process for providing CSME financing products while maintaining portfolio health.

At the same time, growth in the Medium and Commercial segments is being aggressively pursued by maximizing regional potential, leading sectors, and value chain-based opportunities. Focusing on sectors with strong cash flow profiles and sustainable prospects allows BRI to offer competitive product and pricing structures, tailored to specific customer needs, and maintaining a balance between growth and risk. An ecosystem approach, through leveraging partnerships within the value chain, fosters a more comprehensive understanding of customer business activities, resulting in more contextual and impactful financing solutions.

Strengthening data-driven pipeline management ensures a more focused acquisition and relationship development process, prioritizing opportunities that match needs and have good conversion potential. Organizational transformation through the establishment of Commercial Business Centers (CBC) and the sharpening of dedicated organizations in each segment to shorten coordination flows and improve service integration, so that BRI can provide end-to-end solutions with faster responses, higher accuracy, and a more personalized service touch across all Commercial, Medium, and Small segments.

Business Prospects and Business Strategies for Commercial, Medium, and Small Enterprises In 2026

In 2026, the business development strategy will align with the initiatives implemented in 2025 by sharpening initiatives in each segment. Commercial and Medium will continue aggressive growth and maintain quality in the Small segment, while increasing marketing efficiency and effectiveness through process refinements and strengthening organizational capabilities. The strategic focus remains on providing solutions relevant to customer needs, offering products with competitive structures and pricing, and providing increasingly personalized service, while adhering to the principles of prudent banking.

1. **Sharpening the Organization and Strengthening the Network**
   BRI is adjusting its organizational structure to ensure each segment has a focused focus and more accountable credit management.
   - **Commercial:** Expansion of the Commercial business service network by adding CBC to increase market share and improving risk and operation functions to support speed of execution while adhering to prudential banking principles.
   - **Small & Medium:** Strengthening the Head Office Organization by establishing dedicated Business teams according to the Small (Expansion and Quality) and Medium (Medium business handling) segments,

as well as implementing the formation of a Flying Team through the formation of EBO in handling non-performing loans, especially handling Loans at Risk (LAR) in the Performing Lending (PL) portfolio.

2. **Aggressive and Prudent Credit Growth**
   - **Commercial:** Growth is focused on priority sectors aligned with the government, such as the state budget, energy, food, and education, so that commercial portfolio expansion can be more targeted, high-quality, and aligned with industry dynamics.
   - **Small & Medium:** Small & Medium growth is focused on leveraging the business ecosystem, both through a value chain-based approach and a quality pipeline from existing customers to banks with optimal funds and transactions. The growth focus of Small & Medium is also aligned with government programs, including acquisitions in the Free Nutritional Meal (MBG) program and Housing Credit Program (KPP) from the supply side.

3. **End to End Business Process Improvement**
   - The BRISPOT revamp aims to accelerate the acquisition of Commercial, Medium, and Small businesses, making the credit initiative process more seamless and faster, with tailored products tailored to customer needs. It also improves the Pipeline Management System in the small segment for a more prudent process that produces a high-quality pipeline.
   - Improvements to the Architecture Policy in each Commercial, Medium, and Small segment serve as a basis for harmonizing business policy directions, ensuring loan product distribution aligns with customer needs and business potential in each region.

4. **Portfolio Quality Management**
   - Strengthening Risk Control through an Enhanced Early Warning System (EWS) in the Commercial, Medium, and Small Segments, using customer CASA criteria and timely payments, as well as an Enhanced Credit Risk Rating to strengthen the underwriting process. In addition, a Stop and Go system will be implemented to evaluate credit decisions from both the decision-making and initiator sides.
   - Digitizing the Credit Monitoring Process with the Development of a Dashboard in the Commercial, Medium, and Small Segments to oversee the acceleration of sustainable and quality growth that can provide insight in decision-making and business action plans.

CONSUMER BUSINESS PERFORMANCE SUMMARY

In 2025, BRI's Consumer segment continued to record healthy and sustainable growth. The performance of the consumer business was primarily driven by the growth of salary-based loans and housing loans (KPR) or mortgages. Salary-based loans and mortgages recorded growth of 9.90% yoy and 13.30% yoy, respectively. BRI remains committed to delivering the best services to all customers through continuous innovation across its banking platforms.

BRI has consistently developed various customer touchpoints to serve customers' needs in the consumer segment. The Consumer business has sharpened its business focus and improved business processes, enabling the consumer segment to become a key pillar of BRI's growth with some effots:

1. Developing digital-based products and services to ease customers' access.
2. Strengthening relationships with existing customers of BRI, leveraging the significant potential within this group. This was supported by using data analytics to understand customer behavior and offer personalized products and services based on their needs.
3. Enhancing efficiency in every business process, while focusing on customer orientation and good corporate governance principles.

The improvement and transformation of worker competencies and business processes based on digital technology supported optimal worker productivity. By using AI-based data analytics, product and program offerings became more targeted, enhancing efficiency. These factors become key contributors to the growth of consumer business performance in 2025.

The results can be seen from the consumer business performance of BRI, which has grown positively in terms of assets, liabilities, and fee-based income. On the assets side, consumer loans grew by 10.59% yoy, supported by the growth of BRIguna loans at 9.92% yoy, and mortgage loans (KPR) at 13.30% yoy. In terms of liabilities, the wealth management business could grow non-Third Party Funds Under Management (FUM) by 34.34% yoy and encourage growth in fee-based income from investments by 19.69%.

CONSUMER BUSINESS

BRI's consumer business offers products that make it easier for individual customers to meet various consumption needs, such as purchasing homes, vehicles, travel, education, and other consumer goods. BRI's consumer credit provides competitive interest rates with a fast and secure process. The consumer credit products available at BRI in 2025 include:

1. **Payroll Loan (BRIguna)**
   Payroll loan is a loan facility provided to prospective debtors with repayment sources derived from fixed income (such as salary or pension). The types of BRIguna include BRIguna Karya, BRIguna Pra Purna, and BRIguna Purna.
2. **Mortgage (KPR)**
   KPR is a loan facility provided for financing the ownership of residential properties. It can be used for purchasing new or pre-owned properties, takeovers, construction, and renovations. The eligible property types include residential houses, shophouses (ruko), officehouses (rukan), and ready-to-build plots.
3. **Credit Cards and Digital Lending**
   BRI Credit Card is a loan-based, unsecured payment instrument that collaborates with major payment networks and can be used for transactions at merchants or cash withdrawals within the principal's network. BRI credit Cards are available in various product variants to serve diverse customer segments, ranging from mass market, mass-affluent, affluent, to commercial clients. In its development, BRI has launched multiple co-branded credit card products in parnership with startegic partnership present in various product variants to serve the needs of diverse segments, ranging from the mass market, mass affluent, affluent, to commercial clients. In its development, BRI has launched multiple co-branded credit card products in partnership with strategic partners to expand penetration across various digital ecosystems, including travel, e-commerce, lifestyle, payments, and business solutions, leveraging open banking models and API-based integration. To enhance customer service and improve Service Level Agreement (SLA) efficiency, BRI has digitized the entire credit card business process, from acquisition and underwriting to portfolio management and collections. BRI Credit cards are also compatible with QRIS transactions through the BRImo application.

Table of Consumer Loan Business Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRIguna Loans	**149,231,264**	135,793,674	13,437,590	9.90%
Mortgage (KPR)	**66,341,479**	58,552,166	7,789,313	13.30%
Credit Card, Digital Lending, KKB, and Other	**9,198,923**	8,896,664	302,259	3.40%
Total Consumer Loan Business	**224,771,666**	203,242,504	21,529,162	10.59%
Funding Under Management (FUM)	**242,087,443**	205,072,210	37,018,233	18.05%

Business growth focused on top-tier debtors in each region, optimized by business opportunities within the debtor ecosystem. This strategy has driven the expansion of the consumer credit segment, particularly BRIguna and KPR, allowing them to grow competitively. BRIGuna loans in 2025 reached IDR149.23 trillion, recording positive growth of 9.90%. Similarly, mortgage loans (KPR) grew by 13.30%, increasing from IDR58.55 trillion in 2024 to IDR66.34 trillion in 2025.

The growth of BRIguna loans in 2025 was supported by the optimization of eligible leads from payroll customers and the digitalization of processes. BRIguna loan applications can be submitted via mobile devices, while digital loan agreements enable customers to apply fully digitally through the BRImo Super App without the need to visit a BRI branch or work unit. BRIguna also offers various attractive and competitive programs. Total BRIguna loan disbursements in 2025 amounted to IDR35.7 trillion.

Meanwhile, mortgage loan growth was supported by several initiatives, including business process re-engineering through the digitalization of loan application and loan origination processes via BRISPOT, as well as the development of the HOMESPOT digital platform as a mortgage ecosystem engine, along with the BRI Property Expo mortgage marketing program held in various major cities throughout 2025. In addition, the Bank distributed the FLPP mortgage program totaling 33,309 housing units, with total new mortgage loan disbursements in 2025 reaching IDR16.16 trillion.

BRI's commitment is reflected in the growth of its mortgage loan disbursement over the past 5 (five) years, which recorded an average growth of 13%, exceeding the industry's average growth rate. In 2025, BRI became the only BUKU IV bank to record positive growth in mortgage market share.

BRI remains committed to driving solid growth in other consumer loans (credit cards, digital lending, and KKB). In 2025, credit card and digital lending grew IDR302.26 billion or 3.40% compared to 2024. This growth was driven by an increase in ETB acquisition penetration from 21% to 52% year-on-year, achieved through optimization of deposit leads, pre-washed schemes, and digital acquisition channels. Additionally, the growth was supported by a 140% increase in QRIS CC transaction volume on BRImo.

Consumer Business Strategy for 2026

Ongoing digital transformation is pursued through the strengthening of retail banking capabilities and the enhancement of operational efficiency through the refinement of business processes to drive the growth of the consumer business. In this regard, development efforts are focused on optimizing the potential of BRI payroll customers as a source of high-quality growth. To achieve these consumer business aspirations, BRI continues to focus on increasing market share through selective growth and targeted expansion, leveraging various programs such as BRIguna Loans, maintaining strong relationships with government ministries, Subsidized Housing Loans (KPRS), and BRI Expo Mortgage Programs (KPR BRI Expo). These initiatives are implemented with a prudent risk management approach to prevent deterioration in credit quality and to encourage improvements in loan collectibility.

Competitive Advantages and Innovations in Consumer Business

Enhancing services and convenience remains a key driver of consumer credit growth, supported by the digitalization of BRIguna and KPR credit processes. Efficiency improvements will be achieved through business process enhancement, including BRIguna Digital and HOMESPOT. With a vast customer base and an extensive network across Indonesia, business process digitalization is crucial to ensuring sustained growth. This initiative aims to simplify consumer credit services while maintaining prudent risk management. Currently, BRIguna holds the highest market leader, while BRI's KPR ranks among top five largest mortgage providers in Indonesia.

Business Prospects and Consumer Loan Strategy for 2026

Digital technology and data advancement have transformed how the banking industry interacts with customers. Increasing competition necessitates a deeper understanding of customer needs and behaviors. As one of Indonesia's largest banks, BRI must enhance its capability to manage customer data optimally to provide relevant product offerings and strengthen customer loyalty. BRI's Consumer Business encompasses a wide range of products and services, including consumer loans, credit cards, and wealth management solutions. Its business strategy will align with BRI Group's long-term aspiration for 2025-2029: The Most trusted Lifetime Financial Partner for Sustainable Growth. BRI Consumer Business will adopt the theme The Most Trusted Consumer Bank with Personalized Customer Experience to achieve the aspiration while considering internal and external conditions for 2025-2029. To support the achievement of these aspirations and considering BRI's internal and external conditions, from 2026 to 2030 BRI's consumer business will carry the theme Grow Stronger, Built to Last, Lead the Market with a focus on 4 pillars (enablers), namely targeted source of growth, robust risk management, operational and service excellence, and elevate people and organization, which ultimately aim to enhance expansion and business process efficiency.

To achieve the outlined objectives, BRI implemented the following strategic initiatives:

1. BRI leveraged predictive analytics and integrated data leads into digital platforms such as BRISPOT to enhance marketing effectiveness, efficiency, and prudence, especially consumer loan products, (BRIguna, KPR, credit cards, digital lending, and KKB), as well as wealth management product (investment and insurance). BRI optimized its Customer Relationship Management (CRM) tools to ensure the availability and quality of data leads, so BRI maximized the potential of core customer partnerships. It focused on prudent improvement of user experience and acceleration process, digitalization and integration (BRImo, PA, partners), lead management, and business process and product improvements.
2. BRIguna and KPR served as the primary engines for portfolio growth to expand market share. In 2025, BRIguna focused on accelerating its business among employees in State-Owned Enterprises (BUMN), Hospital, and reputable private companies, while maintaining its Business as Usual (BAU) strategy for government employees and retirees. Meanwhile, for KPR, to strengthen partnerships with top-tier national developers, BRI committed to developing a comprehensive mortgage ecosystem platform (Homespot.id). This platform accommodated stakeholders in the property sector. Expansion will focus on high-yield products with well-managed risk profiles (BRIguna for private-sector mid- to high-income earners and pensioners, as well as Tier 1 mortgages), supported by a base of high-quality and healthy leads.
3. The demographic shift in the customer base has positioned Gen Z as a new economic force that prioritizes speed, transparency, and ease of digital access, while the affluent segment remains a key driver of transaction volume and value through its high level of spending. Penetration of Existing to Bank (ETB) customers will be one of the acquisition focuses to further increase customer product holding, including within the High Net Worth Individual (HNWI) segment. In response to these developments, in 2026 BRI Credit Card will focus its strategy on revamping the product proposition for affluent and mass cards to enhance their relevance and competitiveness, supported by the strengthening of a seamless customer journey in BRImo, as well as the optimization of activation and transactions through personalized campaigns based on data analytics.

RETAIL FUNDING & RETAIL TRANSACTION PERFORMANCE SUMMARY

In an effort to win the retail banking competition and in line with the 2025 initiative, "Transform The Funding Franchise," BRI continues to focus on strengthening its capabilities in retail funding and retail transactions by enhancing the BRImo SuperApp. These efforts include increasing the number of users, adding superior features, and maintaining system reliability to further enable customers to conduct seamless transactions. In addition, BRI aims to enhance BRImo customer loyalty by introducing a variety of new feature options.

The BRImo Super App has become increasingly popular and has been used by 45.9 million customers, recording more than 5.6 billion transactions throughout the year with a transaction volume of IDR7.08 trillion. This transaction growth is also in line with BRImo's strategy to continuously drive innovation through the utilization of technology to deliver more inclusive and efficient banking services, while providing greater value to customers, both in terms of feature development and partnerships with various strategic partners. BRImo transactions can now go beyond borders with the introduction of international transaction features, such as account opening using overseas mobile phone numbers, fund transfers to more than 100 countries, and QR payments in four countries—Singapore, Malaysia, Thailand, and Japan. The addition of lifestyle features also enables customers to purchase airline tickets, train tickets, as well as concert and football match tickets. Investment features, including gold savings and mutual funds, are also available. These initiatives reflect BRI's commitment to providing easy and comprehensive access to customer services.

In addition, BRI remains focused on ensuring that customer transactions continue to circulate within the BRI ecosystem by increasing the share and productivity of EDC and QRIS merchants. Various initiatives have been undertaken to strengthen merchant acceptance, including partnerships with strategic partners, expanding merchant distribution in urban areas, enhancing monitoring tools, and introducing superior features to position BRI merchant transactions as the primary payment choice.

Through the various initiatives undertaken throughout 2025 to enhance retail funding, Retail Savings growth was evenly distributed throughout the year. This demonstrates that the efforts, strategies, and policies implemented to ensure that customer transactions remain within the BRI ecosystem and to enhance quality acquisition have successfully generated stable and sustainable growth. In 2025, savings increased by IDR42.2 trillion, representing 2.5 times growth compared to the nominal increase recorded in the previous year. BRI remains optimistic that this positive growth trend will continue in the future.

RETAIL FUNDING BUSINESS

BRI offers a diverse range of retail funding products to meet the needs of all customers. Information on the types of retail third-party fund products is presented as follows:

1. **BRI Savings**
   BRI offered various savings account products such as:
   BRI BritAma Savings
   BritAma is a savings account designed for individual customers, equipped with digital banking facilities and an online real-time system that enables seamless transactions anytime and anywhere. Additionally, this account comes with complimentary personal accident insurance coverage.
   - **BritAma Bisnis**
     The necessity for higher transaction limits for retail funding customers, both individuals and non-individuals, can be satisfied with BritAma Bisnis, which also offers free monthly administration fees.
   - **BritAma Mitra**
     A specialized savings account tailored for corporate partner customers. BritAma Mitra provides payroll services for employees as one of its key features.
   - **BritAma Rencana**
     A term savings account designed for customers interested in investment or financial planning. It features Automatic Fund Transfer (AFT), allowing customers to set their preferred transfer date and target amount. Additionally, this account offers an optional life insurance facility.

   BRI Junio Savings
   It is a savings account designed to in still a saving habit and introduces digital transactions to children from an early age. This account is bundled with a specially designed debit card featuring an attractive design.

BRI Simpedes Savings
Simpedes is a savings product for individual and non-individual customers in Indonesian Rupiah, equipped with digital banking facilities and an online real-time system to facilitate convenient and seamless transactions.

2. **BRI Deposits**
An investment option available in various currencies, including Rupiah and foreign currencies, offering competitive interest rates with placement periods ranging from one to 36 months. This product is available for individual and non-individual customers seeking higher returns than regular savings accounts. Deposits can be opened via BRImo or at BRI branch offices, with two interest payment options: direct transfer to the customer's account or reinvestment into the principal deposit (add-on) in addition, BRI Time Deposits can serve as a credible placement instrument for Foreign Exchange Export Proceeds (DHE) for exporters. BRI also introduced scripless deposits to accommodate customers with multiple deposit certificates. Instead of physical documents, email notifications are given as ownership proof, allowing customers to manage their deposits more effectively and efficiently.
3. **BRI Debit**
It is a payment card that facilitates both financial and non- financial transactions. It can be used for offline transactions at BRI or other banks' EDC machines and supports online transactions through debit online (for merchants within the Mastercard network) and direct debit (for BRI-affiliated merchants). In addition to physical debit cards, BRI now offers virtual debit cards, which can be issued directly through SuperApp BRImo. These virtual debit cards enable secure transactions at merchants, websites, or applications within the Visa network.

Table of Retail Funding Business Performance (Productivity)

(in IDR billion)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Third Party Fund	**934,491**	892,201	42,291	4.74%
Total CASA	**701,759**	643,658	58,101	9.03%
Savings	**584,893**	542,667	42,226	7.78%
Current Accounts	**116,866**	100,992	15,875	15.72%

The Total Retail third-party funds (DPK) in 2025 reached IDR934.49 trillion, an increase of 4.74% (yoy) compared to IDR892.20 trillion in 2024. This growth was primarily driven by a 8.96% yoy increase in the Current Account and Savings Account (CASA), supported by savings growth of 7.78% year-on-year, equivalent to an increase of IDR42.23 trillion.

Retail Funding Strategy for 2025
The Retail Funding strategy focuses on diversifying sources of growth by enhancing collaboration across business segments and subsidiaries. This includes business expansion through ecosystem-based payroll acquisition, corporate and company management penetration, as well as the optimization of low-cost funding driven by transaction acceleration and digital channels. In addition, the strategy emphasizes deeper regional market penetration and the strengthening of sales force capabilities and productivity.

Competitive Advantages and Innovations in Retail Funding
The acceleration of service transformation through the synchronization of enhanced operational standards and platform improvements represents a critical step in strengthening the Company's digital ecosystem. This initiative is projected to exponentially expand the customer base and enhance customer loyalty, ultimately optimizing a transaction-based and sustainable low-cost funding structure.

Business Prospects and Strategies for Retail Funding in 2026
In achieving Bank Rakyat Indonesia's 2026 aspiration, "Transform Funding Franchise," the Retail Funding business in 2026 will continue to focus on the same strategic direction as in 2025, with ongoing refinements and sustained emphasis on diversifying sources of growth, as well as strengthening collaboration across business segments and subsidiaries.

RETAIL TRANSACTION BUSINESS - RTC

BRI continues to strengthen its digital payment ecosystem, as reflected in the increasingly comprehensive penetration of its transaction products. These range from its flagship mobile banking solution, BRImo, to various payment acceptance products such as EDC Merchant and QRIS. The integration of these services represents a key strategy in optimizing transaction volume growth to support more sustainable CASA growth.

1. **EDC Merchant**
   BRI's EDC Merchant service now offers enhanced payment features designed to facilitate seamless transactions. In addition to accepting domestic debit and credit cards, it also supports cross-border payments, enabling the acceptance of various international card networks. The addition of contactless features on BRI EDC merchant ensures a more efficient and modern payment process, benefiting both domestic customers and international visitors.
2. **QRIS**
   BRI continues to strengthen its digital payment channel offerings through QRIS. In addition to dynamic and static QRIS, BRI has introduced QRIS API solutions for integration with cashier (POS) systems, as well as the innovative QRIS Tap feature. Furthermore, BRI QRIS now enables cross-border transactions in four countries: Singapore, Malaysia, Thailand, and Japan. This feature expansion is designed to provide greater flexibility for merchants and enhanced convenience for customers, directly contributing to increased transaction volumes and improved productivity within the digital ecosystem.
3. **BRImo**
   BRImo is a financial super app designed to fully support BRI's digital service performance by providing a comprehensive daily transaction platform. It offers international transfer services to more than 100 countries, as well as seamless cross-border QR payment capabilities. BRImo also features a range of investment solutions, providing customers with convenient options such as gold investment services (gold savings, gold buying and selling, gold installment, and gold pawn) and mutual fund subscriptions. BRImo has successfully integrated urban lifestyle services through entertainment ticket payment features, including football match tickets, padel court bookings, and concert tickets. By penetrating various popular activities within the community, BRI aims to accelerate digital transaction growth while strengthening BRImo's position as a comprehensive financial and lifestyle solution.

Table of Retail Business Transaction Performance (Productivity)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRImo (million)	**45.9**	38.6	7.32	18.9%
BRImo Transaction (billion)	**5.62**	4.31	1.28	29.5%
BRImo Transaction Volume (IDR Trillion)	**7,077**	5,541	1,536	27.7%

In terms of retail transaction business performance in 2025, particularly for BRImo, the number of BRImo users increased by 18.96% year-on-year, while transaction volume grew by 27.71% year-on-year. This growth was supported by the increasingly diverse and user-friendly features available on the BRImo platform. Through continuous innovation, BRImo continues to strengthen its position as the preferred digital platform for the public, enabling users to meet their financial transaction and lifestyle needs in a manner that is practical, secure, and efficient.

Retail Transaction Business Strategy for 2025

The Retail Transaction strategy in 2025 focuses on strengthening sustainable transaction growth through enhancing digital channel productivity, accelerating penetration of potential merchants, and reinforcing BRImo adoption within the urban lifestyle segment. This strategy is supported by simplified digital onboarding processes, strengthened capabilities, and strategic collaboration within the BRI Group ecosystem, aimed at increasing customer engagement and driving sustainable CASA-based transaction contributions.

Competitive Advantages and Innovations Retail Transaction Business in 2025

Throughout 2025, BRI strengthened its competitive advantage in the banking industry through a holistic and inclusive transformation of its payment ecosystem, with a strategic focus on enhancing transaction innovation. This was realized through the strengthening of BRImo's capabilities as a financial super app, offering a wide range of new features. On the payment acceptance side, including EDC and QRIS, BRI successfully upgraded its EDC Merchant infrastructure to support contactless technology and expanded QR payment features to enable cross-border transactions in four countries, such as Singapore, Malaysia, Thailand, and Japan. Additionally, the introduction of the QRIS Tap feature has further enhanced transaction efficiency and convenience for both business partners and customers.

Business Prospects and Strategies for Retail Transaction Business in 2026

In achieving Bank Rakyat Indonesia's 2026 Aspiration, "Transform The Funding Franchise," the Retail Transaction business in 2026 will continue the strategic direction implemented in the previous period as part of efforts to strengthen sustainable performance. This will be carried out through ongoing refinements while maintaining a focus on diversifying sources of growth and enhancing collaboration across business segments and subsidiaries.

Corporate Segment

The Corporate Segment comprises the Corporate Business, Institutional Business, Transaction Banking Business, as well as the Syndication.

CORPORATE BANKING BUSINESS PERFORMANCE SUMMARY

Amid global economic dynamics and increasingly intense industry competition, the Corporate Banking Business recorded solid performance in 2025, while continuing to uphold the principles of quality growth and risk discipline. Integrated transformation through human capital strengthening, digital acceleration, and ecosystem orchestration was the foundation for maintaining growth momentum while building a more resilient and sustainable business structure.

As of December 2025, the Corporate segment loan portfolio reached IDR352.02 trillion, growing 38.3% compared to IDR254.24 trillion in December 2024. This growth was supported by financing aligned with government priority programs, particularly in priority sectors and related ecosystems. Asset quality remained strong through the application of prudent principles, while the funding structure was strengthened through an increase in transaction-based CASA and disciplined pricing that continued to support the growth of third-party funds.

In terms of banking transactions, Corporate Banking continuously optimized cash management, trade finance, foreign exchange, virtual accounts, liquidity management, and supply chain financing services. This strategy focused on improving operating account management to drive transaction-based CASA growth, optimizing pricing, strengthening solution-led engagement, and combining an ecosystem-based approach with cross-selling to ensure growth aligned with increased profitability and sustainable cost efficiency. QLola by BRI further strengthened its role as an integrated primary transaction platform for corporate customers. Throughout 2025, the number of users grew 36.3% year-on-year, with an increase in active users of 48.06%. Transaction value increased 36.29% year-on-year, and transaction frequency rose 33.77%, reflecting QLola's increasingly dominant role in customer financial operations and its contribution to increasing fee-based income and operational efficiency.

Institutional Business (Ministries and Institutions, the Indonesian National Armed Forces (TNI), and the Indonesian National Police (Polri) also demonstrated positive performance throughout 2025. BRI maintained its market leadership position with a 53.98% share of work units and a 55.67% share of payroll. This achievement underscored Corporate Banking's strategic role in supporting public sector financial services while strengthening the funding base and institutional business ecosystem.

The 2026 Strategy Course

Entering 2026, the Corporate Banking Directorate is focusing its strategy on strengthening quality growth and sustainable competitiveness through four key priorities:

1. **Driving Quality Growth through Strategic Client Acquisition and Digital Excellence**
   Focusing on strategic sectors such as the global supply chain, digital economy, healthcare, renewable energy/ESG, energy and mining, FMCG, and related ecosystems. Strengthening transaction-based banking (trade finance, cash management, foreign exchange, structured finance, syndication, and supply chain financing) to increase corporate CASA and reduce the cost of funds, supported by accelerated process digitalization and the development of QLola's capabilities as an integrated corporate platform.

2. **Integrating Ecosystem and Elevating Customer Excellence**
   Corporate Banking acts as a catalyst for opening the cross-directorate value chain through the One BRI Solution approach, orchestrating the ecosystem from Corporate to SMEs, Micro, and Ultra Micro, and enhancing a seamless end-to-end customer journey.
3. **Human Capital Transformation**
   Developing world-class bankers with competencies in core credit, corporate finance, transaction banking, digital, leadership, and ESG, while encouraging cross-functional exposure to ensure HR readiness to face the increasingly dynamic and complexities of corporate business.
4. **Robust Risk and Control**
   Implementing selective growth discipline, strengthening data-based early warning systems, and enhancing governance and internal controls to maintain asset quality and business sustainability.

This strategy serves as the foundation for Corporate Banking to continue sound, competitive, and sustainable growth, while strengthening its strategic role as a key catalyst for BRI Group growth.

CORPORATE BUSINESS

The Corporate Segment at BRI is managed by the Corporate Banking Directorate which includes Corporate Business, Institutional Business, Transaction Banking Business, and Syndication Business. The scope of Corporate Business products and services includes deposit management, providing various types of financing facilities, various transaction banking services, and business banking services, as well as end-to-end banking services to meet the various needs of corporate customers through an ecosystem approach. To focus more on exploring and meeting customer needs from upstream to downstream, since 2025, BRI has divided the management of corporate segment exposure into several groups. Some of these groups include Corporate Banking Group 1, Corporate Banking Group 2, Corporate Banking Group 3, and Corporate Banking Group 4. Institutional customer management is carried out by the Institutional Business Group to meet transaction needs and optimizes the management of institutional funds. There is also a Wholesale Transaction Banking Group, which manages the development of cash, trade, and wholesale digital platform products.

In 2025, the Corporate Banking Business initiated a more structured and impactful transformation phase as a strategic response to global economic slowdown, margin pressures, and intensifying competition in acquiring high-quality corporate clients. This transformation was comprehensively designed through three integrated strategic initiatives.

1. Project Garuda was the key foundation for Human Capital transformation through the development of world-class corporate and transaction bankers. This program strengthened core competencies in the fields of core credit, corporate finance, and transaction banking to ensure the readiness of Corporate Banking people to face the complexity of global business and increasingly sophisticated customer needs.
2. In terms of digital, Project Palapa was realized through strengthening QLola as an integrated corporate platform. Qlola was developed as a single interface for corporate customers to access end-to-end transaction banking, trade finance, cash management, and treasury services solutions, thereby improving client experience, process efficiency, and BRI's competitiveness in the corporate market.
3. Project Cakrawala was focused on strengthening the role of Corporate Banking through an ecosystem approach. Corporate Banking took the role as a catalyst that connects large corporate customers to the MSME segment, to create integrated and sustainable growth in BRI Group segments.

Through this transformation, the Corporate Banking Business continues to strengthen a more solid, digital-driven, and ecosystem-based business foundation. This initiative not only enhances asset quality, expands wallet share, and increases CASA and transaction-based fee-based income, but also generates a multiplier effect on cross-segment growth within the BRI Group.

Table of Corporate Segment Performance (Productivity)

(Bank Only, in IDR millions)

Description	2025	2024	Growth	
			Nominal	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Loans	**352,023,981**	254,239,892	97,784,089	38.46%
Savings	**525,597,204**	467,933,609	57,663,595	12.32%
Current Accounts	**333,263,052**	275,040,174	58,222,878	21.17%
Deposits	**192,334,152**	192,893,435	(559,283)	0.29%
Fee Based Income	**3,888,420**	3,170,934	717,486	22.63%

Based on the performance table above, the Corporate segment loan portfolio in 2025 amounted to IDR352.02 trillion, increasing 38.46% from IDR254.24 trillion in 2024. Meanwhile, deposits in 2025 reached IDR525.60 trillion, which were dominated by current accounts (giro) amounting to IDR333.26 trillion. This performance is in line with the Corporate Segment's focus on continuously strengthening CASA, as reflected in the increasing portion of current account, which grew 30.88% year-on-year to IDR347.59 trillion. Meanwhile, fee-based income from the Corporate Business segment reached IDR3.89 trillion in 2025, growing 22.63% compared to the previous year.

Corporate Business Strategy for 2025

The Corporate Banking Business continues to deepen its business transformation by focusing its strategy on strengthening business fundamentals through quality loan growth, reduction of cost of funds, ecosystem strengthening, and enhancement of fee-based income. The key focus was directed at optimizing the funding structure through increasing CASA from corporate customers' operating accounts, expansion into new and expansive sectors, and new-to-bank. This strategy was carried out in a disciplined manner with an integrated ecosystem approach through the adoption of the QLola platform, which was supported by increased human capital capabilities to ensure sound, selective, and sustainable growth.

To implement this course, the Corporate Banking's 2025 business strategies were focused on:

1. **Quality Credit Growth and Funding Optimization**
   Loan expansion on corporate customers with strong fundamentals, high transaction potential, and downstream to MSMEs, including new-to-bank customers. In line with this, efforts to reduce the cost of funds (CoF) are carried out by increasing CASA based on operating account management, encouraging integrated transaction banking solutions, and optimizing pricing in a disciplined manner. This approach ensured optimal profitability and built a more sound and efficient funding structure.
2. **Ecosystem-Based Approach**
   Encouraging domination of the value chain from anchor clients to open business opportunities for vendors, distributors, and other business partners. Product bundling strategies, cross-selling, and integration of financing and transaction solutions were conducted to increase wallet share and strengthen CASA based on ecosystem activities.
3. **Acceleration of Digital Transaction Platform (QLola)**
   Accelerating the adoption of QLola as an integrated primary transaction platform, including end-to-end cash management, trade finance, treasury, and other digital solutions. Increasing the adoption of QLola was focused on deepening operating account management and strengthening low-cost funds based on customer transaction activities.
4. **Strengthening Relationship and Seamless Customer Experience**
   Strengthening Relationship Manager capabilities in a solution-led engagement and proactive cross-selling approach, as well as ensuring that the onboarding and servicing processes were more standardized and efficient to increase customer retention and loyalty.

Through this strategy, the 2025 Corporate Banking not only encouraged business volume growth, but also strengthened portfolio quality, more efficient funding structures, and integration of ecosystems and digital platforms as the foundation for sustainable growth.

Competitive Advantages and Corporate Business Innovations

In maintaining competitiveness amid increasingly intense competition and industry margin pressures, the Corporate Banking Business continues to pursue continuous improvements by strengthening employee capabilities and promoting differentiation based on solutions, ecosystems, and digital capabilities. Competitive advantage is built not only on business scale, but also on the ability to deliver integrated solutions that are relevant, agile, and value-adding for corporate clients.

Corporate Banking's innovation service strengthened structured finance, syndication, ESG-linked financing, and supply chain solutions capabilities to increase wallet share and provide comprehensive financial solutions for customers. End-to-end data and process integration through QLola and other digital platforms ensured a seamless, scalable service experience and provided better visibility and control over cash flow and financial exposure, so it supported faster and more informed business decisions. The approach confirmed Corporate Banking's commitment to continuously innovate, maintain relevance, and ensure customers receive more effective, efficient, and competitive services. In addition, this advantage was the foundation for maintaining relevance, strengthening customer loyalty, and encouraging sustainable growth for BRI Group.

Business Prospects and Corporate Business Strategy for 2026

A description of the Corporate Business's 2026 business prospects and future business strategies is as follows:

1. **Business Prospects**

   Entering 2026, global economic growth is projected to slow below historical trends, around ±3.3%, (IMF), due to the prolonged weakening of global trade and investment. Domestically, although Indonesia's growth remains solid at around ±5%, the manufacturing PMI is below the expansion level (<50), indicating that production activity and real demand have not been completely strong. In the banking industry, competition for quality corporate customers (prime customers) is increasingly intense, prompting the relaxation of non-price terms such as more flexible covenants, transaction bundling, and more competitive structured banking, while margin pressure is reflected in the compression of KBMI 4 bank profitability, even though business volume is relatively stable. This condition requires BRI Corporate Banking to prioritize selective growth based on asset quality, strengthening transaction-based CASA, optimizing fee-based income, and disciplined risk management to maintain sustainable profitability.

2. **Corporate Business Strategy**

   The onward challenges provide momentum for BRI Corporate Banking to emphasize its strategic differentiation by encouraging quality and sustainable growth through strengthening strategic customer acquisition, ecosystem integration, transforming HR capabilities, and strengthening overall risk management.

   a. **Driving Quality Growth through Strategic Client Acquisition and Digital Excellence**
      - Focus on acquiring quality corporate customers in key growth sectors (global supply chain and downstreaming, digital economy, healthcare, renewable energy/ESG, FMCG, to encourage sustainable growth, strengthen asset quality, and increase CASA and fee-based income.
      - Digitalization of business processes and increasing transaction banking capabilities through integration of cash solutions, trade finance, treasury, ESG-linked financial solutions, structured finance, syndication, and supply chain solutions to increase wallet share.
      - Mastery of operating accounts to build transaction-based CASA.

   b. **Integrating Ecosystem, Elevating Customer Excellence**
      - Supported by the strength of the BRI Group's network and integrated capabilities, Corporate Banking acts as a catalyst for opening cross-directorate value chains through the One BRI Solution approach, orchestrating financing needs, transactions and liquidity management as a whole in every link of the business chain (principal, supplier, to buyer), thereby creating a connected, efficient ecosystem and forming close-loop transactions from the corporate to micro segments.
      - Digital initiative to present integrated corporate solutions, with QLola as the main platform in transforming Corporate Banking services through the use of AI and data analytics.

   c. **Human Capital Transformation**
      - Signatured human capital curriculum and development program for fit-for future world class Corporate Bankers in the fields of core credit, corporate finance, transaction banking, digital, leadership, and ESG.

- Cross-functional exposure to strengthen collaboration and business acumen, as well as targeted competency development to ensure HR readiness to face the increasingly dynamic complexity of corporate business.

d. **Robust Risk and Control Framework**
   - Strengthening the early warning system and sector-based monitoring portfolio.
   - Comprehensive integration of credit risk, portfolio risk, and operational risk management.

INSTITUTIONAL BUSINESS

BRI plays a significant role in institutional business by providing banking products and services for state institutions funded by the State Budget (APBN). The banking solutions offered include deposit management services (current accounts and time deposits), salary and performance allowance distribution for civil servants (ASN), social assistance distribution, state revenue collection (taxes, non-tax state revenue, and others), and digital banking services (QLola, virtual account, government marketplace, collaboration platforms), and others), as well as value chains (vendor financing, domestic/foreign loans, bank guarantees, and more) and other banking services tailored to meet the needs of institutions, thereby serving the entire business ecosystem. The institutional clients served include Government Ministries/Agencies, the Military (TNI), the Police (POLRI), State Insurance Agencies, Public Service Agencies, and State Universities.

Table of Institutional Business Performance (Productivity)

(in IDR million)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Current account	**52,902,628**	44,327,501	8,575,127	19.34%
Deposit	**74,276,190**	63,342,352	10,933,838	17.26%

In 2025, Institutional Business Current Accounts reached IDR52.90 trillion, growing by 19.34% compared to IDR44.33 trillion in 2024. This increase aligns with the Company's strategy to boost low-cost fund collection through transaction-based activities by optimizing institutional client businesses. Meanwhile, Institutional Business Time Deposits in 2025 amounted to IDR74.28 trillion, increasing by 17.26% yoy

Institutional Business Strategy in 2025

BRI's Institutional Business aligns with stakeholder policy directions as a key source of business growth. This includes various strategic programs such as Free Nutritious Meals Program (MBG), Red and White Village and Sub-district Cooperatives (KDKMP), People's Schools (Sekolah Rakyat), food security, energy security, free nutritious meals, downstream investment, Export Proceeds (DHE), and others. Institutional Business focuses on growing CASA (current accounts), maintaining Cost of Fund (DPK) efficiency, acting as a bridge for other BRI business segments to engage value chain in institutional business, and establishing digital banking platform collaborations with institutional clients.

Institutional Business competitive Advantage and innovation

Institutional Business has collaborated in digitized state financial services through various products, including the virtual account of a Ministry/Agency work unit supported by the QLola transaction platform, the Government Credit Card (KKP) or Indonesia Credit Card (KKI), and active involvement in the digitalization of financial platforms across Ministries/Agencies.

Business Prospects and Institutional Business Strategy for 2026

The business prospects of Ministries/Institutions remain promising, as many untapped opportunities are available. BRI has been strong in the Employee Expenditure and Social Assistance Expenditure for Ministries/Institutions. Going forward, BRI has planned to work on the capital and goods expenditure value chain for Ministries/Institutions, including vendor financing, bank guarantees, employee loans, DPLK (Financial Services Institutions), custodians, and trustees, transforming them into a business ecosystem within the related business sectors. In addition, BRI is increasingly building various government digital platform collaborations,

because they are the largest component in the transformation of state financial management. The Institutional Business will also enhance performance by optimizing the flow of state budget (APBN) funds from upstream to downstream, which has not yet been fully optimized. Starting from budget disbursement by Central Ministries/Agencies through to the end beneficiaries, the entire process will be managed more effectively to create a sustainable ecosystem. BRI's Institutional Business has become increasingly efficient by successfully increasing CASA and maintaining the Cost of Fund (DPK) amid intense interest rate competition.

TRANSACTION BANKING BUSINESS

The Transaction Banking Business has played a crucial role as one of the main pillars in ensuring the continuity of BRI's operations in 2025 and in the future. The significant role of transaction banking is to accelerate fund collection and increase fee-based income. The target segment for transaction banking business is companies and/or institutions with complex financial transaction needs that are closely related to liquidity management.

The products and services offered by the Transaction Banking Business include the following:

1. **QLola by BRI**
   It is a banking financial service solution based on the internet, featuring a user interface or in the form of web services connected to the client's system. The services offered can be platform-based. Platform-based service features include receivables, liquidity, payment, supply chain, trade, and guarantee features, with advantages such as user friendly, real-time, and sufficient security features (hard and soft tokens). Meanwhile, non-platform-based transaction features include web services and virtual accounts (BRIVA), which support general financial transaction needs or can be customized according to the client's requirements.
2. **BRI Current Account**
   This is a deposit product that serves the transactional needs of clients, with facilities for withdrawals through vouchers (cheques/bilyet giro) and can also be accessed via ATM or digitally through QLola Cash (Qcash).
3. **BRI Trade Finance**
   This is a comprehensive and integrated export-import service for exporters/importers, either through Letters of Credit (L/C), Non-L/C, or Domestic Documented Credit Letters (SKBDN). These services are also fully integrated end-to-end with the QLola platform as a digital trade feature.
4. **BRI Bank Gurantee**
   This is a bank guarantee service (contingency) both local and international, in the form of facilities provided to customers, including insurance guarantees, non-cash loans, cash collateral, and counter-guarantees. These services are also fully integrated end-to-end with the QLola platform, featuring Digital BG.

Table of Transaction Banking Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Trade Finance Revenue and Bank Guarantee	**3,510,649**	3,224,516	286,133	8.87%
Cash Management Volume (include QLola Cash Management)	**10,697,671,319**	8,087,620,783	2,610,050,036	32.27%
Fee-Based Income Cash Management (include QLola Cash Management)	**133,429**	131,136	2,293	1.75%
BRIVA Volume	**1,409,115,135**	989,820,188	419,294,947	42.36%
BRIVA Fee-Based Income	**595,634**	482,088	113,546	23.55%

The performance of Transaction Banking in 2025 has generally shown improvement. This can be seen from the volume of trade finance and bank guarantees, which increased by 8.87%. The growth in trade finance and bank guarantees was supported by various improvements in operational procedures, and products, and the digitization of trade and guarantee services on the QLola platform. Customer transactions through the QLola platform, particularly in cash management, recorded significant growth throughout 2025. Cash management transaction volume increased by 32.27%, with cash management fee-based income rising by 1.75%. Meanwhile, BRIVA transaction volume grew by 42.36%, accompanied by a 23.55% increase in BRIVA fee-based income.

Transaction Banking Business Strategy for 2025

The Transaction Banking Business Strategy for 2025 was To Accelerate the Future by Developing Best in Class Product, which included:

1. Driving Targeted Revenue Expansion through Export Proceed (DHE) and Qlola Optimization.
   Strengthening business foundations through tactical programs to increase acquisition and utilization of Giro DHE and QLola transactions, while building a more diversified pipeline of new segments and existing customers.
2. Building Critical Talent and Digital-Driven Commercial Capabilities.
   Completing talent needs through fulfilling strategic positions, implementing regional transaction banking hiring and upskilling programs, as well as establishing a task force to encourage increased activation and cross-selling of QLola.
3. Completing Core Digital Remediation and Platform Readiness.
   Finishing QLola's fundamental improvements, including remediation of existing issues and mobile application development, as well as continuing the digitalization of BRIspot Lending until completion.
4. Embedding Structured Performance Management and Risk-Aligned Execution
   Building a more disciplined framework through implementing sales metrics models, optimizing fee-based income identification, routine risk and control forums, and leadership alignment, and aligning monthly pipelines with business/RM.

Competitive Advantage and Innovation in Transaction Banking

The competitive advantage and innovation in Transaction banking focus on product digitization and integrated solutions, one of which is the QLola platform. QLola is an innovative integrated corporate solution platform that simplifies clients' access to various BRI products and services with a single login. The single sign-on access features of QLola include cash and trade products, supply chain management, foreign exchange, investment services, financial dashboards, and other services. The goal of the competitive advantage and innovation in Transaction Banking products is to have superior value propositions in the market, making it increasingly reliable for generating fee-based income and low-cost funding derived from transactions. Combining competitive advantages and innovations in Transaction Banking products and services provides clients with greater convenience, security, and efficiency, thereby supporting overall business growth.

Business Prospects and Strategy for Transaction Banking in 2026

The Role and Strategy of the 2026 Transaction Banking Business are as follows:

1. Capturing Supply Chain to Expand Transaction Banking Footprint.
   Strengthening market penetration through optimizing wallet share in strategic areas and accelerating customers acquisitions in priority sectors.
2. Strengthening Advisory and Analytics Capabilities.
   Establishing stronger advisory and analytical capabilities through the formation of a Treasury Advisory Team, strengthening the data analytics function, and developing a more proactive and responsive client service model.
3. Establishing an End-to-End Integrated Digital Transaction Ecosystem.
   Accelerating digital transformation through the development of QLola as an integrated platform for Cash, Trade and FX solutions, equipped with superior features that support cross-border transaction needs and client activity monitoring.
4. Embedding Structure Market Activation and Client Service Management.
   Improving the go-to-market approach through strengthening solution selling materials, more targeted branding activation, and implementing voice of client as a structured feedback mechanism.

SYNDICATION, PROPERTY, AND PHARMACEUTICAL BUSINESSES

The Syndication, Property, and Pharmaceutical Businesses, together with the Non-Bank Financial Services, Multinational Company, and Digital and Services Group, manage portfolios focused on several business lines and strategic industry sectors, including the following:

1. The syndication business management services are managed by the Syndication Business Department, covering arranger and loan structuring functions, as well as agency services (facility agent, escrow account agent, and security agent services).
2. The Financial Institution Department plays a role in managing business in the non-bank financial services sector, such as Special Mission Vehicles, the Ministry of Finance, insurance and guarantee institutions, capital markets, and others.
3. The Multinational Company Department manages businesses related to foreign investment in Indonesia, including the multifinance sector and Foreign Direct Investment (FDI).
4. The Pharmaceutical and Property Department focuses on managing businesses in the property and pharmaceutical sectors in Indonesia.
5. The Digital and Services Department manages businesses in the digital and other services sectors, including financial technology, economic zone management, and the BRI Group ecosystem.

BRI actively participates in the banking syndication market at both national and international (Asia Pacific) levels. BRI's Syndication Department possesses strong competencies and experience in initiating and leading syndicated loans (as arranger and loan structuring) as well as managing syndicated loans through agency services. The high level of trust placed in BRI to act as Mandated Lead Arranger throughout 2025 serves as concrete evidence of BRI's active role in providing financing across various sectors, including infrastructure, manufacturing, energy, oil and gas, petrochemicals, plantations, and mining. This is also aligned with BRI's syndication business focus and strategy to support green financing and multi-sector strategic government projects in order to achieve equitable and sustainable development throughout Indonesia.

For other businesses beyond Syndication, we play an active role in providing comprehensive banking financial services, including the provision of credit facilities (cash loans and non-cash loans), corporate fund management, transaction support through QLola products, as well as other financial services tailored to customer needs. The comprehensive solutions offered by BRI contributed to the Bank's overall performance in generating fee-based income, increasing Loan assets, and growing deposits as a source of funding, with the following productivity:

Table of Syndication, Property, and Pharmaceutical Business Productivity

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Fee Based Income	**334,515**	288,042	46,473	16.13%
Outstanding loan	**21,738,236**	18,719,869	3,018,367	16.12%
Total Savings	**100,328,963**	41,946,561	58,382,402	139.18%

During 2025, the Syndication, Property, and Pharmaceutical Businesses recorded total fee-based income of IDR334.52 billion, increasing by IDR46.47 billion or 16.13% compared to the achievement in 2024. The majority of this fee-based income was generated from the provision of syndicated loan services and the extension of credit facilities to customers to support operational activities in the business sectors managed by the Syndication, Property, and Pharmaceutical Businesses.

The total loan portfolio managed by the Syndication, Property, and Pharmaceutical Businesses as of 2025 amounted to IDR21.74 trillion, growing by 16.12% or IDR3.02 trillion compared to the previous year. On the other hand, total deposits in 2025 reached IDR100.33 trillion, reflecting a significant increase of 139.18% or IDR58.38 trillion compared to 2024.

Focus and Strategy of the Syndication, Property, and Pharmaceutical Businesses in 2025

The Syndication, Property, and Pharmaceutical Businesses also played an active role in supporting corporate loan disbursement through syndicated financing schemes, selectively targeting flagship projects, including Government priority projects (Astacita of the President of the Republic of Indonesia) in infrastructure, plantations, and mining downstream projects.

To support this strategy, the enhancement of the capabilities and competencies of relationship business managers in the syndication business, particularly in understanding corporate business profiles and financing through Green Loan schemes structured in accordance with Asia Pacific Loan Market Association (APLMA) standards, strengthened the arranger and agency functions in capturing business opportunities, expanding networks, and improving overall transaction efficiency.

On the other hand, the Syndication, Property, and Pharmaceutical Businesses are maximizing portfolio growth for existing, high-performing customers and focusing on business expansion within Indonesia's top-tier multifinance ecosystem. The Syndication, Property, and Pharmaceutical Businesses have also penetrated the digital and services sectors, including the Indonesian data center ecosystem and digital wallets, as well as exploring business opportunities and development with multinational companies and industrial estates in Indonesia.

Competitive Advantages and Business Innovations of the Syndication, Property, and Pharmaceutical Business

The enhancement of the quality of BRI's banking products and services, supported by the improvement of the capabilities and competencies of BRI Employees, constitutes a competitive advantage over competitors. Fast, solution-oriented services that are able to meet customer needs represent an innovation to support future business growth. n the syndication sector, BRI's agency business has expanded its services as an agent for offshore lenders in financing activities in Indonesia. In other sectors, BRI continues to deepen penetration within customer ecosystems through product innovation and integrated solutions to drive sustainable business growth, as well as expanding collaboration with various stakeholders, including the Government, associations, and other institutions, in developing future business opportunities.

Business Outlook and Strategy of the Syndication, Property, and Pharmaceutical Business in 2026

In 2026, Corporate Banking 4 (CB4) Group will implement several key strategies to capture business opportunities, including accelerating the acquisition of high-performing customers (top-tier clients), focusing on CASA growth and increasing the utilization of BRI's digital platforms in customer business transactions, actively participating in the initiation and management of syndication business services, and creating new business opportunities through collaboration with multinational companies.

Other Segments

Other segments include Treasury & International Banking, which cover business activities in Treasury and International Banking, including Overseas Offices (UKLN), as well as Capital Market Services (Investment Services) and Others, which consist of income and expenses arising from equity participation activities other than investments in subsidiaries, as well as income and expenses that are not allocated to any business segment.

Summary of Treasury & International Banking Business Performance

The Treasury & International Banking (TIB) Business comprises three main pillars, namely Treasury Business, International Business, and Investment Services (Capital Market Support Business), supported by liquidity and funding management enabler activities that strengthen BRI's bank-wide funding structure. This also includes overseas channels consisting of Overseas Offices (UKLN) and Bank Representatives (BR). TIB continues to optimize its crucial role in ensuring efficient bank liquidity management, serving as a profitability center derived from non-loan transactions, providing expertise in capital market services, facilitating bank lines and correspondent banking relationships, strengthening BRI's overseas network, and delivering solutions for customers across other business segments.

To support the achievement of the BRIvolution Reignite framework as the foundation for sustainable transformation, the TIB has also adaptively transformed its role from merely balancing the Bank's liquidity to becoming a profit generator. This transformation is carried out through more efficient liquidity management, strengthened product penetration, and expanded coverage areas to enhance competitiveness and support the Bank's business through non-core activities.

Throughout 2025, global economic dynamics marked by significant challenges and turbulence led to highly volatile market movements. Nevertheless, the TIB was able to capitalize on this volatility as an opportunity to generate profit. The combination of treasury business activities through securities and foreign exchange (FX) transactions, agile and efficient liquidity management, expansive international business operations, as well as adaptive capital market support services resulted in notable achievements in 2025, as outlined below:

Table of Treasury & International Banking (TIB) Business Income

(in IDR billion)

Component	2025	2024	2023	2022	2021
Total Interest Income	**19,108**	**17,630**	**16,639**	**16,230**	**14,945**
Treasury Interest Income	**17,399**	16,238	15,637	15,839	14,886
International Business Interest Income	**1,709**	1,392	1,002	391	59
Total Fee Based Income (FBI)	**1,149**	**943**	**775**	**644**	**548**
International Business FBI	**757**	583	452	357	276
Investment Services FBI	**392**	360	323	287	272
Total Treasury Income	**5,423**	**3,270**	**2,310**	**2,609**	**4,925**
Spot and Derivatives Income	**2,041**	1,115	428	1,018	1,736
Capital Gain	**3,382**	2,155	1,882	1,591	3,189
Overseas Unit Profit	**1,002**	**643**	**340**	**499**	**467**
Total	**26,682**	**22,373**	**20,052**	**20,079**	**20,884**

The year-on-year (yoy) performance improvement was driven by the growth of all business activities within the TIB amid relatively volatile market movements throughout 2025. Total Treasury Income recorded an all-time high of IDR5.42 trillion, supported by income from foreign exchange transactions (Spot and Derivatives), which grew by 83.05% yoy, and income from securities transactions (capital gains), which increased by 56.94% during the same period.

Total Fee-Based Income (FBI) also recorded positive growth of 21.84% yoy, mainly contributed by revenues from international banking activities and capital market services (investment services). International business activities include correspondent banking, money changer services, and remittance services, supported by the provision of bank lines and strong risk management to expand counterparty access. Meanwhile, investment services activities comprise custodian services, investor fund accounts (RDN), trustee services, bond trustee services (wali amanat), and pension fund management (DPLK).

Non-loan interest income within the TIB also grew by 8.38% yoy amid the global trend of declining interest rates. This reflects the optimal management of non-loan assets within the TIB Directorate. The solid performance was further strengthened by the strong contribution from Overseas Units (UKLN), which recorded the highest profit in the past five years, reaching IDR1 trillion, or growing by 55.52% yoy.

TREASURY BUSINESS

Treasury products and services constitute one of BRI's main pillars in realizing its role as a comprehensive one-stop financial solution for individual and corporate customers. BRI continuously develops Treasury products and services that are customer-driven, while adhering to internal and external regulations and upholding prudential principles and risk management.

Amid the dynamics and challenges of economic conditions throughout 2025, BRI Treasury consistently provided financial solutions that were appropriate, relevant, and value-added for customers. In general, customer needs include foreign exchange (forex) transactions, money market, fixed income, and hedging-related transactions.

1. **Foreign Exchange**
   Trading between one currency and another with a specific settlement date. Foreign exchange products include Today Transaction (TOD), TOM, and Spot transactions.
2. **Money Market**
   According to Bank Indonesia Regulation (PBI) Number 6 of 2023 concerning the Money Market and Foreign Exchange Market, the Money Market is part of the financial system related to the issuance and trading of financial instruments or debt securities with maturities of no more than one (1) year in Rupiah and foreign currencies, playing a role in monetary policy transmission, financial system stability, and payment system efficiency.
3. **Fixed Income**
   Investment products with fixed income rates in the form of debt securities or bonds trading services, issued by the Government or private entities through primary or secondary markets.
4. **Derivative Product**
   Transactions based on a contract or payment agreement whose value is derived from underlying instruments such as interest rates and exchange rates. These transactions may be conducted in the form of forwards or other derivative instruments, either with or without the movement of funds or instruments.

Table of Treasury Bussiness Revenue

(Bank Only, IDR million)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Security Gain	**3,409,979**	2,154,744	1,255,235	58.25%
Forex Gain	**1,901,348**	1,114,871	786,477	70.54%
Total Treasury Revenue	**5,423,159**	3,269,615	2,153,543	62.45%

In 2025, Treasury activities adapted to global and domestic economic challenges. This was reflected in the increase in non-interest income in 2025, supported by the reprofiling of Treasury assets and dynamic foreign exchange portfolio management by leveraging market volatility and momentum, amid the declining trend in The Fed's policy rate and Bank Indonesia's benchmark rate. In 2025, the 10-year benchmark government bond yield closed at 6.07%, compared to 7.02% in December 2024. This condition presented both opportunities and challenges in maintaining performance from securities trading activities while continuing to prioritize prudent portfolio and risk management. Accordingly, deeper penetration of existing products and marketing of new products to customers became key focuses to drive sustainable non-interest income as a source of Treasury revenue.

Treasury business development in 2025 focused on strengthening the capabilities and quality of marketing personnel to increase Client-based transactions supported by customer-driven products as solutions for customer needs are expected to be the cornerstone of Treasury performance in 2024, amidst uncertain market and economic conditions, ensuring Treasury's continued contribution to BRI's performance under various liquidity, market, and economic conditions.

Treasury Business Strategy for 2025

In 2025, Treasury's business strategy focuses on several key areas, including:

1. Adaptive asset and liability management, considering liquidity, market, and credit risks, while supporting core business growth. To meet liquidity needs and capitalize on market conditions, BRI issued non-third party funds instruments, including sustainable thematic securities.
2. Treasury-linked transactions based on Loan pipelines, trade finance, and funding, whereby each realized transaction did not stop at facility disbursement but also created embedded Treasury product opportunities, thereby increasing transaction volumes, deepening customer relationships, and contributing sustainable income for BRI.

3. The establishment of a Regional Treasury Team as an initiative to strengthen customer proximity and improve the effectiveness of Treasury transaction acquisition and management. This initiative aimed to increase business penetration in individual, High Net Worth Individual (HNWI), and corporate segments through a more focused, responsive, and customer-oriented approach.
4. Enhancement of business services and exploration of Treasury products supported by continuous digitalization processes in line with customer needs (customer-driven products), through optimization and utilization of various digital channels such as BRImo, QLola (QCash), APIs, other e-channels, and enhancement of BRIefx. These efforts were reinforced by increased collaboration with related Business Units in developing new products and services, as well as strengthening human capital quality to support sustainable Treasury business growth.
5. Developing structured products and interest rate-based derivative products as a means of exploring new products to meet customer needs.

Treasury Business Competitive Advantages and Innovations

BRI's competitive advantage, with a network spread across all regions in Indonesia, is one of the key drivers for increasing Treasury's client base, especially in the retail segment. The establishment of the Regional Treasury Team (RTT) by BRI has served as a positive catalyst in expanding service coverage and enhancing the effectiveness DNA of Treasury services to customers. In addition, BRI Treasury continuously develops human capital capabilities as part of its commitment to strengthening the foundation of optimal and sustainable Treasury activities that are aligned with future business needs. In 2025, BRI Treasury received several awards for its performance and contributions to the financial market, including:

1. The Asset Triple A Awards for Sustainable Finance – Best Issuer for Sustainable Finance
2. Alpha Southeast Asia - Best FX Bank for Hedging requirements (Corporates and FIs) 2025.
3. Alpha Southeast Asia – Best FX Bank for Structured Products: Treasury Yield Enhancements 2025.
4. Asian Banking and Finance Wholesale Banking Awards – Indonesia Domestic Foreign Exchange Bank of the Year
5. Asian Banking and Finance Wholesale Banking Awards – Indonesia Domestic Green Financing Bank of the Year
6. LSEG FX Award Indonesia 2025 – Best State Bank
7. Bank Indonesia – Best Supporting Bank for Rupiah Money Market Development
8. Bank Indonesia – Best Policy Transmission Partner Bank for Rupiah Monetary Operation Target Achievement
9. Bank Indonesia – Appreciation of JIBOR Contributing Banks
10. KEHATI ESG Award 2025 – Best Debt and Project Financing - Issuer/Borrower 2025

BRI continues to foster an innovative culture, including enhancing Treasury activities that align with visi in 2025 of becoming a Market Leading Bank in Treasury and Global Services with Sustainable and Meaningful Contribution to BRI Group. Several innovation activities carried out throughout 2025 are as follows:

1. Enhancement of repo margin management through the use of Tri-Party Agent (TPA) repo to strengthen risk mitigation, transparency, and business process efficiency.
2. Selective optimization of corporate securities portfolios as underlying repo transactions to support liquidity management, accompanied by improved Treasury core system infrastructure capabilities
3. Utilization of Bank Indonesia Floating Rate Notes (BI-FRN) to optimize excess liquidity while considering measured interest rate risk.
4. Enhancement of operational risk management aspects through business process efficiency in transaction services for the utilization of Natural Resources Export Proceeds, integrated into the Treasury system.
5. A funding plan for issuing non-DPK instruments is used to meet BRI's liquidity needs. The issuance of non-DPK funding is conducted tentatively while still considering the growth of DPK, loans, and market conditions. This includes the issuance of Long Term Notes (LTN) for Tapera credit financing and Green Bonds for MSME financing, and Commercial Papers (SBK) to support short-term bank financing and deepen Indonesia's financial market.

Business Prospects and Treasury Strategy for 2026

The 2026 Treasury business strategy aims to support BRI's core business to become Market-Leading in Treasury Activities, Driving Sustainable Growth and Meaningful Contributions Across the BRI Group. Amid global dynamics characterized by economic policy uncertainty and rising geopolitical risks, as well as limited interest rate cuts compared to 2025, BRI Treasury will optimize an adaptive and agile approach to proactively capture market opportunities while maintaining measured risk management. BRI Treasury will focus on active and agile portfolio management, accompanied by client base expansion by segment and region, particularly through strengthened coverage in Medan, Surabaya, and Jakarta. In addition, BRI Treasury will actively develop products and innovations aligned with client needs and economic growth, including serving as Main Bank for Special Accounts of Export Proceeds (Reksus DHE) and developing structured products.

INTERNATIONAL BUSINESS

BRI has the capability and experience to serve customers' financial activity needs including products and services in the International Business sector. The development of International Business at BRI is supported by Correspondent Banking, Cross Border Payment, and Banknotes services, as well as by the Overseas Channel Management and Development Department, which supervises all BRI Overseas Business Units, and the Bank Line Management Department as a supporting unit for International Business services.

BRI's International Business services are also supported by overseas operational units located in New York-USA, Cayman Islands, Singapore, Hong Kong, Dili-Timor-Leste, and TaipeiTaiwan. Additionally, BRI's Head Office has representatives abroad to facilitate referral business for BRI's Head Office products and services, Overseas Business Units, and BRI Group, as well as to communicate with all BRI stakeholders (customers, shareholders, regulators, etc.) in form of BRI bank representatives located in Malaysia, South Korea, Japan, Hong Kong, China, Saudi Arabia, the UAE, Germany, and the USA

BRI's International Business is supported by professional personnel who hold internationally recognized product specialist certifications, such as Certified International Trade Finance (CITF), Certificate for Specialists in Demand Guarantees (CSDG), and other relevant certifications that are regularly renewed. BRI's International Business collaborates with more than 1,200 correspondent banks worldwide, providing services in more than 140 foreign currencies, and partnering with over 100 remittance companies globally. These services are further supported by operational units across 38 provinces in Indonesia. BRI also facilitates foreign exchange trading transactions in 22 foreign currencies across all operational units.

BRI offers comprehensive and up-to-date international business products and services, including the following:

1. **Correspondent Banking Business Product**
   a. Bank guarantee issuance under counter guarantee, which is an Issuance of local bank guarantees to bouwheer based on a counter guarantee received from a correspondent bank.
   b. LC/SKBDN refinancing business, which is a short-term financing by a funding bank for L/Cs issued by BRI (issuing bank).
   c. LC/SKBDN confirmation business, which is an additional guarantees from BRI provided to beneficiaries for LC/SKBDN issued by a counterpart bank (issuing bank).
   d. Trade asset participation business, which is an acquisition of part or all receivables (bank risk or country risk) with underlying trade finance based on a master risk participation agreement.
   e. Banker acceptance, which is a short-term liquidity facility provided by BRI as a lender or funding bank to a counterpart bank with an underlying trade LC/ Non-LC.
   f. Bank-to-bank forfaiting business, which is an acquisition of receivables (payment claims) without recourse based on underlying trade finance transactions under Uniform Custom Rules for Forfaiting (URF).
   g. Bank loan, which is a loan facility provided by BRI to Correspondent Banks to meet liquidity needs in either rupiah or foreign currency.
2. **Cross-Border Payment Business Products**
   Cross-border payment (fund transfer) can be defined as the movement of funds across countries from the originator of payment to the beneficiary of payment. This service includes incoming Cross Border Payment (Cooperation and Non-Cooperation) and Outgoing Cross Border Payment integrated with BRI digital channels.
   a. **Incoming Cross Border Payment (partnership and commercial)**
      - Incoming partnership-based is a fund transfer service from abroad to Indonesia using the BRIfast application through BRI's overseas counterpart channels, primarily sourced from remittances of Indonesian migrant workers (PMI).
      - incoming non-partnership-based is a fund transfer service from abroad to Indonesia using the SWIFT platform, typically linked to underlying trade transactions (export-import).
   b. **Outward Cross Border Payment**
      This service enables fund transfers abroad in foreign currencies, including domestic transfers using foreign currencies.

c. **Global MT 940 and MT 101 Services**
A service facility to accommodate SWIFT service needs for non-bank multinational companies, especially those that have a network of business units in Indonesia.

3. **Banknotes Business Products**
   a. Banknotes Purchase and Sale Transactions: These are transactions for the purchase and sale of foreign banknotes (UKA) physically through money changers, supported by marketing staff who have certification in the relevant field.
   b. Cash Withdrawal and Deposit of Banknotes: These are transactions involving the withdrawal and deposit of banknotes into and from foreign currency savings accounts of customers, served at the operational units of BRI.
   c. Same Currency Transactions: These are transactions where banknotes are bought and/or sold to other banks/ counterparts with the same currency payment and competitive exchange rates.
4. **Overseas Channel Management and Development**
Overseas channel management and development is the department responsible for managing and developing BRI's overseas branches (UKLN), including business planning for foreign operations, fostering business relationships, liaison functions for business and operational needs, and monitoring and evaluating the performance of these overseas branches. The list of BRI overseas branches is as follows:
   a. **BRI New York *Agency***
   Established on April 8, 1988, with a foreign agency license, BRI New York Agency is BRI's first overseas branch, serving customer business by facilitating loan transactions, trade finance, treasury, cross-border payments, and settlement in USD. It also helps promote BRI's MSMEs (Micro, Small, and Medium Enterprises) in the U.S. market to domestic banks and other foreign banks. BRI New York Agency also provides USD clearing services to domestic banks and foreign banks.
   b. **BRI Hong Kong Representative Office**
   Established in 1989 as the second overseas working unit, BRI Hong Kong holds a license as a Representative Office. The BRI Hong Kong Representative Office's role is to represent the BRI Group in communicating with all BRI stakeholders in Hong Kong. The BRI Hong Kong Representative Office also helps to promote BRI's MSMEs in the Hong Kong and China markets.
   c. **BRI Cayman Islands Branch**
   BRI Cayman Islands Branch was established in 1992 and holds a Type B license from the Cayman Islands Monetary Authority (CIMA). BRI Cayman Islands Branch focuses on providing Loan facilities for corporate and government financing needs, trade finance services supporting customers' international trade activities, as well as treasury transaction management and execution. This branch supports BRI's strategy in delivering competitive and efficient financial solutions, including funding structure optimization.
   d. **BRI Singapore Branch**
   BRI Singapore Branch (BRISG) was established in 2015 with a wholesale banking license, functioning as BRI's trade finance hub serving trade transactions between Indonesia and Southeast Asia. The opening of the BRI Singapore Branch also supports BRI's effort to follow customer business operating in Southeast Asia (SEA). Its business activities include loan services, trade finance, and treasury related to Indonesian business activities.
   e. **BRI Timor Leste Branch**
   BRI Timor Leste Branch (BRITL) holds a Level B license from Banco Central de Timor-Leste (BCTL) and has been operational in Dili, Timor Leste since March 14, 2017. BRI Timor Leste offers products including Loans, deposits (savings, current accounts, time deposits), treasury services (money market, foreign exchange, securities management), remittance, trade finance, bank guarantees, safe deposit boxes, and financial consultancy services. Transactions are conducted in multiple currencies. Currently, BRI Timor Leste operates three Sub-Branches located in Audian, Hudi Laran, and Fatuhada.
   f. **BRI Taipei Branch**
   BRI Taipei Branch is the official representative of PT Bank Rakyat Indonesia (Persero) Tbk in Taiwan, having obtained a full license as a foreign retail bank from the Banking Bureau – Financial Supervisory Commission, Republic of China (Taiwan), and commenced operations on November 30, 2021. The branch is committed to providing retail and corporate banking services, including deposit products, Loan facilities, trade finance, international remittance services, as well as various financial solutions and other banking products.

5. **Bank Line Management**
   Bank line management is a department responsible for managing the limits provided to counterpart banks used for trade finance, , Correspondent Banking Business, and treasury transactions, which can be committed or uncommitted. Some activities performed by this department include:
   a. Macro conditions and country risk analysis of counterparts.
   b. Analysis and recommendation for banking line facilities.
   c. Due diligence on counterpart for bank line facilities.
   d. Monitoring counterparty performance and bank line utilization to enhance yield.

Table of International Business Performance (Productivity)

(in IDR billion)

Description	2025	2024	Growth	
			Nominal	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Volume International Business (in IDR billion)	**2,888**	2,792	96	3.44%
Jumlah Transaksi International Business (in IDR billion)	**16.98**	15.18	2	11.86%
Revenue International Business (in IDR billion)	**2,462**	1,848	614	33.23%

International Business recorded significant performance growth throughout 2025. International Business revenue reached IDR2.46 trillion, growing by 32.23% compared to IDR1.85 trillion in 2024. This revenue growth was aligned with and supported by increases in transaction volume and transaction frequency as follows.

The International Business transaction volume reached IDR2,888 trillion, representing a 3.44% increase compared to IDR2,792 trillion in 2024, in line with the 11.86% year-on-year growth in international business transactions.

This performance growth was driven by three International Business segments: Correspondent Banking Business, Cross Border Payment Business, and Banknotes Business. Correspondent banking business made the largest revenue contribution from bank-to-bank transactions with underlying trade, such as trade asset participation, refinancing LC/SKBDN, bank-to-bank forfaiting, bankers' acceptance, bank loans, as well as the issuance of bank guarantees based on counter guarantees from correspondent banks and confirmation LC/SKBDN. Banknotes Business contributed revenue from money changer services across operational Business Units and BRI money changer outlets. Cross Border Payment Business contributed revenue supported by the growth of international trade transactions and cooperation networks with partners worldwide, with the largest transactions originating from the Indonesian Diaspora in countries such as Malaysia, Singapore, Brunei, Taiwan, Hong Kong, South Korea, Japan, the United Arab Emirates, and Saudi Arabia.

Strategi *International Business* Tahun 2025
Uraian strategi *International Business* Tahun 2025 dijabarkan sebagai berikut:

1. **Cross Border Payment Business Strategy**
   Committed to delivering Incoming and Outgoing Cross Border Payment services through the following initiatives:
   a. Integration of system networks with global Money Transfer Operators (MTOs) to enhance service capabilities.
   b. Expansion of outgoing/international transfer service channels through digital SuperApps platforms to increase retail market penetration.

c. Bank Representatives (BR) act as catalysts for Indonesian-related businesses to utilize BRI's products and services.

2. **Banknotes Business Strategy**
   a. Digitalization of money changer transactions to enhance services at operational units and Money Changer outlets.
   b. Expansion of the retail banknotes market to meet the needs of foreign tourists, Umrah and Hajj pilgrims, and business travelers.
   c. Expansion of services at international airports, international seaports, and cross-border posts with high traffic potential.

3. **Correspondent Banking Business Strategy**
   a. Increasing transaction volumes through the onboarding of new correspondent banks and the optimization of existing correspondent banks, supported by sound risk management practices.
   b. Risk measurement in Correspondent Banking activities by considering market conditions, bank soundness, bank ratings, reciprocal business, and benchmark interest rates.
   c. Provision of alternative funding solutions for BRI's wholesale customers through LC/Non-LC Refinancing Business instruments.
   d. Enhancement of Relationship Manager (RM) capacity through collaboration with BRI Corporate University in product specialist education and certification programs.

4. **Overseas Channel Management and Development Strategy**
   a. Acting as business intermediaries between BRI Head Office, BRI Group, and Overseas Offices.
   b. Enhancing international business and treasury transactions, as well as strengthening BRI New York Agency as a USD clearing service provider in Southeast Asia.
   c. Strengthening the role of BRI Singapore Branch as a Financial and Trade Hub in Southeast Asia.
   d. Digitalization of services to support BRI Taipei Branch as a payment gateway for the East Asian market.
   e. Strengthening BRI Timor Leste's business through segment diversification and the addition of temporary outlets.
   f. Supporting the promotion of Indonesian MSMEs overseas and the implementation of the follow-the-customer business concept.

5. **Bank Line Management Strategy**
   a. Development of the BRISPOT Bank Line application to accelerate the initiation and decision-making processes for bank lines.
   b. Support for bank line facilities to meet the needs of Trade Finance, International Business, and Treasury, while maintaining credit quality.
   c. Banking industry updates for countries with high exposure or elevated risk.
   d. Strengthening policies and risk management through the review of internal regulations aligned with prevailing external regulations.

Competitive Advantages and Innovations of the International Business

The competitive advantages and innovations of the International Business are outlined as follows:

1. **Cross Border Payment Business**
   a. Competitive Advantages
      - Presence of Bank Representatives and subsidiaries in key destination countries for Indonesian Migrant Workers (PMI), including Malaysia, South Korea, Japan, Hong Kong (China), Saudi Arabia, and the United Arab Emirates.
      - Availability of Bank Representatives and subsidiaries in major destination countries for PMI placements.
      - A network of more than 100 global counterparts to support cross-border transfer services.
      - Outgoing cross-border payment services available through QLola and BRImo, supporting transactions in more than 140 foreign currencies.

   b. Innovations
      - Multiple channels for outgoing transactions through SuperApps BRImo and QLola.
      - Incoming cash disbursement services through BRILink Agents.
      - Incoming transaction applications developed in collaboration with BRI counterparts.

2. **Banknotes Business**
   a. Competitive Advantages
      - A service network at Indonesia's entry and exit points, including airports, seaports, and Cross-Border Posts (PLBN).
      - Competitive exchange rates supported by a fast negotiation process.
      - Professional banknotes stock management, supported by adequate infrastructure and specialized personnel.
      - A broad service network across BRI operational units, including weekend banking services.

- Providing services in 22 major global currencies, namely USD, EUR, AUD, JPY, SGD, GBP, SAR, THB, HKD, CNY, NZD, AED, MYR, BND, CHF, KRW, PGK, CAD, TWD, PHP, INR, and VND.

b. Innovations
- Cashless money changer services through QRIS and BRIVA.
- Development of BRI Money Changer outlets at airports, seaports, and border areas.
- Development of a service ecosystem for Umrah and Hajj travel agencies.

3. **Correspondent Banking Business**
a. Competitive Advantages
- A global correspondent network with more than 1,200 banks worldwide.
- Comprehensive correspondent banking products to support both borrowing and lending needs.
- A wide operational network supported by competent marketing and operational personnel.
- Support from Overseas Offices and Bank Representatives.

b. Innovations
- Implementation of diverse correspondent banking products to support the liquidity needs of domestic and foreign banks.
- Same-day service for the issuance of Bank Guarantees based on Counter Guarantees.

4. **Overseas Channel Management and Development**
a. Competitive Advantages
- Availability of financing, products, and services for export-import businesses.
- Access to global banking services, including USD Clearing Services.
- Digital banking services for both retail and wholesale customers abroad.
- Support for MSME development toward international markets.
- Acting as a business catalyst for other business segments through referral business activities.
- Strong business relationships with banking and non-banking institutions in each respective country.

b. Innovations
- Development of new products and services across BRI's overseas channels.
- Digitalization of banking products and services.
- Collaboration with various institutions to enhance business matching and referral activities.

5. **Bank Line Management**
a. Competitive Advantages
The bank line initiation function is separated from the marketing function (four-eyes principle), allowing for more focused bank line management to enhance services for customers and stakeholders.

b. Innovations
Automation of the bank line initiation process through the development of the BRISPOT Bank Line application.

Business Outlook and Strategy of the International Business in 2026

The BRI International Business Group continues to enhance productivity amid global uncertainties while maintaining service quality to meet customers' business needs. Efforts to increase revenue contribution are pursued through higher transaction volumes in correspondent banking, cross-border payment, and banknotes businesses. To support these objectives, BRI's International Business has formulated the following strategies for 2026:

1. **Cross Border Payment Business**
a. Business Outlook
- The incoming remittance business from Indonesian Migrant Workers (PMI) continues to demonstrate strong prospects due to the large and recurring remittance flows, including to rural areas.
- Expansion of the global counterpart network to increase both incoming and outgoing transaction volumes.
- Expansion of the retail-based customer base through BRImo and QLola platforms.
- Increased incoming BRIFast Cash transactions from walk-in customers.

b. Business Strategy
- Penetration of prospective PMI customers during the pre-departure stage as a pipeline for new service users.
- Integration of system networks with Global Money Transfer Operator (MTO) companies to expand service capabilities.
- Development of outgoing remittance services through BRImo (retail segment) and QLola (corporate segment).
- Expansion of new country corridors to capture potential incoming remittance transactions.
- Expansion of remittance services through e-wallets, BRILink Agents, and digital savings platforms.

2. **Banknotes Business**
   a. Business Outlook
      - Potential expansion of the service network at entry points to Indonesia via land, sea, and air routes.
      - Strengthening of the retail segment supported by BRI's E-Channel services (QRIS and BRIVA).

   b. Business Strategy
      - Digitalization of money changer transactions through the development of QRIS and BRIVA transaction services to enhance the effectiveness and efficiency of transaction services.
      - Collaboration with AMPHURI to acquire transaction flows from Umrah and Hajj pilgrims as well as travel agencies.
      - Establishment of money changer outlets at airports, seaports, and Cross-Border Posts (PLBN).
      - Rebranding of potential operational units located in tourism areas and commercial centers.
      - Digitalization of transactions through QRIS and BRIVA.

3. **Correspondent Banking Business**
   a. Business Outlook
      - Government strategic projects create opportunities for the issuance of Bank Guarantees under Counter Guarantee schemes.
      - Potential decline in benchmark interest rates provides opportunities for BRI to increase asset acquisition through secondary market transactions, including participation as a lender in Trade Asset Participation, Refinancing LC UPAS/UPAU, and Interbank Forfaiting transactions.

   b. Business Strategy
      - Active participation in strategic projects by providing Bank Guarantee issuance services based on Counter Guarantees from correspondent banks, while strengthening collaboration with BRI Regional Offices, relevant Wholesale Groups, and BRI Overseas Channels.
      - Active front-loading of transactions that generate interest income to optimize yield enhancement in Correspondent Banking Business transactions.

4. **Overseas Channel Management and Development**
   a. Business Strategy
      - Exploration of new business opportunities through upgrading the licenses of overseas channels.
      - Strengthening existing businesses to optimize assets and liabilities.
      - Market expansion into new regions.
      - Assessment of potential countries for the establishment of new overseas channels.
      - Development of new products for both corporate and retail customers.
      - Enhancement of referral business activities and internship programs for BRI employees in overseas channels.
      - Implementation of employee internship programs to further enhance BRI's human capital capabilities.

5. **Bank Line Management**
   a. Business Strategy
      - Enhancement of the BRISPOT Bank Line application to accelerate bank line initiation and approval processes.
      - Optimal support in providing bank line facilities to meet the needs of International Business and Treasury, while maintaining credit quality.
      - Business process efficiency through the review of bank line initiation and approval processes.
      - Banking industry updates for countries with high exposure or elevated risk levels.
      - Strengthening risk mitigation through periodic monitoring of counterparty performance.

CAPITAL MARKET SUPPORTING BUSINESS

The Investment Services Business focuses on developing investment support services across two business ecosystems, namely the human resources ecosystem for customers and the capital market investment support ecosystem. Within the human resources ecosystem, the Financial Institution Pension Fund (DPLK) assists both corporate and individual customers in preparing for financial well-being during retirement. Within the capital market investment support ecosystem, BRI provides several flagship services, including custodian bank services, trust and corporate services, and trustee services.

The products and services offered by the Capital Market Supporting Business include the following:

1. **Financial Institution Pension Funds**
   The Financial Institution Pension Fund of Bank Rakyat Indonesia (DPLK BRI) was established on March 26, 2004, based on the Decree of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk No. B.140-DIR/KUI/TRY/03/2004 dated March 26, 2004, and was approved by the Minister of Finance of the Republic of Indonesia No. KEP-97/KM.6/2004 dated May 24, 2004 Currently, DPLK BRI is one of the largest DPLKs

in Indonesia, with a widespread network and the most comprehensive pension product and program services. To enhance its services, DPLK BRI has obtained ISO 9001:2015 International Certification.

DPLK BRI administers several programs, including:
- BRI Defined Contribution DPLK Program
- BRI Post-Employment DPLK Program
- BRI Health Fund DPLK Program

DPLK BRI has comprehensive and diverse investment options that may be selected by Participants, including the following:
- Money Market
- Fixed Income
- Equity
- Sharia Money Market
- Sharia Balanced Fund

For conventiona investment package options, Financial Institution Pension Funds BRI also has a Combination feature where participantscan determine their own desired combination according to each participant's risk profile.

2. **Custodian Service**
   BRI has conducted custodian services since 1996 based on operational license through the Decree of the Chairman of Bapepam No. 91/PM/1996 dated April 11, 1996, and has been appointed as Sub Registry for Government bond transactions and SBI Scripless administration by Bank Indonesia.

   Custodian services include:
   - Safe keeping services and portfolio valuation
   - Settlement handling
   - Income collection services, including tax payment
   - Corporate action and proxy services
   - Reporting services
   - Custody services for Unit Link and DPLK
   - Custodian services for asset securitization
   - Global custodian services for securities issued overseas

   To enhance its services, BRI Custodian has become a direct member of Euroclear, holds Sharia Custodian Certification, provides Multi-Share Class features for mutual funds, and has obtained ISO 9001:2015 International Certification.

3. **Trustee Services**
   BRI obtained permission to act as Trustee by being registered with BAPEPAM (now the Financial Services Authority) No.08/ STTD WA/PM/1996 dated June 11, 1996. BRI is highly experienced in the trust business and is trusted by various Indonesian State-Owned Enterprises (SOE), banks and other corporations to issue obligations and Medium-Term Notes (MTN). BRI understands its duties as Trust provider to represent and protect the interests of bond or MTN holders in accordance with provisions in the Trust agreement.

   Scope of Trustee Services includes:
   - Trustee
   - Security Agent
   - Monitoring Agent

4. **Trust and Corporate Services**
   The BRI Trust Services represent custodial services for customers' assets in the form of financial assets held for and on behalf of the customers. BRI was the first bank in Indonesia to obtain approval from Bank Indonesia to provide Trust Services in Indonesia, based on Bank Indonesia Letter No. 15/19/DPB1/PB1-3 dated February 12, 2013, and the confirmation letter from Bank Indonesia No. 15/30/DPB1/PB1-3 dated March 19, 2013.

   Scope of BRI Trust Services includes:
   - Paying Agent Services
   - Loan Agent Services
   - Investment Agent Services

   BRI currently provides Trust Services for financial transactions related to oil and gas (O&G) projects, including those undertaken by Contractors under Cooperation Contracts (K3S) operating under the supervision of SKK Migas, as well as non-K3S projects.

   In addition to providing Trust Services, BRI also offers Corporate Services, such as Paying Agent and Escrow Agent services for sectors outside the oil and gas industry, including infrastructure, energy, trade, and the chemical industry.

Table of Capital Market Supporting Services Business Performance (Productivity)

(in IDR Million)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Fee-Based Income	**391,640**	360,101	31,539	8.76%
Custodian Management Assets	**1,612,600,051**	1,412,304,310	200,295,741	14.18%
DPLK Management Assets	**30,634,529**	26,912,513	3,722,016	13.83%

Fee-based income from the capital market support services business in 2025 reached IDR391.64 billion, an increase of 8.76% compared to 2024, which reached IDR360.10 billion. Custodian assets under administration in 2025 amounted to IDR1,613 trillion, an increase of 14.18% compared to 2024 of IDR1,412 trillion. DPLK assets in 2025 amounted to IDR30.6 trillion, an increase of 13.83% compared to 2024 of IDR26.91 trillion. This achievement is in line with the increased customer penetration and the expansion of the customer base carried out in 2025.

Capital Market Supporting Services Business Strategy in 2025

The Capital Market Support Services business in 2025 has the following strategies:

1. Business process digitalization initiatives
2. Strengthening collaboration with related group entities and subsidiaries.
3. Enhancing resilience in risk management, compliance, and GCG

Competitive Advantages and Business Innovations of Investment Services Business

The competitive advantages and business innovations of the Investment Services Business are described as follows:

1. **Financial Institution Pension Fund (DPLK)**
   a. Providing the most comprehensive DPLK programs (Defined Contribution, Post-Employment, and Health Fund).
   b. Providing system integration between corporate HC applications and DPLK BRI.
   c. Offering a pre-retirement program for employees approaching retirement.
   d. Providing digital accessibility (one-stop solution) through BRImo.
   e. Offering affordable contribution schemes and flexible top-up options via BRImo, e-wallets, and other banks.
2. **Custodian Services**
   a. Customization, services that can be adjusted to meet the specific needs of clients, including reports that can be aligned with their requirements.
   b. One-stop service, a comprehensive service model through relationship officers that provides convenience and ease for clients.
   c. Reliable, supported by a robust information technology system and experienced professionals in accounting, tax and reporting, settlement, and compliance.
   d. Experienced, with a proven track record in managing a diverse range of securities, mutual funds, unit-linked products, Fund Management Contracts (KPD), asset- backed securities, and private placements.
   e. Global network, connected to the international central securities depository Euroclear for global securities transactions.
   f. Competitive fees, custodian service fees tailored to the complexity of the services provided.
   g. Extensive network, BRI Custodian collaborates with trusted asset managers and the entire BRI network, both domestically and internationally, ready to assist in finding solutions for clients' investment needs.
3. **Trustee Services**
   a. Trusted to serve as the custodian for over 150 bond issuances and 52 issuers.
   b. Consistently adhering to all regulations since being registered as a trustee in 1996.
   c. Experienced in managing a diverse range of business sectors, including banking, multifinance, infrastructure, real estate, mining, healthcare, energy, media, and more.
   d. Possessing top-tier human resources to effectively perform duties and responsibilities as a trustee.
4. **Trust and Corporate Services**
   a. Experienced in managing client funds as a paying agent and escrow agent in the real estate and oil & gas sectors.
   b. Experienced as an escrow agent in syndicated/ bilateral loans.

c. Experienced in managing international clients as an escrow agent or security agent.
d. Equipped with a reliable and experienced team and infrastructure.
e. Providing top-tier human resources to provide solutions based on the clients' needs.

Business Prospect and Strategy for Capital Market Supporting Services Business in 2026

The BRI Capital Market Supporting Business continues to strive to improve the productivity in the midst of rising business challenges and dynamic situations of national and global economies. BRI's Capital Market Support Services business is also committed to increasing the company's revenue contribution through the enhancement of fee-based income. To achieve this, the Investment Services Division of BRI in 2026 has the following strategies:

1. Business process digitalization initiatives.
2. Enhancing collaboration with related group and subsidiary companies.
3. Enhancing resilience in risk management, compliance, and GCG.

Subsidiary

The Subsidiaries Business Segment comprises conventional banking, financing, remittance services, life insurance, general insurance, venture capital, securities brokerage, and investment management. BRI has 10 subsidiaries, namely PT Bank Raya Indonesia Tbk (formerly PT Bank Rakyat Indonesia Agroniaga Tbk), BRI Global Financial Services Co. Ltd. (formerly BRI Remittance Co. Limited Hong Kong), PT Asuransi BRI Life, PT BRI Multifinance Indonesia, PT BRI Danareksa Sekuritas (formerly PT Danareksa Sekuritas), PT BRI Ventura Investama, PT BRI Asuransi Indonesia (formerly PT Asuransi Bringin Sejahtera Artamakmur), PT Pegadaian, PT Permodalan Nasional Madani, and PT BRI Manajemen Investasi (formerly PT Danareksa Investment Management). The performance overview of BRI's Subsidiaries is presented as follows.

PT PT Bank Raya Indonesia Tbk, hereinafter referred to as "Bank Raya" or "the Bank," was established by Dana Pensiun Perkebunan (Dapenbun) on September 27, 1989, under the name PT Bank Agroniaga, hereinafter referred to as Bank AGRO. It is expected to play a significant and strategic role in the development of the agribusiness sector in Indonesia, with the Bank's loan portfolio predominantly allocated to the agribusiness sector, both off-farm and on-farm.

Bank AGRO subsequently became a public company listed on the Indonesia Stock Exchange based on Bapepam-LK Letter No. S-1565/PM/2003 dated June 30, 2003, resulting in the company's name change to PT Bank Agroniaga, Tbk. In 2006, Bank AGRO upgraded its status to a Foreign Exchange Commercial Bank based on Bank Indonesia Governor's Decree No. 8/41/Kep. GBI/2006 dated May 8, 2006. Then, on March 3, 2011, with the signing of the Share Acquisition Deed of PT Bank Agroniaga, Tbk. between PT Bank Rakyat Indonesia (Persero), Tbk. (BRI) and Dana Pensiun Perkebunan (Dapenbun) in Jakarta, BRI officially became the Controlling Shareholder of PT Bank Agroniaga Tbk, and the Bank's name was changed to PT Bank Rakyat Indonesia Agroniaga Tbk, with the commercial name BRI Agro.

On September 27, 2021, the General Meeting of Shareholders (GMS) approved the name change of the Bank to PT Bank Raya Indonesia Tbk, with the commercial name Bank Raya. The Bank received the Approval for the Use of the Business License under the name PT Bank Rakyat Indonesia Agroniaga Tbk to PT Bank Raya Indonesia Tbk through the copy of the Deputy Commissioner of Banking Supervision I, OJK Decision No. Kep-65/PB.1/2021 dated November 1, 2021, via Letter No. S 426/PB.12/2021 dated November 5, 2021. Additionally, the Bank received approval for the logo change from OJK through Letter No. S-250/PB.31/2021 dated November 9, 2021, regarding the Approval of the Bank's Logo Change.

To strengthen the Bank's positioning as the digital bank of the BRI Group, on November 1, 2023, Bank Raya effectively adopted a new logo as its corporate identity, incorporating the words "Bank" and "BRI Group" into the logo. This logo change is in accordance with OJK Letter No. S-83/PB.212/2023 dated November 1, 2023, regarding the Plan to Change the Logo of PT Bank Raya Indonesia Tbk.

In accordance with the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Rakyat Indonesia Agroniaga Tbk, Deed No. 23 dated September 27, 2021, approval was granted for the amendment of the Company's Articles of Association, Article 1, paragraph (1), to change the Company's name from "PT Bank Rakyat Indonesia Agroniaga Tbk" with the commercial name BRI AGRO, to "PT Bank Raya Indonesia Tbk" with the commercial name Bank RAYA.

Table of PT Bank Raya Indonesia Tbk Performance (Productivity)

(in IDR Millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Loan	**7,715,323**	7,125,951	589,372	8.27%
- OS Digital Loan	**3,066,598**	2,290,476	776,122	33.88%
- Digital Loan Distribution	**28,759,174**	20,575,738	8,183,436	39.77%
Total Third Party Fund	**9,544,986**	8,133,782	1,411,204	17.35%
- Digital Fund volume	**2,206,120**	1,318,967	887,153	67.26%
Total Asset	**13,211,298**	13,158,236	53,062	0.40%

In 2021, Bank Raya began its transformation into a digital bank by providing digital product services that had the characteristics of a small ticket size (smaller), short term (shorter) and fast digital based services (faster). This transformation aimed to optimally capture business opportunities in the MSME segment in Indonesia, primarily by focusing on providing digital banking services to the micro and small segments. With the transformation process that focused on digital business development, this resulted in changes to the structure of Bank Raya's asset and liability portfolio, such as the composition of digital-based assets and liabilities was increasing compared to the non-digital portfolio.

To be a digital bank that provides digital banking services to the micro and small segments, Bank Raya has implemented several strategic steps for both digital loan and digital savings products. These include strengthening the business fundamentals by introducing innovations that enhance the value proposition of digital loan products, particularly through integrating digital loan products with partners, especially digital platform providers. Additionally, for digital savings, this includes the development of Raya for Business and Raya for Community. Furthermore, Bank Raya has also optimized business growth through scale-up and scope-up strategies, both within the internal ecosystem and externally within the BRI Group.

In 2025, the performance of Bank Raya's digital products continued to show improvement. This was reflected in the increase in total assets, which rose from IDR13.15 trillion in December 2024 to IDR13.21 trillion, representing 0.40% year-on-year growth. This increase was mainly driven by the growth in total lending, which reached IDR7.71 trillion in December 2025, up from IDR7.12 trillion in December 2024. Meanwhile, total Third-Party Funds (TPF) also recorded growth, increasing from IDR8.13 trillion in 2024 to IDR9.54 trillion, representing 17.35% year-on-year growth.

The performance of Bank Raya's digital products also demonstrated significant growth. Bank Raya's digital loans consistently increased from IDR2.29 trillion in December 2024 to IDR3.06 trillion in December 2025, representing an 33.88% growth yoy. Digital deposit volume also increased from IDR1.32 trillion in December 2024 to IDR2.20 trillion in December 2025, growing by 67.26% yoy.

The growth in digital loans and digital deposits demonstrates that Bank Raya's transformation into a digital bank has been progressing well and has had a positive impact on the structure of Bank Raya's business portfolio. However, the transformation process, which focuses on the development of digital business, has brought changes to the overall portfolio of Bank Raya's business.

PT Bank Raya Indonesia Tbk Strategy in 2024

Bank Raya's strategy for 2025 was to focus on strengthening its business fundamentals and improving the quality of assets and deposits through the optimization of the internal business ecosystem within the BRI Group. Several strategic steps that were taken during the strengthening period were as follows:

1. Strengthening the value proposition of digital savings products through the development of:
    a. Raya for Business for fund management, transactions, and payroll for business operators.
    b. Raya for Youth for fund management and transactions for the younger generation.
    c. Raya for Community for fund management and transactions for communities.
    d. Virtual card.
    e. Financial wealth management through the development of investment features and DPLK (Pension Fund Management).
2. Confirming the value proposition of digital lending products through product enhancements, including:
    a. Integration of digital lending products with partners, particularly digital platform providers.
    b. Expansion of the digital lending product structure to meet customer needs.
3. Implementation of hybrid collection by combining technology and human intervention (WA blast, robo calls, and field collection).
4. Continuous development and marketing of Raya Open API and Acquiring QRIS.
5. Developing Laku Pandai services to enhance financial inclusion.
6. Improving embedded finance that integrates banking services, including open API, white labeling, and loan channeling.
7. Integrating technology and business through the development of fraud detection for all digital products.
8. Enhancing the credit scoring engine by utilizing machine learning for digital lending products.
9. Supporting and developing the bank's technology infrastructure through initiatives such as adopting hybrid cloud technology (public and private cloud), upgrading security tools (privileged access management, mobile security, security awareness tools), and other initiatives.
10. Improving governance processes through the formulation and evaluation of supporting policies, including market conduct, partnership feasibility, and other relevant policies.
11. Strengthening the second line of defense through the implementation of Business Risk Management (BRM).
12. Enhancing risk awareness culture through the implementation of a risk culture framework.
13. Creating new sources of growth (new engine of growth), with an initial focus on transaction and savings solutions.
14. Creating and developing new markets beyond the internal business of BRI Group.
15. Scaling up existing business operations and expanding the scope of business beyond the previous period.
16. Collecting customer transaction data to develop customer behavior profiling for use in the credit scoring engine.

PT Bank Raya Indonesia Tbk Competitive Advantage and Innovation

In seeking to achieve its business targets, Bank Raya has several main strength factors so that it is able to compete in the Indonesian banking industry, as follows:

1. Digital bank with a strong O2O network throughout Indonesia with BRI Group synergy.
2. Digital saving products with various features and conveniences according to people's needs, as well as digital lending products that can meet various customer needs, both to meet consumer needs, bailout funds for productive businesses, invoice/vendor financing, and supply chain financing for micro and small businesses.

3. Bank Raya is part of the BRI Group, so it can optimize the business potential of the BRI Group in the MSME Segment, including for the loan segment through collaboration with the BRILink Agent ecosystem, workers from companies with payroll at BRI, supply chains from BRI Group businesses, as well as for segments savings through Raya collaboration and the BRImo application, cash in cash out transactions via BRI e-channel and BRILink Agent.
4. Increasing technological and information capabilities to support solid business growth, including through the development of big data technology, the development of a Fraud Detection System (FDS), the development of a credit scoring engine with automated machine learning, reliable IT-based services and ISO 27001 Certification certification. IT services with features and security in the form of two factor authentication, transaction notification, biometric authentication, and limit monitoring, as well as developing customer complaint handling through the Sapa Raya Application.
5. Bank Raya has developed the Raya Apps with various outstanding Saku features:
   a. Saku Utama as the primary account for transactions and receiving money.
   b. Saku Bujet to help manage financial allocations for various needs.
   c. Saku Pintar to assist with regular savings through the auto-debit feature.
   d. Saku Jaga to help allocate unexpected funds with the locking feature and higher interest rates compared to other Saku products.
   e. Saku Bareng provides access to shared savings and transactions, ideal for communities.
   f. Saku Bisnis is a specialized account, distinct from personal accounts, designed for managing the customer's business finances.

Business Prospect and Strategy for PT Bank Raya Indonesia Tbk in 2026

1. **Business Prospect**
   Regarding Bank Raya's business prospects for 2026, the bank has divided its business segments or growth levers into three (3) business segments, as follows:
   a. **Digital Productive Lending**
      Productive loans play a crucial role in supporting economic activities such as working capital and investments, which directly impact economic growth. An increase in productive loans can help strengthen productive sectors in Indonesia, provide a stimulus for small and medium-sized enterprises (SMEs), and create new job opportunities. Therefore, for banks, focusing on the distribution of productive loans is a strategic step to support the economy while also enhancing their portfolio in the long term. The distribution of SME loans in Indonesia has also experienced rapid growth, with a CAGR of 5.77% over the past five years. However, this growth still does not cover the loan distribution to all potential SMEs. Around 70% of SMEs have not yet utilized credit products from banks or other financial service providers. With the rise of new players focusing on the SME segment, there is significant potential in targeting SMEs that have not yet accessed formal funding.
   b. **Digital Consumptive Lending**
      Currently, Bank Raya offers digital loan services in the consumer segment in the form of salary-based loans for employees using payroll from BRI Group, through the Pinang Flexi and Flexi Extra products. Targeting employees with payroll from BRI Group helps mitigate business risks and simplifies the credit scoring process. Market penetration beyond salary-based loans can be achieved through collaborations with partners who are directly involved with customer transactions, both online and offline.
   c. **Funding and Transaction**
      Currently, digital banks have targeted various market segments with diverse income levels to gather third-party funds. Bank Raya will focus on optimizing the potential of customers from the Gen Z and Millennial segments. Data shows that Gen Z, known as digital natives, contributes significantly, accounting for about 60% of the total digital banking customers in Indonesia. The unique characteristic of this segment is that the majority are workers who already have income. Meanwhile, the Millennial segment is also crucial, contributing around 40% of the total customers, and is characterized by having the highest income and expenditure levels.
2. **Strategy**
   As part of its efforts to achieve the company's Vision and Aspirations, several strategic steps have been outlined to develop the business, primarily focusing on the development of digital productive lending, digital consumptive lending, funding and transactions, as well as value chain business.

a. **Digital Productive**

The bank will develop digital products for the productive sector, with the primary target being the SME segment. Several strategic steps will be taken by the bank in the development of digital productive products, including continuous product development according to customer needs, optimizing product sales through the bank's existing network, and expanding partnership networks that serve as ecosystems for digital productive products, with the following details:

- Product development to serve the needs of customers, particularly the SME segment, through the continuous improvement of existing digital products, beyond banking solutions, embedded finance, and the digitization of sales support systems. This includes the development of AI-based sales tools and data analytics.
- Increasing product sales by optimizing the potential of the BRI Group ecosystem and prudently penetrating the market beyond BRI Group, with the primary target markets being agency businesses, supply chains from both internal and external ecosystems, as well as other SMEs working based on invoices. The acquisition process will be carried out using the Online to Offline (O2O) method, enabling Bank Raya to continuously expand access or touch points through both internal and external ecosystems.
- Expanding the partnership ecosystem as a source of growth for digital productive products. The expansion of the partnership ecosystem will be carried out at the national level, including entities within the BRI Group, state-owned enterprises (SOEs), affiliate companies, private companies, and digital platforms. Additionally, the partnership process at the operational regional level, such as community branches or local partnerships, will continue to expand, with the primary target being communities and key business clusters.

b. **Digital Consumptive**

The bank will develop digital consumptive products with the primary target market being the productive age group with good digital literacy (Gen Z and Millennials). Several strategic steps will be taken, including continuous product development according to customer needs, expanding the partnership ecosystem, and digitizing business processes, with the following details:

- Continuous improvement of existing digital products, specifically payroll-based loans, development of consumptive loan products for non-payroll or mass market (paylater), and embedded finance.
- Expanding the partnership ecosystem as a source of growth for digital consumptive products, which includes entities within the BRI Group, state-owned enterprises (SOEs), affiliate companies, private companies, and digital platforms.
- Digitizing the collection process with a hybrid collection concept that combines technology-based collection processes (AI) and human resources.

c. **Digital Funding and Transaction**

The bank will develop digital funding products and transaction features within the Raya App, aiming to increase the amount of low-cost funding through digital savings and fee-based income from customer transactions in the Raya App. Several strategic steps the bank will take include:

- Improving features to enhance customer convenience and encourage transactions, including wealth management, payment, banking as a service, embedded finance, financial management, and other features.
- Developing the Raya App as an Integrated Banking App by integrating all Bank Raya products and services into the Raya App.
- Expanding collaborations for Cash In Cash Out (CICO) through both the BRI Group ecosystem and external ecosystems.
- Developing agency business, both for Bank Raya's agency business and beyond Bank Raya.

BRI Global Financial Services Company Limited is a subsidiary of PT Bank Rakyat Indonesia (Persero) Tbk, established in Hong Kong on April 7, 2005, under the name BRIngin Remittance. The company was initially acquired by BRI in 2012 and changed its name to BRI Remittance Company Limited. With the expansion of its business, in 2023, the company rebranded as BRI Global Financial Services Company Limited. Currently, BRI Global Financial Services Company Limited operates 4 (four) branches and 1 (one) management office in Hong Kong. The main business of BRI Global Financial Services Company Limited includes remittance services to Indonesia and other countries, money exchange, value-added services related to the parent company's products, forex dealing solutions, and loan/financial services for individuals (Indonesian Migrant Workers/PMI) and SMEs related to Indonesia in Hong Kong.

Table of BRI Global Financial Services Co. Ltd Performance (Productivity)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Transaction	**880,807**	456,538	424,269	92.93%
Nominal Transaction Amount (HKD)	**2,448,071,862**	1,314,503,597	1,133,568,265	86.23%
Asset (HKD)	**29,195,684**	20,329,158	8,866,526	43.61%
Asset (IDR Billion)	**62.54**	42.14	20.29	48.02%

Notes: 1 HKD exchange rate as of 31 Desember 2025 = IDR2,142.30

The assets of BRI Global Financial Services Co. Ltd in 2025 amounted to IDR62.54 billion, representing a 48.02% increase compared to IDR42.14 billion in 2024. This increase was partly driven by financing expansion to remittance companies in Hong Kong amounting to approximately IDR11.5 billion (HKD5 million), or up 94% yoy.

BRI Global Financial Services Company Limited Hong Kong's revenue grew 51.4% year-on-year to IDR45.37 billion in 2025, primarily driven by the forex business and the addition of new partners, thereby increasing the received remittance fees. Furthermore, BRI Global Financial Services Company Limited Hong Kong successfully developed a new growth engine by serving foreign exchange remittance transactions both in Hong Kong and beyond, including Taiwan, South Korea, Japan, Malaysia, Brunei Darussalam, and the United Arab Emirates (UAE). Additionally, with the acquisition of a money lender license, BRI Global Financial Services Co. Ltd csn presently offer loan and trade finance services. The company continues to focus on digitalization, including through the provision of a digital portal (web app) and the RemitGo! app for customers. Digitalizing business processes through these platforms has increased transaction frequency, streamlined transaction flows, enhanced transaction capacity, improved user experience, and elevated service quality, all of which have contributed to the growth in revenue for BRI Global Financial Services Company Limited Hong Kong.

The net profit of BRI Global Financial Services Co. Ltd in 2025 reached IDR15.74 billion, an increase of 85.6% from IDR8.42 billion in 2024. Digitalization also played a role in enhancing business process efficiency, allowing BRI Global Financial Services Co. Ltd to maintain operational expenses and the BOPO (Operational Expenses to Operating Income) ratio throughout 2025.

Strategy BRI Global Financial Services Company Limited Hong Kong in 2025

Some of the strategies that have been implemented by BRI Global Financial Services Co Ltd Hong Kong 2025 were as follows:

1. Obtaining a money lender license from the Hong Kong authorities, as an effort to develop business (new source engine growth) in the form of lending services for individuals with a target market of Indonesian Migrant Workers, providing short term financing services to remittance companies that need funds during banking holidays, as well as providing trade financing (invoice financing) services to Indonesian related Small Medium Enterprises (SME) importers in Hong Kong .
2. Diversifying sources of income by becoming a forex dealing solution provider for BRI Global Financial Services counterparts and BRI counterparts.
3. Collaborating with counterparts for new corridors, such as Japan, Macau, Taiwan, Korea and the Philippines.

BRI Global Financial Services Company Limited Hong Kong Competitive Advantage and Innovation

BRI Global Financial Services with its remittance products has been the choice of Indonesian Migrant Workers in Hong Kong for years to send money to their families in Indonesia. Being part of the BRI Group is a competitive advantage for BRI Global Financial Services, BRI Global Financial Services customers are also savings customers of BRI Bank. BRI Bank's network that reaches all corners of Indonesia makes BRI Global Financial Services the main choice for Indonesian Migrant Workers to send money to Indonesia in real time online to their and their families' BRI Bank accounts in Indonesia. With the support of systems and services that are integrated with the Parent Company (BRI), BRI Global. Financial Services can provide additional services to Indonesian Migrant Workers such as balance checking services, printing account books, printing bank statements, and other services to PMIs in Hong Kong. Apart from that, the exchange rate at BRI Global Financial Services is one of the best rates (HKD/IDR) in Hong Kong. BRI Global Financial Services wants to provide the best service and be a one stop solution for Indonesian Migrant Workers in Hong Kong.

The company continues to strive to Innovate to improve services, such as the remitGo! to provide convenience in carrying out transactions anywhere and anytime. Apart from that, by having obtained a money lender license from the Hong Kong authorities, BRI Global Financial Services can also provide loan services to individual customers, especially to Indonesian Migrant Workers who need emergency funds, both in Hong Kong and for remittance purposes to his family in Indonesia. For non-individual customers, currently the Company can provide financing for Indonesian-related Small and Medium Enterprise (SME) business entrepreneurs in Hong Kong. The combination of the company's existing business (money transfers or remittances) from Hong Kong to Indonesia and the loan business with the target market of existing remittance customers, provides its own unique competitive advantage.

Business Prospect and Strategy for BRI Global Financial Services Company Limited Hong Kong in 2026

Remittances from Hong Kong to Indonesia have shown an increasing trend up to 2024, despite a decline in the East Asia and Pacific region between 2010 and 2021. This upward trend continued in 2024, with remittances reaching USD 503 million in the first quarter and USD 541 million in the second quarter. On the other hand, the shift from conventional to digital remittance transactions in Hong Kong is progressing and steadily increasing. According to Market Insight Hong Kong from Statista.com, the transaction value in the digital remittance market is projected to reach USD 548 million in 2025. The transaction value is expected to show an annual growth rate (CAGR 2025-2029) of 6.92%, resulting in a projected total of USD 716.20 million by 2029. In the digital remittance market, the number of users is expected to reach 148.20 thousand by 2029.

With the aspiration to "Digitize the Business, Expand Business in HK and Other Asian Market, Become Sales Hub for BRI Group's Product in International Market," in 2026 BRI Global Financial Services will focus on the theme "Broadening Network and Partnership to Drive Cutting-Edge Value," progressively designed from expanding partnership networks, global expansion, strengthening core business by becoming the platform of choice for Indonesian workers, to optimizing the business potential of the BRI Group.

On October 6, 2015, BRI signed a share purchase agreement with the shareholders of PT Asuransi BRI Life (formerly PT Asuransi Jiwa Bringin Jiwa Sejahtera) to acquire a 91.001% ownership stake in PT Asuransi BRI Life, hereinafter referred to as BRI Life. The entire series of acquisition activities was completed on December 29, 2015 in accordance with Deed No. 41 of Notary Fathiah Helmi, S.H. so that BR owns 91.001% of BRI Life shares and the remaining 8.999% is owned by the BRI YKP BRI Employee Welfare Foundation). Furthermore, on February 23, 2017, PT Asuransi Jiwa Bringin Jiwa Sejahtera changed its name to PT Asuransi BRI Life (BRI Life). On March 2, 2021, BRI Life officially had a new shareholder, such as FWD Financial Services Pte Ltd which has added capital to BRI Life of 936,458 shares through the issuance of new shares. Thus, after the transaction, BRI Life's shareholder structure was that BRI owned 2,002,022 shares with 63.83% ownership. Then, the ownership of FWD was 29.86% with 936,458 shares, and the BRI Employee Welfare Foundation was 6.31% of 197,978 shares. This change in shareholder structure previously obtained OJK approval through letter no. S-12/ NB.1/2021 dated February 4, 2021. On October 13, 2021 the Shareholders approved the transfer of ownership of shares owned by FWD Financial Services Pte. Ltd. to FWD Management Holdings Limited, so that the structure of BRI Life Shareholders became: BRI 63.83%, YKP BRI 6.31%, and FWD Management Holding Limited 29.86%. The change in Shareholder Structure previously obtained OJK approval through letter No.S.93/NB.1/2021 dated September 29, 2021. In 2022, BRI Life issues 255,549 shares and as part of FWD Management Holdings Limited's commitment to support BRI Life's progressin a manner agreed upon by the Shareholders. The new shareswere taken up entirely by FWD Management Holdings Limited. To take part in the new shares, FWD Management Holdings Limited has deposited IDR770 billion to BRI Life. The issuance of these shares changed the composition of shareholder ownership to BRI 59.02%, FWD Management Holdings Limited 35.14% and YKP BRI 5.84%. The change in share ownership has received approval from the OJK through letter Number 31/NB.11/2022 dated February 28, 2022.

In 2023, BRI Life underwent a change in its shareholder composition. The company increased its paid-up capital by IDR26,358,000,000, from the previous amount of IDR339,200,700,000 to IDR365,558,700,000, with the additional capital subscribed by FWD Management Holdings Limited. The planned change in ownership of PT Asuransi BRI Life received approval from the Financial Services Authority through letter No. S-15/NB.02/2023 dated February 26, 2023. This share issuance resulted in a revised shareholder composition, with BRI holding 54.77%, FWD Management Holdings Limited holding 39.82%, and YKP BRI holding 5.42%.

In 2024, BRI Life once again experienced a change in its shareholder composition. FWD Management Holdings Limited injected additional capital amounting to IDR770 billion for the year 2024, with an amount recorded in the issuance of new shares totaling IDR26,994,600,000. Following this capital increase, the revised shareholder composition is as follows: BRI holds 51.00%, FWD Management Holdings Limited holds 43.96%, and YKP BRI holds 5.04%. The change in BRI Life's share ownership in 2024 has been approved by the Financial Services Authority through letter No. S-2/PD.02/2024 regarding the Approval of the Change in Ownership of PT Asuransi BRI Life, dated January 22, 2024.

Table of PT Asuransi BRI Life Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Insurance Service Income	**6,122,889**	8,879,017	(2,756,128)	(31.04%)
Asset	**28,177,449**	26,520,605	1,656,844	6.25%
Equity	**12,071,617**	10,341,827	1,729,790	16.73%

At the end of 2025, BRI Life's equity grew by 16.73% yoy to IDR12.07 trillion. In addition, BRI Life's assets reached IDR28.18 trillion, growing 6.25% yoy. On the other hand, BRI Life's Gross Premium decreased by 11.66% yoy to IDR6.12 trillion, in line with lower claims as well as a decline in bancassurance performance and not yet optimal productivity; however, this did not significantly affect profit achievement in 2025.

PT Asuransi BRI Life Strategy In 2025

The projected economic slowdown in 2025 presents a challenging year for BRI Life. In response to these challenges, BRI Life is taking strategic measures to ensure the availability of products and services that meet customer needs, supported by the implementation of digital technology. The key strategies implemented by BRI Life in 2025 to achieve the targets approved by the shareholders are as follows:

1. **Penetration on UMi Ecosystem**
   BRI Life successfully penetrated the Ultra Micro (UMi) segment in 2024 through the implementation of a strategic partnership with PNM. This initiative serves as a key step in achieving sustainable growth while also enhancing financial literacy and inclusion, particularly in relation to life insurance.
2. **Penetration on HNW Segment**
   BRI Life successfully penetrated the High Net Worth (HNW) income segment, or priority customer segment, in 2024 through the launch of the AMORA product. Specifically designed for priority customers, this product represents one of BRI Life's strategic initiatives to achieve sustainable growth by ensuring the availability of products that meet the needs of customers across all segments.
3. **BRI Centralized Distribution Referral System**
   This strategic initiative is part of BRI Life's business process improvements aimed at enhancing the productivity of Bancassurance Financial Advisors (BFA). The initiative was piloted at the end of 2023 to improve lead data, which serves as a key driver for BFA in generating production. This approach ensures a more centralized and systematic flow of data, from the headquarters to the hands of BFA.
4. **Revamp Journey on BRImo**
   This strategic initiative is one of BRI Life's efforts to enhance transactions for purchasing digital insurance products available on BRImo. It aims to improve customer convenience and ease in purchasing insurance products through the BRImo platform.

Beyond these strategies, BRI Life remains committed to amplifying its value by refining business processes across all dimensions, ensuring sustained and resilient business growth.

PT Asuransi BRI Life Competitive Advantage and Innovation

BRI Life is committed to providing excellent service to customers. One of the strategies implemented in 2023 is developing services for customers, especially health services through launching a contact center for third-party administrators (TPA) as part of BRI Life's plan to form its own TPA so that claim settlement can run more effectively and efficiently. BRI Life also launched new products that adapt to customer needs in each existing customer segmentation.

BRI Life also ensures the availability of products that meet the needs of customers across various segments. The launch of new products, particularly in the High Net Worth (HNW) and Ultra Micro (UMi) segments, further complements BRI Life's existing product portfolio. In terms of product marketing processes, BRI Life has innovated to enhance the productivity of its sales force through the BRI Centralized Distribution Referral System, which integrates the systems of BRI Life and BRI to provide lead data, serving as a well-organized resource for the sales force.

In order to achieve sustainable business practices, BRI Life has also implemented a green office policy in line with regulations to reduce the use of paper, electricity, and fossil fuels. Additionally, BRI Life has developed a long-term Environmental, Social, and Governance (ESG) roadmap, aligned with the principles of the Sustainable Development Goals (SDGs).

Business Prospect and Strategy for PT Asuransi BRI Life in 2026

In 2026, BRI Life will focus on Sales Quality Improvement, as approved by the Controlling Shareholders of BRI Life. In other words, with a focus on quality enhancement, BRI Life is also targeting sustainable business growth. The following are some of the strategies that BRI Life will implement to achieve the targets approved by the Shareholders:

1. **Competitive Products and Marketing**
   BRI Life remains committed to sustainable growth to provide peace of mind to all its customers. To achieve this, BRI Life strives to ensure it offers superior and competitive products and marketing strategies. The three key development indicators focused on are: product-driven to customer-led, brand awareness and

clear segmentation, and the healthcare ecosystem and sustainable practices. These three areas are crucial in positioning BRI Life as more competitive, relevant, and sustainably growing. Additionally, these focuses further strengthen BRI Life's long-term relationships with its customers and other stakeholders.

2. **Invest in People**
   The development of human resources, both in terms of career progression and competencies, is key for BRI Life in managing its operations for sustainable growth with good corporate governance. Two development indicators being focused on are sales talent management and succession planning, and advancement in human resources with a focus on automation and efficiency. These areas are crucial because BRI Life can enhance the quality and resilience of its internal talent while building a more efficient and adaptive organization. This is essential for long-term growth and success in a dynamic business environment.
3. **Digital Adaptive**
   Strengthening technological support in product development and dynamic, agile, and resilient business operations is key for BRI Life to face future business challenges. The two development indicators being focused on are a strong integration between digital technology and life insurance, and digital experience as a service standard. These indicators are crucial for BRI Life to enhance its competitiveness, facilitate innovation, and ensure high-quality services that meet customer expectations in the digital era.
4. **Strong Financial Management**
   Financial strength is key for BRI Life to remain on the path of sustainable business growth. The four development indicators being focused on are sustainable revenue and net income, best practice financial management, healthy capital structure, and accountability and accuracy. Overall, the development of these four indicators creates a strong and durable financial foundation, which is essential to support growth, maintain stakeholder trust, and ensure the company remains competitive and adaptive in various economic conditions.
5. **Service Excellent**
   BRI Life remains committed to achieving its vision of becoming "The 1st Service Excellent" through efficiency and effectiveness in business processes, as well as creating products that align with customer needs. The two key development focus indicators are customer loyalty and understanding customers' individual needs and preferences. Focusing on these two indicators provides a sustainable competitive advantage. Additionally, BRI Life will be able to grow and thrive in a dynamic and competitive business environment.

PT BRI Multifinance Indonesia, hereinafter referred to as BRI Finance, is a subsidiary of BRI engaged in the financing business. As of December 2025, BRI Finance's assets amounted to IDR5.42 trillion, a decrease of 29.52% compared to IDR7.69 trillion in December 2024. Financing receivables also declined, totaling IDR4.42 trillion, a reduction of 31.47% or IDR2.03 trillion. This decline in assets corresponds with a decrease in consumer financing receivables, which reached IDR2.81 trillion in December 2025, down 42.27% or IDR2.06 trillion from the previous period, which amounted to IDR4.87 trillion

As of December 2025, BRI Finance's total revenue reached IDR1.12 trillion, representing a decline of 11.77% or IDR166.28 billion compared to the previous period of IDR1.31 trillion. This revenue growth was driven by BRI Finance's financing disbursements in 2025, consisting of commercial financing revenue of IDR187.75 billion, consumer financing revenue of IDR564.54 billion, and Operating Lease (OPL) financing revenue of IDR375.75 billion. The decline observed in 2025 was due to reduced purchasing power among the middleclass population, which has shifted to the aspiring middleclass category in Indonesia, leading to limited ability to meet installment payments and an increasing risk of non-performing loans. Therefore, BRI Finance's profit as of December 2025 was recorded at IDR90.95 billion, declining by 12.00% yoy.

Table of PT BRI Multifinance Indonesia Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Financing (gross)	**4,417,380**	6,445,834	(2,028,454)	(31.47%)
Customer financing	**2,812,129**	4,871,145	(2,059,016)	(42.27%)
Asset	**5,419,420**	7,689,464	(2,270,044)	(29.52%)

Strategi PT BRI Multifinance Indonesia Tahun 2025

In 2025, BRI Finance optimized BRI's captive market, serving as a single gateway for BRI's auto loans, to foster healthy company growth. The company focused on expanding its consumer business by leveraging synergies within the BRI Group ecosystem, targeting both customer acquisition and sales channels with the 2025 strategy "Building the Foundation of Synergy with the Parent and Improving Asset Quality" included:

1. Strengthening consumer financing growth.
2. Enhancing collaboration with e-commerce platforms.
3. Improving financial literacy.
4. Implementing joint marketing efforts with the BRI Group.
5. Optimizing the myBRIf application.
6. Advancing business process digitalization.
7. Offering attractive promotions tailored to public needs.
8. Optimizing collaborations in Motor Vehicle Credit (KKB) Joint Financing by launching products with competitive rates.

PT BRI Multifinance Indonesia Competitive Advantage and Innovation

In accordance with the aspirations of shareholders, BRI Finance had a competitive advantage, namely as a single gateway auto loan for the BRI Group. Furthermore, BRI Finance is committed to focusing on growing its consumer business, which will be maintained at a minimum of 80% in the long term, by continuously developing joint financing through active collaboration with the business owner division at BRI. To achieve this aspiration, BRI Finance acknowledges the challenges of digitalization, accompanied by changes in consumer behavior post-pandemic in the financing industry. These shifts in customer expectations have transformed cooperation patterns, streamlined processes, and demand for more seamless services in line with customer behavior. BRI Finance will increase its investment in information technology through the development and enhancement of various platforms that support internal business activities, including the core financial system to accommodate BRI Finance's operations, the e-General Ledger (eGL) to support financial reporting, various financing acquisition tools across all segments, and other supporting platforms. BRI Finance will also strengthen its consumer business through massive marketing strategies aimed at both customers and employees of the BRI Group. In order to reinforce the digital transformation that has been implemented, BRI Finance will maximize synergies with its parent company across various sectors, especially within the business group ecosystem.

Business Prospect and Strategy for PT BRI Multifinance Indonesia in 2026

The preparation of BRI Finance's long-term business plan is aligned with the shareholder's aspiration of "Beat the Industry Profitability." In line with this aspiration, BRI Finance will focus on consumer financing business in collaboration with the BRI Group business owners. Innovations and the exploration of new growth sources will result in an increasingly complex business for BRI Finance. The company will emphasize synergies and cross-selling initiatives that have already been developed within BRI Group, while also focusing on the development of BRI's captive market. The company continues to selectively disburse financing and expand its business while exploring new growth engines through the optimization of a single gateway auto loan. The company will maintain a diversified funding strategy to reduce the cost of funds and offer competitive rates to its debtors. From a service perspective, BRI Finance will maximize its business value chain through strategic partnerships and the development of various platforms to drive transactions via digital channels, such as the myBRIf app, new mobile orders, and others. Additionally, as part of strengthening other excellence enablers, especially human capital, culture, distribution channels, and risk governance, BRI Finance will enhance its risk management and compliance practices as part of its commitment to Good Corporate Governance (GCG). This ensures that the financing disbursed by the company remains prudent and well-monitored. The synergies between BRI Finance and the business group continue to be optimized, both in business and non-business aspects, through resource sharing, data integration, and the exploration of new ecosystem segments.

PT BRI Ventura Investama, hereinafter referred to as BRI Ventures, is a subsidiary of BRI engaged in the venture capital business. BRI's share ownership in BRI Ventures is 99.97% of the total shares issued by the company, while 0.03% is owned by the BRI Workers' Welfare Foundation. BRI Ventures has the aspiration to become a leading Corporate Venture Capital which will be achieved through investment in companies that have high growth potential (startups), with broad market potential, solid risk management and founders who have sufficient experience in running their businesses. This is in line with helping the BRI Group develop products and services that make it easier for users (customer-centric). BRI Ventures will invest in technology companies both in the scope of financial services (fintech) and other business sectors (non-fintech).

Table of PT BRI Ventura Investama Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Investment	**1,693,953**	1,903,833	(209,880)	(11.02%)
Non Performing Investment (NPI) (%)	**2.0%**	0.0011%	1.9989%	1,817.18%
Total Asset	**2,118,362**	2,471,125	(352,762)	(14.28%)

In 2025, BRI Ventures recorded total assets of IDR2.12 trillion, decreasing by IDR352.76 billion or 14.28% year-on-year (yoy) compared to 2024. Total investment in 2025 amounted to IDR1.69 trillion, declining by 11.02% yoy compared to the previous year. The decrease in total assets was partly attributable to a 51% yoy decline in the valuation of LinkAja due to weaker business performance, as well as a 42% yoy decrease in Awan Tunai, driven by loan concentration risk. The deterioration in portfolio quality was reflected in an increase in Non-Performing Investments (NPI), which reached 2.0% in 2025.

PT BRI Ventura Investama's Strategy for 2025

In achieving its 2025 aspiration, BRI Ventures undertook several initiatives:

1. Optimizing exit opportunities by considering the Internal Rate of Return (IRR) target and potential gain.
2. BRI Ventures has committed to supporting the growth of Indonesian startup businesses through a participation agreement in the Merah Putih Fund funding.
3. As an alternative source of income, BRI Ventures had placed investments in SBI and SBN throughout 2024, amounting to IDR216 billion.
4. To maintain portfolio quality and mitigate investment risks, BRI Ventures had monitored the quality and runway of investees, conducted internal audits, and submitted monitoring reports to regulators periodically.

Competitive Advantages and Innovation of PT BRI Ventura Investama

To date, BRI Ventures has successfully managed 2 (two) Venture Funds, namely Dana Ventura Nusantara I (DVSN I) and Dana Ventura Nusantara II (DVSN II). 2024 is a recovery year for BRI Ventures, so to maintain investment quality, for the valuation of venture funds, BRI Ventures has made periodic valuation adjustments based on the development of the company's performance. In addition, during the 2024 period, BRI Ventures, through DVSN II has successfully implemented an accelerator program, namely "Impact Day". This program was attended by 15 Indonesian startups in the impact enterprises category.

Business Prospects and Strategy of PT BRI Ventura Investama in 2026

In 2025, BRI Ventures focused its investment activities on companies/startups in the fintech and non-fintech sectors that had the potential to increase capabilities, a positive impact on business, and opened access to new ecosystems for the BRI Group. To realize BRI Ventures' vision as a catalyst for value creation for the BRI Group ecosystem, in 2025, BRI Ventures focused on Business Process Improvement & Strategic Investment Exploration through 2 (two) strategic initiatives:

1. Orchestrate Venture Capital Ecosystem between BRI Group
2. Becoming BRI Group's Innovation Lab

BRI Insurance

BRI Insurance is part of a subsidiary of the BRI Group engaged in the insurance sector and has the responsibility to create value both in terms of business and improving the image of BRI Insurance with a commitment to providing general insurance protection through a variety of trusted products supported by technological innovation, prudent GCG, and superior human capital to produce optimal and sustainable productivity.

Table of PT BRI Asuransi Indonesia Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Gross Premium	**4,097,823**	3,906,348	191,475	4.90%
Assets	**8,158,065**	7,721,019	437,046	5.66%
Equity	**2,640,467**	2,592,763	48,000	1.85%

BRI Insurance's assets in 2025 amounted to IDR8.15 trillion, an increase of 5.66% compared to 2024 of IDR7.72 trillion. BRI Insurance's Gross premium in 2025 amounted to IDR4.09 trillion, an increase of 4.90% yoy compared to 2024 of IDR3.90 trillion. BRI Insurance's equity in 2025 increased by 1.85% from IDR2.59 trillion in 2024 to IDR2.64 trillion in 2025. The increase was due to a 5.30% increase in current year profit compared to 2024 to IDR675 billion in 2025.

PT BRI Asuransi Indonesia's Strategy for 2025

The increasingly competitive business conditions and dynamic and uncertain business environment require BRI Insurance to continue to create innovations and implement strategies that are appropriate and in line with changes in the business environment. BRI Insurance continues to strive to achieve a competitive advantage by creating better competitive values than competitors. To realize aspirations in 2025, BRI Insurance strengthened reciprocally interconnected businesses to encourage sustainability through business diversification and partnerships. The business activities referred to the strategy to establish increasingly interconnected businesses through the value chain, Business to Business to Consumer (B2B2C) technology, and in accordance with market needs. Strengthening connections between corporations can create synergies and opportunities to encourage joint growth and sustainability initiatives. This business synergy was mainly carried out through collaboration with the BRI Group.

To realize the 2025 aspirations, BRI Insurance implemented the following strategic steps, as follows:

1. Strengthening governance and risk management to ensure compliance with regulations and internal provisions, as well as good risk management of BRI Insurance.
2. Supporting sustainable quality growth by strengthening the selection and management of BRI Insurance's main business risks.

3. Expansion into the retail and micro segments in business classes and products with better profitability.
4. Optimizing the potential of derivative businesses from the wholesale and internal BRI ecosystems.
5. Strengthening intra-group synergy and cooperation to realize the potential of the total revenue pool of BRI Group.
6. Strengthening the IT backbone to support the acceleration of BRI Insurance's business and operational processes through fast and safe automation programs.
7. Developing data analytics to support business decision-making.
8. Strengthening human capital capabilities including sharpening KPIs to become leading indicators of performancebased culture (performance driven culture).
9. Simplifying services to achieve the ultimate customer experience and satisfaction.

Competitive Advantages and Innovation of PT BRI Asuransi Indonesia

The competitive advantages and innovations possessed by BRI Insurance Indonesia are:

1. Having a network of 115 spread throughout Indonesia.
2. Being a General Insurance Company with the first ranking in the gross premium category of IDR1 to < IDR2.5 trillion according to Infobank.
3. Being a General Insurance Company with the first ranking based on gross premium performance, underwriting results, net profit, and assets in 2024 in the equity cluster of IDR1 trillion to IDR2.5 trillion.
4. BRI Insurance is consistently certified by an Independent Rating Agency. idAA+ rating from Pefindo, up compared to 2023 and AA(idn) rating from Fitch Ratings.
5. Being the leading general insurance company, BRI Insurance has more than 70 (seventy) products, including superior products and customized products.
6. Having a strong financial ratio in the last 3 (three) years and is above the industry average based on profit margin, ROE, underwriting yield, loss ratio, and RBC.
7. The maturity level of BRI's governance, compliance, risk management, audit, and IT is above a score of 3 (defined), PMO is above a score of 2.6, and human capital is above a score of 1.5.
8. BRI Insurance has increasingly developing services based on digitalization and automation utilizing the BRINESIA Application, BRINSmobile, Claim Center/B-Class, Customer Care, E-policy).
9. Having certified experts.

Business Prospects and Strategies of PT BRI Asuransi Indonesia in 2026

BRI Insurance will implement its Vision to become "The Most Trusted Partner for Reliable Protection Solutions" with services oriented toward customer needs and satisfaction. In 2026, BRI Insurance carries the Annual Theme "Expansion of Core Business to Remain Competitive through Data and Technology Utilization,". To realize the aspirations in 2026, BRI Insurance will persistently carry out continuous penetration of core competencies, such as focusing on services and businesses in the retail and micro segments. This refers to ongoing efforts to integrate and utilize the fundamental strengths of BRI Insurance's business into products and distribution channels in the captive and non-captive markets. Thus, this is expected to be able to increase competitiveness and encourage the growth of BRI Insurance in a sustainable manner.

To realize the aspirations of 2026, BRI Insurance has established a series of strategic plans and steps as follows:

1. Optimization of premium growth in the retail and micro segments sourced from non-captive markets.
2. Optimization of the BRI and BUMN entity ecosystem and value chain.
3. Creating new growth engines to diversify revenue sources in the corporate, small, medium, and consumer business segments.
4. Strengthening BRI Group synergy in the context of business expansion and operational support, including integration of governance, compliance, risk management, information technology, and human resources.
5. Strengthening quality and profitable premium growth by strengthening risk selection.
6. Strengthening investment capacity to optimize investment results and manage investment risks.
7. Product innovation and after-sales services as differentiation according to customer needs and segmentation (customeroriented) to strengthen the image of BRI Insurance Indonesia.
8. Strengthening the subrogation and reinsurance receivables collection system.
9. Implementation of PSAK 117 in accordance with applicable provisions and governance.
10. Implementation of the separation of the Sharia Business Unit in accordance with applicable provisions and governance.
11. Strengthening employee capabilities, especially marketing staff, including strengthening the Company's culture to support the transformation and internalization of BRI Insurance Indonesia's culture, as well as sharpening KPIs to become important indicators in achieving a high-performance culture.

PT BRI Danareksa Sekuritas selanjutnya disebut BRI Danareksa Sekuritas adalah Entitas Anak usaha BRI yang bergerak di bidang perusahaan efek. In 2025, PT BRI Danareksa Sekuritas successfully recorded net profit of IDR20,93 billion, growing up to 129.38% yoy. Operating revenue reached IDR381.37 billion, increasing by 22.5% yoy, with growth across all revenue lines except advisory, which slightly declined by 1% yoy. Assets reached IDR1.28 trillion, growing by 17.37% yoy or IDR189.30 billion compared to 2024.

Table of PT BRI Danareksa Sekuritas Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Accumulated Brokerage Transaction Value				
Share	**123,204,722**	85,034,344	38,170,378	44.88%
Government Bonds	**382,510,545**	275,319,420	107,191,125	38.93%
Corporate Bonds	**74,854,230**	29,265,960	45,588,270	155.77%
Assets	**1,279,094**	1,089,788	189,306	17.37%
Net Income	**20,925**	9,123	11,802	129.37%

PT BRI Danareksa Securities Strategy for 2025

BRI Danareksa Sekuritas has launched several new features with the aim of improving services and adding product variants for convenience for retail customers in transacting in the capital market. Some of these services include opening margin accounts online, EBA Ritel, BRIGHTS Easy Desktop, Fast Order, Launcher e-SBN, Switching Mutual Funds, SmartInvest Mutual Funds, BREW, and Stock Pawning. In addition, BRI Danareksa Sekuritas is also revitalizing the trading system in the institutional business line as an effort to open up opportunities for cooperation with foreign counterparties. Furthermore, BRI Danareksa Sekuritas strengthened business synergy with its parent company through the development of RDN features, Stock Transaction features, and Bond Transaction features in BRImo.

Competitive Advantages and Innovation of PT BRI Danareksa Securities

BRI Danareksa Sekuritas is the first securities company and a pioneer in the Indonesian capital market. BRI Danareksa Sekuritas has competent and certified human resources. BRI Danareksa Sekuritas has a superior online trading system product, namely BRIGHTS, which offers simplicity through BRIGHTS EASY and continues to develop other features to support the ease of investing for retail investors. In addition, BRI Danareksa Sekuritas is part of Bank Rakyat Indonesia, a state-owned bank with the largest assets. With this experience and supported by synergy with the BRI Group, BRI Danareksa Sekuritas is a security with the widest reach in Indonesia through BRI distribution channels.

Business Prospects and Strategies of PT BRI Danareksa Sekuritas in 2026

The main vision of BRI Danareksa Sekuritas is “To Become a Trusted Capital Market Service Solution Provider to Achieve Sustainable Performance and Strengthen Financial Inclusion,” focusing on sustainable profitability growth. BRI Danareksa Sekuritas also continues to enhance human resource capacity and capability through alignment of the human capital framework with BRI. In implementing its 2026 business and strategy, several key strategies under the theme “Redefine Investment Experience” are prioritized:

1. Personalized Service Offering
   Development of digital-based services focused on individual customer investment needs.
2. Operational Service Excellence
   Automation of back-office processes and strengthening IT security to improve customer service and security.
3. Streamlining Collaboration
   Strengthening synergy within the BRI Group ecosystem to enhance profitability in both institutional and retail segments.
4. Human Capital Development
   Enhancing the capability and capacity of SBM to drive productivity in line with industry developments.

PNM
Permodalan Nasional Madani

PNM's assets in 2025 amounted to IDR56.99 trillion, an increase of 2.96% compared to 2024 which was IDR55.35 trillion. The asset increase was driven by a decrease in allowance for impairment losses (CKPN) due to write-offs (WO) amounting to IDR4.1 trillion in 2025. In terms of revenue, PNM posted operating revenue in 2025 of IDR16.86 trillion, a slightly increase of 0.8% compared to 2024 which was IDR16.72 trillion. On the expense side, PNM's OPEX increased significantly by 15% yoy, mainly due to higher personnel expenses and general affairs expenses. In 2025, PNM recorded profit of IDR1.2 trillion, decreasing by 18.5% yoy in line with declining PPOP due to higher OPEX.

Table of PT Permodalan Nasional Madani Performance (Productivity)

(in IDR millions)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Financing Distribution	**69,084,983**	69,944,923	(859,940)	(1.22%)
Outstanding	**50,276,090**	50,033,881	242,209	0.48%
Assets	**56,986,249**	55,348,061	1,638,188	2.96%

PT Permodalan Nasional Madani's Strategy for 2025

PNM has set strategic strategies and policies to achieve the company's 2025 targets as follows:

1. Changes to PNM's organizational structure carried out in order to support long-term strategic initiatives and the company's sustainability.
2. Market penetration and expansion of service areas through the opening of new business units carried out selectively and effectively.
3. Development of advanced cycle financing products to meet customer needs and as preparation for UMi customers to move up a class.
4. Increasing financial literacy and financial inclusion of Mekaar customers through customer group meetings and synergies.
5. Increasing the level of corporate governance through operational and credit risk management and measuring the Corporate Governance Performance Index (CGPI).
6. Development of information technology and digitalization of business processes and adding features to the Mekaar Digi application to improve the efficiency and effectiveness of business processes.
7. Diversification of funding sources from the capital market, banking, and the government through the Government Investment Center to reduce loan interest rates amidst the trend of increasing interest rates.
8. Increasing the productivity and competence of human resources to support the empowerment of female customers who are ultra-micro and micro entrepreneurs. As well as providing training facilities to improve competence for all PNM workers.

Competitive Advantages and Innovation of PT Permodalan Nasional Madani

PNM was founded in 1999 with a vision to become a leading financing institution in increasing added value sustainably

for ultra-micro and micro segment businesses based on the principles of Good Corporate Governance (GCG). Currently, PNM's main focus is to empower women ultra-micro entrepreneurs. PNM has 4,675 service offices by the end of 2024 spread across 451 districts/municipalities and 36 provinces. PNM has empowered more than 14.4 million women ultra-micro business customers and more than 72 thousand MSE customers. In order to encourage increased business capacity of customers, PNM also emphasizes empowerment activities through providing mentoring and business training to customers in addition to providing capital. In addition, PNM also supports the Sustainable Development Goals program, including financing to improve the quality of sanitation and clean water and financing for the renovation of customer business facilities/infrastructure, and PNM also plays an active role in various social and environmental responsibility activities. The use of technology and information is also carried out to improve services to customers and support business and operational activities, especially through digitalization and through strategic initiatives carried out together in the Ultra Micro Holding synergy.

Business Prospect and Strategy of PT Permodalan Nasional Madani in 2026

In 2026, in line with PNM's long-term roadmap, "Driving Quality Loan Growth, Enhancing Productivity, and Efficiency through IT Innovation," PNM implements several strategic initiatives under Strong & Healthy Growth, Impactful Empowerment, and Operational Excellence as follows:

1. Product innovation through Warung Mekaar and Waste Management.
2. Business process and working method transformation through Diary Mekaar and UlaMM, Mapping Zoning and Routing, and Daily Closing Automation.
3. PKM Re-engineering through utilization of the Mekaar Group PKM ecosystem and PKM Berdikari (hybrid).
4. Empowerment by restoring WO customers to resume business and providing insurance literacy to customers.
5. Strengthening Human Capital management through Recruitment Reinforcement, Career Development and Capacity Building, and development of the Human Capital Core System.
6. Digitalization and IT upgrading through Oracle integration, improvement of IT infrastructure reliability and resilience, development of IT Enterprise Strategic Planning and Architecture Management, enhancement of IT security reliability, and development of Data Analytics Governance
7. Subsidiary structuring through alignment of Danantara's Strategic Plan.

Pegadaian

PT Pegadaian's asset performance growth in 2025 reached IDR151.26 trillion or grew yoy by 48.04%. Asset growth was influenced by the largest component, namely outstanding loans, which grew 47.63% from 2024, namely from IDR85.38 trillion to IDR126.09 trillion through the implementation of effective marketing and sales strategies amid geopolitical turmoil and dynamic macroeconomic conditions. In profitability, PT Pegadaian posted a net profit of IDR8.35 trillion in 2025 or an increase of 42.80% from IDR5.85 trillion in 2024. This increase in profit was supported by an increase in revenue, as well as cost efficiency as reflected in the impzrovement in BOPO realization of 63.68% in 2025 or a slightly decrease compared to 2024 of 63.75%.

Table of PT Pegadaian Performance (Productivity)

(in billion Rupiah)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Financing (Outstanding Loan/OSL Gross)	**151,260,934**	102,172,436	49,088,498	48.04%
Laba Usaha	**126,048,019**	85,378,813	40,669,206	47.63%
Aset	**8,344,211**	5,851,796	2,492,415	42.59%

PT Pegadaian Strategy for 2025

PT Pegadaian's impressive performance in 2025 is attributed to successful business transformation efforts. The company has undertaken optimization, modernization, and capability building as initial steps toward becoming "The Leader in The Gold Ecosystem and Accelerator of Financial Inclusion" by 2029. Pegadaian's strategies for 2025 include:

1. Strengthening core business by developing services that meet customer needs.
2. Expanding service networks through pawnshop agents and digital partnerships.
3. Implementing innovation and diversifying income streams through non-pawn business segments.
4. Reinforcing commitment to environmental sustainability.
5. Enhancing joint services within the Ultra Micro Holding under BRI.

Competitive Advantages and Innovation of PT Pegadaian

PT Pegadaian always prioritizes innovation in order to strengthen competitiveness and provide the best and most appropriate products/services for the community, especially in utilizing the use of technology and changes in community behavior to improve customer experience. In addition, PT Pegadaian continues to maintain the quality of service with reliable appraisers supported by various marketing and sales programs, strengthening pawnbased products, optimizing opportunities for gold-based and fiduciary products, strengthening sharia business, and optimizing digital services and synergies with strategic partners that can help the company to continue to grow sustainably as a solution for the community in overcoming problems without problems. Through ultra-micro synergy, PT Pegadaian together with the Ultra Micro Holding entity also expands the accessibility of financial services both with online and offline services.

Business Prospects and Strategies of PT Pegadaian in 2026

With the spirit of growing together with Ultra Micro Holding, the spirit of transformation, and the spirit of making Indonesia beautiful, in 2026, the company will carry the theme: "Sustainable Acceleration: Turbocharge Digital Innovation" with a strategy that is in line with the grand strategy in the Company's LongTerm Plan for 2026-2030, namely G7-STAR:

1. **Grow Core**
   Strengthening Pegadaian's core business in the pawn and micro business lines through the use of data and technology in sales activities, modernizing business processes and facilitating multi-product customer experience.
2. **Go Further**
   Improving agency network capabilities and optimizing cooperation with potential strategic partners.
3. **Go Together**
   Strengthening the synergy between BRI Group and Pegadaian Group through joint utilization of sales networks and strengthening the capabilities of business supporting functions.
4. **Grab New**
   Expanding business segments by launching new business lines through the development of Bullion Services and accelerating growth through inorganic strategies and strengthening subsidiary entities.
5. **Groom Talent**
   Achieving the best talent management in order to support business growth and development.
6. **Gen-Z Tech**
   Strengthening IT architecture that supports new business implementation, strengthening the Company's internal and external applications and running data-based operational models to achieve optimal benefits.
7. **Great Culture and GCG**
   Relaunching cultural transformation, strengthening governance and risk management and implementing comprehensive ESG practices.

BRI Manajemen Investasi

PT BRI Investment Management's assets in 2025 amounted to IDR375.57 billion, an increase of 19.95% compared to 2024, which amounted to IDR313.10 billion. The increase was driven by the growth of the securities portfolio as part of idle cash optimization and higher receivables from AUM (Asset Under Management) management fee services.

In terms of liability, there was an increase of 12.58%, the majority of the increase was in tax debts, employee benefit liabilities, and accrued expenses (on accrued operational costs that had not been paid at the end of December 2024.

PT BRI Investment Management's revenue in 2025 was IDR300.30 billion, an increase of 20.64% compared to 2024 which was IDR248.92 billion. The revenue growth was driven by securities portfolio income, interest, and dividends, which surged by 215.1% year-on-year or increased by IDR12.5 billion, supported by mark-to-market improvements and bond coupon income. As a result, PT BRI Manajemen Investasi recorded a profit increase of 12.78% in 2025 to IDR33.22 billion.

Table of PT BRI Investment Management Performance (Productivity)

(in IDR million)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net (Loss) Income	**33,221**	29,456	3,765	12.78%
Assets	**375,569**	313,098	62,471	19.95%
Liability	**101,063**	69,270	31,793	45.90%
Equity	**274,506**	243,828	30,678	12.58%

PT BRI Investment Management Strategy in 2025

Some of the strategies implemented by BRI Investment Management in 2025 are as follows:

1. Focus on building the foundation of group synergy through aligning flagship products and marketing targets from both the institutional side, Mutual Fund Selling Agents/Bank APERD (WMG), and Securities APERD (BRIGHTS).
2. Focus on marketing open-end mutual fund products, especially flagship products, and increasing managed funds through the main retail segment.
3. Focus on improving human resource capabilities and qualifications, including through talent mobility and strengthening core competencies.
4. Focus on optimizing back-office processes, including through upgrading core systems and developing ERP.
5. Focus on strengthening risk management and governance through aligning risk maturity assessments and governance and managing risk profiles.

Competitive Advantage and Innovation of PT BRI Investment Management

PT BRI Investment Management was established in 1992 under the name Danareksa Investment Management. As the first Investment Manager in Indonesia, BRI Investment Management has also recorded history in the industry as the first mutual fund issuer in Indonesia in 1996. The broad spectrum of Investment products owned by BRI Investment Management based on financial planning and customer orientation provides various investment options for all segments, both Institutional and retail, which are adjusted to the risk tolerance and investment policies of customers. As a knowledge-intensive company, BRI Investment Management prioritizes business and operational management handled by professional and experienced HR in the capital market world, supported by infrastructure and technology readiness from front to end. BRI Investment Management periodically prepares HR development plans, monitors, and evaluates workers specifically in each function in order to adjust and prepare HR who can follow the development of the investment manager industry. For more than 30 years in the investment manager industry, PT BRI Investment Management has consistently implemented governance and risk management as the main key to success to ensure smooth and sustainable business and operations in order to maintain customer trust and reputation in the long term.

In supporting industry growth and responding to industry developments, BRI Investment Management has a complete spectrum of investment products that suit various customer risk profiles. In 2024, BRI Investment Management will sharpen existing products into flagship products that are expected to be able to follow the development of the business cycle and in accordance with the character of the retail segment, including the money market mutual fund seruni money market, fixed income mutual fund melati main income, balanced regular income fund mixed mutual funds that distribute monthly dividends, and MSCI Indonesia ESG Screened index mutual funds. Marketing efforts are supported by various financial literacy and inclusion activities in the BRI group ecosystem and the general public which are carried out intensively or through affordable product features for the retail segment.

In 2023, Danareksa Investment Management officially changed its name to BRI Investment Management. This change is in line with the effective majority ownership of BRI on November 30, 2022. Alignment of strategies and policies in the Group's synergy began to be carried out intensively in 2023 in various aspects of the Company's business and operations which are expected to become the Company's competitive strength in increasing its contribution to the investment manager industry. Various collaborations carried out are expected to increase the integration of BRI Investment Management as part of the BRI Group.

Business Prospects and Strategy of PT BRI Investment Management in 2026

Entering 2025, BI faces challenges in maintaining the stability of the rupiah exchange rate amid global uncertainty and tighterthan-expected US monetary policy. Nevertheless, BI remains optimistic about Indonesia's economic growth prospects, with a slightly lower growth projection than previously estimated. In the mutual fund industry, BRI Investment Management has succeeded in achieving a managed fund target of IDR65 trillion by the end of 2025, with a focus on the retail segment and optimizing group synergy through superior products. This strategy is supported by strengthening internal control, increasing human resource capacity, strengthening integrated IT systems, and strengthening company branding.

Facing 2026, BRI Investment Management will continue to strengthen a solid business foundation and maintain business continuity through increasing literacy and financial inclusion that is more collaborative and integrated. In addition, the company will comply with new regulations issued by the Financial Services Authority (OJK) and the Law regarding personal data protection, which will affect the investment manager's operations in the future.

With the aspiration "To be the Biggest and Most Reliable Investment Manager in Indonesia with Global Capabilities," in 2026 BRI Manajemen Investasi will implement several key metrics to achieve a larger, stronger, and more competitive BRI Manajemen Investasi through:

1. Solid and consistent AUM growth
2. Accelerated revenue and profitability growth
3. Improved operational efficiency
4. Strengthened retail portfolio
5. Enhanced reputation and increased market share

Revenue and Profitability of Operating Segment

Amid challenging economic conditions both globally and domestically, prolonged conflicts in several regions, including the Middle East, Eastern Europe, and most recently the Americas, have influenced the global economic landscape and also affected the domestic economy. Nevertheless, BRI was able to identify growth opportunities that could be optimized in 2025.

BRI recorded solid balance sheet growth on an annual basis, as reflected in loan growth of 12.3% year-on-year, supported by positive contributions from all business segments. The growth in lending was also supported by strong Third-Party Funds (TPF) growth, which increased 7.4% year-on-year, primarily driven by low-cost funds (CASA) that rose 12.7%, or increased by IDR116.8 trillion annually. The strong growth in assets and liabilities supported BRI's key financial ratios in 2025, which remained stable and robust, including Net Interest Margin (NIM) of 7.8%, Cost of Fund (COF) of 2.9%, and Return on Assets (ROA) of 2.7%, while maintaining a strong capital position as reflected by a Capital Adequacy Ratio (CAR) of 23.5%.

Overall, BRI's consolidated net income was recorded at IDR57.13 trillion. Compared to the previous year, BRI's net profit in 2025 declined by 5.26% year-on-year, primarily due to the growth in consolidated provision for impairment losses (CKPN), which increased 21.02% year-on-year, with the highest increase occurring in the Other and Corporate segments. Nevertheless, from the perspective of total revenue, BRI Consolidated still recorded growth of 4.74% year-on-year, or IDR9.39 trillion. The Company's net profit continued to be supported by the Micro segment as the primary contributor, accounting for 32.39% of total consolidated profit.

From an operating segment performance perspective, in 2025 the Micro business segment continued to record the largest contribution to BRI's profit, amounting to IDR18.5 trillion, representing 32.39% of the Company's total profit. This contribution slightly declined compared to 38.85% in 2024, in line with a 21.0% yoy decrease in the Micro segment's profit. The decline was in line with the 4.2% yoy contraction in bank-only micro loan disbursements, as well as an increase in CKPN expenses of 6.4% yoy. This development reflects the Company's strategy to prioritize improvements in credit quality and initiatives to accelerate the resolution of non-performing loans. On the other hand, the non-micro segments, including subsidiaries, recorded a 4.7% yoy increase in net profit, supported by growth in the Corporate segment of 16.7% yoy and Other segments of 41.7% yoy, in line with loan growth in the corporate segment and improved performance in the Treasury business. This performance is aligned with the Company's strategy to drive sustainable growth in other segments, particularly non-micro MSMEs, through the Revamp Existing Core, Build New Core strategic pillar.

Table of Operating Segment Revenue and Profitability in 2025

(in IDR millions)

Description	2025					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income-net	59,044,058	32,255,506	9,478,010	13,212,058	40,205,946	154,195,578
Other operating income	18,545,706	18,606,435	4,637,998	8,497,300	3,393,753	53,681,192
Total Income	77,589,764	50,861,941	14,116,008	21,709,358	43,599,699	207,876,770
Other operating expenses	(31,757,802)	(27,054,294)	(2,061,216)	(813,491)	(26,760,083)	(88,446,886)
Provision for Impairment Losses	(22,806,153)	(17,879,195)	(347,855)	(45,816)	(5,102,984)	(46,182,003)
Total expense	(54,563,955)	(44,933,489)	(2,409,071)	(859,307)	(31,863,067)	(134,628,889)
Non-operational income (expenses) – net	(177,816)	(136,427)	(13,778)	(100,195)	(26,846)	(455,062)
Income before tax expense	22,847,993	5,792,025	11,693,159	20,749,855	11,709,787	72,792,819
Tax expense	(4,341,119)	(1,100,485)	(2,144,129)	(4,211,631)	(3,863,090)	(15,660,454)
Income for the year	18,506,874	4,691,540	9,549,030	16,538,224	7,846,697	57,132,365
SEGMENT ASSETS						
Gross Credit	470,771,691	519,878,040	342,517,850	-	127,561,837	1,460,729,418
Total Net Assets	442,572,166	495,119,915	332,077,908	593,485,169	263,986,425	2,127,241,583
SEGMENT LIABILITIES						
Funding	387,171,592	528,756,379	541,291,045	-	9,624,823	1,466,843,839
Total Liabilities	387,171,592	528,756,379	544,160,724	152,427,783	191,913,193	1,804,429,671

Table of Operating Segment Revenue and Profitability in 2024

(in IDR millions)

Description	2024					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income-net	60,247,932	29,675,882	5,734,424	14,890,584	33,979,842	144,528,664
Other operating income	24,234,718	20,665,454	3,295,294	2,565,165	3,187,698	53,948,329
Income for the year	84,482,650	50,341,336	9,029,718	17,455,749	37,167,540	198,476,993
Other operating expenses	(33,545,590)	(23,893,122)	(2,365,500)	(1,380,504)	(20,915,502)	(82,100,218)
Provision for Impairment Losses	(21,435,233)	(15,398,573)	3,606,617	87,467	(5,021,206)	(38,160,928)
Total expense	(54,980,823)	(39,291,695)	1,241,117	(1,293,037)	(25,936,708)	(120,261,146)
Non-operational income (expenses) – net	(574,254)	(395,266)	(41,718)	(41,875)	89,460	(963,653)

Description	2024					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Income before tax expense	28,927,573	10,654,375	10,229,117	16,120,837	11,320,292	77,252,194
Tax expense	(5,496,239)	(2,276,615)	(2,043,114)	(4,452,855)	(2,677,025)	(16,945,848)
Income for the year	23,431,334	8,377,760	8,186,003	11,667,982	8,643,267	60,306,346
SEGMENT ASSETS						
Gross Credit	491,220,118	470,387,225	244,344,259	-	92,366,487	1,298,318,089
Total Net Assets	463,799,448	448,188,061	283,136,349	571,455,124	212,807,264	1,979,386,246
SEGMENT LIABILITIES						
Funding	382,926,442	509,274,340	465,246,630	-	8,002,692	1,365,450,104
Total Liabilities	382,926,442	509,274,340	480,589,371	146,711,717	149,370,020	1,668,871,890

Table of Operating Segment Revenue and Profitability Growth in 2024-2025

(in %)

Description	2024-2025					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income-net	(2.00%)	8.69%	65.28%	(11.27%)	18.32%	6.69%
Other operating income	(23.47%)	(9.96%)	40.75%	231.26%	6.46%	(0.50%)
Total Income	(8.16%)	1.03%	56.33%	24.37%	17.31%	4.74%
Other operating expenses	(5.33%)	13.23%	(12.86%)	(41.07%)	27.94%	7.73%
Provision for Impairment Losses	6.40%	16.11%	109.64%	152.38%	1.63%	21.02%
Total expense	(0.76%)	14.36%	(294.11%)	(33.54%)	22.85%	11.95%
Non-operational income (expenses) – net	(69.04%)	(65.48%)	(66.97%)	139.27%	(130.01%)	(52.78%)
Income before tax expense	(21.02%)	(45.64%)	14.31%	28.71%	3.44%	(5.77%)
Tax expense	(21.02%)	(51.66%)	4.94%	(5.42%)	44.31%	(7.59%)
Income for the year	(21.02%)	(44.00%)	16.65%	41.74%	(9.22%)	(5.26%)
SEGMENT ASSETS						
Gross Credit	(4.16%)	10.52%	40.18%	-	38.10%	12.51%
Total Net Assets	(4.58%)	10.47%	17.29%	3.86%	24.05%	7.47%
SEGMENT LIABILITIES						
Funding	1.11%	3.83%	16.34%	-	20.27%	7.43%
Total Liabilities	1.11%	3.83%	13.23%	3.25%	29.28%	8.12%

Geographic Segment

Geographic Segment Explanation

Geographical segments represent the provision of goods or services within a particular economic environment that is subject to risks and returns different from those of operating segments in other economic environments. BRI's geographical segments are based on the regions of Indonesia, the United States, Hong Kong, Singapore, Timor-Leste, and Taiwan.

Productivity, Income, and Profit of Geographic Segmen

In terms of geographical performance, Indonesia remains the primary contributor, reflecting the Company's strategic focus on optimizing domestic growth potential. Nevertheless, all five overseas operating units also demonstrated strong performance, as reflected in the growth of assets, income, and profit before tax, each recording double-digit growth. Assets grew by 7.47% year-on-year, while income increased by 4.74% year-on-year. Meanwhile, income before tax and provision for impairment losses (CKPN) continued to grow positively by 2.62%, supporting the achievement of net income of IDR57.132 trillion. The presence of strong business potential and the ability to generate optimal profitability are among the key considerations for the Company in determining the establishment and operation of its overseas business units.

Table of Geographic Segment Productivity, Revenue and Profitability

(in IDR millions)

Description	2025	2024	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
INCOME				
Indonesia	**205,752,598**	197,058,018	8,694,580	4.41%
United States of America	**651,152**	515,456	135,696	26.33%
Singapore	**1,085,751**	585,615	500,136	85.40%
Timor Leste	**217,662**	204,940	12,722	6.21%
Hong Kong	**45,374**	29,473	15,901	53.95%
Taiwan	**124,233**	83,491	40,742	48.80%
Total Income	**207,876,770**	**198,476,993**	**9,399,777**	**4.74%**
INCOME BEFORE TAX EXPENSE				
Indonesia	**71,787,451**	76,550,698	(4,763,247)	(6.22%)
United States of America	**376,846**	224,679	152,167	67.73%
Singapore	**396,280**	260,519	135,761	52.11%
Timor Leste	**157,384**	159,696	(2,312)	(1.45%)
Hong Kong	**18,368**	9,177	9,191	100.15%
Taiwan	**56,490**	47,425	9,065	19.11%
Total Income before tax	**72,792,819**	**77,252,194**	**(4,459,375)**	**(5.77%)**
ASSETS				
Indonesia	**2,016,249,550**	1,897,297,699	118,951,851	6.27%
United States of America	**48,076,144**	36,194,629	11,881,515	32.83%
Singapore	**48,118,496**	36,128,669	11,989,827	33.19%
Timor Leste	**8,340,523**	6,411,050	1,929,473	30.10%
Hong Kong	**16,049**	42,145	(26,096)	(61.92%)
Taiwan	**6,440,821**	3,312,054	3,128,767	94.47%
Total Assets	**2,127,241,583**	**1,979,386,246**	**147,855,337**	**7.47%**

Description	2025	2024	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
LIABILITY				
Indonesia	**1,696,194,903**	1,588,255,466	107,939,437	6.80%
United States of Americ	**47,342,734**	36,070,765	11,271,969	31.25%
Singapura	**47,348,226**	35,828,251	11,519,975	32.15%
Timor Leste	**7,767,282**	5,953,655	1,813,627	30.46%
Hong Kong	**-**	13,893	(13,893)	(100.00%)
Taiwan	**5,776,526**	2,749,860	3,026,666	110.07%
Total Liabilities	**1,804,429,671**	**1,668,871,890**	**135,557,781**	**8.12%**

National Strategic Projects (PSN) or Other Assignments

Micro Business Loan (KUR)

KUR refers to working capital or credit financing that is provided to individual, corporate, or business groups debtors that are productive and feasible but do not have sufficient additional collateral. The distribution of BRI KUR is governed by the Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia Number 7 of 2024, which amends the previous Regulation Number 1 of 2023 regarding the Implementation of Micro Business Loan Guidelines. Dated October 21, 2024, a letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia's Deputy for Macroeconomic and Financial Coordination (Number PK.KUR/162/D.I.M.EKON/10/2024) announced that the Financing Policy Committee for MSMEs has set BRI's KUR ceiling at IDR180 trillion, aiming to have at least 1,748,000 new KUR debtors in 2025 for BRI, along with a minimum of 1,012,712 graduated debtors in 2025, BRI Micro KUR already distributed, amounting to IDR178.08 trillion, which represented 98.93% of the quota allocated by the Government

Micro and Small Enterprises Funding Program (PUMK)

The Social and Environmental Responsibility (CSR) initiative, implemented through financial support for MSE actors, is known as the MSE Funding Program (PUMK), previously referred to as the Partnership Loan Program. This MSE Funding (PUMK) represents a government policy executed by all State-Owned Enterprises (SOEs) with the purpose of not only conducting business operations but also fulfilling social responsibilities by supporting micro and small businesses through access to capital and assistance, ultimately enabling them to become independent or transition to KUR or commercial loans. The MSE Funding Program is specifically allocated for productive business purposes to empower Micro and Small Enterprises (MSEs).

In terms of BRI internal, there was a change of business model in the 2021 PUMK funding program with partnership loan in the previous year, as explained below:

1. Up to 2020, partnership loan was under Directorate of Small and Medium with the following business models, as follows:
   a. Customer in the partnership loan segment was a feasible entrepreneur, yet having not been bankable.
   b. Loan initiative was conducted by RM Program.
   c. Maximum plafond of partnership loan was IDR75 million.
2. In accordance with Minutes of Handover Number B.10-SSM/01/2021 dated January 15, 2021, the Partnership Loan, currently known as MSE Funding Program (PUMK) to be realized starting from 2021 became the responsibility of Directorate of Micro with the following business models, as follows:
   a. PUMK Customer segment is feasible entrepreneurs, yet having not been bankable satisfying PUMK requirements.
   b. PUMK program is distributed through BRI Units initiated by Advisors.

The SMEs funding program aims to guide the SMEs-fostered partners to become entry-level KUR debtors, enabling their businesses to thrive and potentially qualify for commercial loans in the future. This program is structured to support

PUMK fostered partners in transitioning into entry-level KUR debtors so that their businesses can expand and potentially serve as a potential pipeline for commercial loans. At the end of 2022, a new directive from the Ministry of State-Owned Enterprises mandated that PUMK funds for state-owned enterprises were distributed through BRI, as outlined in the Ministry of SOEs letter Number S-721 / MBU / 11/2022, which recommended BRI as the manager for the PUMK Program collaboration. Consequently, starting in 2023, state-owned enterprises began sending funds to BRI for the distribution of PUMK. Additionally, in 2023, the total distribution of PUMK reached IDR872.6 billion, with a total of 30,871 fostered partners. In 2024, the PUMK distribution amounted to IDR874,6 billion, reaching a total of 28,106 fostered partners. Meanwhile, in 2025, the PUMK distribution amounted to IDR807,7 billion, reaching a total of 20,780 fostered partners.

Mortgage Program (KPP)

Mortgage Program (KPP) is a financing facility disbursed by BRI in order to support the Government's policy to accelerate the provision of national housing through the 3 Million Houses Program. KPP is intended for micro, small, and medium enterprises (MSMEs), both individuals and business entities, operating in the housing provision sector, including small-scale housing developers, contractors, and building material traders, as well as MSME actors requiring financing to support home ownership, construction, or renovation that supports their business activities.

The mandate for the disbursement of BRI's Mortgage Program (KPP) is based on Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia Number 13 of 2025 concerning Housing Program Loans, and is further stipulated in a Cooperation Agreement between BRI and the Ministry of Public Works and Public Housing (PUPR). In its implementation, BRI is appointed as the disbursing bank responsible for the financing disbursement process, subsidy management, and credit quality control in accordance with prevailing regulations.

In 2025, the Government mandated BRI to disburse Housing Program Loans with a quota of IDR1 trillion, allocated through a switching mechanism of a portion of the Micro Business Loan (KUR) ceiling to support national housing sector development priorities. The ceiling adjustment was implemented based on Government approval as stated in the Letter of the Coordinating Ministry for Economic Affairs of the Republic of Indonesia Number PK.KUR/207/D.I.M.EKON/12/2025 concerning program loan ceiling adjustment. As of the end of 2025, the realization of Housing Program Loan disbursement by BRI amounted to IDR994.54 billion, reflecting BRI's commitment to supporting the implementation of the Government's program while maintaining prudent and sustainable financing quality management.

Social Assistance (Bansos)

The Ministry of Social Affairs of the Republic of Indonesia collaborates with BRI in distributing Social Assistance, the collaboration is based on Presidential Regulation of the Republic of Indonesia Number 63 of 2017 concerning the Distribution of Non-Cash Social Assistance through banking system. In 2025, the Government through the Ministry of Social Affairs of the Republic of Indonesia distributed four types of social assistance programs, as follows:

1. **Family Hope Program Social Assistance (PKH Social Assistance)**
   Distributed to 3.55 million Beneficiary Families (KPM) with total assistance of IDR9.84 trillion.
2. **Social Assistance of Basic Food Program**
   Distributed to 6.01 million Beneficiary Families (KPM) with total assistance of IDR11.52 trillion.
3. **Economic Stimulus of Basic Food Program for Quarter 2 of 2025**
   Distributed to 6.01 million Beneficiary Families (KPM) with a total assistance amounting to IDR2.41 trillion.
4. **Temporary Direct Cash Assistance for People's Welfare (BLTS-Kesra)**
   Distributed to 5.60 million Beneficiary Families (KPM) with a total assistance amounting to IDR5.04 trillion.

Accordingly, the total assistance distributed from the four types of programs (Bansos PKH, Bansos Sembako, Economic Stimulus of Basic Food Program for Quarter 2 of 2025, and Temporary Direct Cash Assistance for People's Welfare (BLTS-Kesra)) throughout 2025 amounted to IDR28.80 trillion, representing an increase of 35.85% compared to social assistance distribution in 2024 amounting to IDR21.19 trillion.

Financial Review

The financial review presented below refers to the Financial Statements for the year ended December 31, 2025, as disclosed in this Annual Report. The Financial Statements have been audited by Public Accounting Firm Purwanto, Sungkoro & Surja (Member of Ernst & Young Global Limited), which expressed the opinion that the consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Rakyat Indonesia (Persero) Tbk and its subsidiaries as of December 31, 2025, as well as the consolidated statement of profit or loss and other comprehensive income and the consolidated statement of cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Financial Performance

BRI's financial performance consists of the performance of the Consolidated Financial Position Report, Consolidated Profit and Loss Report and Other Comprehensive Income along with the Consolidated Cash Flow Report presented as follows.

Consolidated Statement of Financial Position

Table of Consolidated Financial Position Statement

(in IDR million)

Description	2025	2024*)	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASSETS				
Cash	**32,044,482**	29,783,642	2,260,840	7.59%
Current Accounts with Bank Indonesia	**31,929,608**	88,878,969	(56,949,361)	(64.08%)
Current Accounts with Other Banks	**42,444,581**	25,582,825	16,861,756	65.91%
Allowance for impairment losses	**(11,273)**	(8,378)	(2,895)	34.55%
Current accounts with other banks - Net	**42,433,308**	25,574,447	16,858,861	65.92%
Placement in Bank Indonesia and Other Financial Institutions	**21,057,210**	57,874,335	(36,817,125)	(63.62%)
Allowance for impairment losses	**(2,405)**	(767)	(1,638)	213.56%
Placement in Bank Indonesia and Other Financial Institutions - Net	**21,054,805**	57,873,568	(36,818,763)	(63.62%)
Securities	**372,732,802**	326,535,700	46,197,102	14.15%
Allowance for impairment losses	**(89,519)**	(58,823)	(30,696)	52.18%
Securities - Net	**372,643,283**	326,476,877	40,166,406	14.14%
Export Bills and Other Receivables	**48,252,083**	40,656,822	7,595,261	18.68%
Allowance for impairment losses	**(465,498)**	(1,075,559)	(610,061)	(56.72%)
Export Bills and Other Receivables - Net	**47,786,585**	39,581,263	8,205,322	20.73%
Securities under agreement to resell	**24,452**	16,845,690	(16,821,238)	(99.85%)
Derivative receivables	**1,167,029**	1,087,048	76,981	7.36%
Loans	**1,460,729,418**	1,298,318,089	162,411,329	12.51%

(in IDR million)

Description	2025	2024*)	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Allowance for impairment losses	**(79,328,619)**	(76,902,889)	(2,425,730)	3.15%
Loans - Net	**1,381,400,799**	1,221,415,200	159,985,599	13.10%
Sharia Loans	**56,350,282**	49,889,082	6,461,200	12.95%
Allowance for impairment losses	**(3,565,115)**	(3,995,032)	429,917	(10.76%)
Sharia Loans - Net	**52,785,167**	45,894,050	6,891,117	15.02%
Financing Receivables	**4,406,157**	6,433,608	(2,027,451)	(31.51%)
Allowance for impairment losses	**(164,922)**	(165,590)	668	(0.40%)
Financing Receivables - Net	**4,241,235**	6,268,018	(2,026,783)	(32.34%)
Acceptance Receivables	**13,078,567**	10,105,373	2,973,194	29.42%
Allowance for impairment losses	**(32,226)**	(321,683)	289,457	(89.98%)
Acceptance Receivables - Net	**13,046,341**	9,783,690	3,262,651	33.35%
Investment in share	**8,834,868**	8,076,567	758,301	9.39%
Fixed Assets				
Acquisition cost	**94,045,303**	88,479,818	5,565,485	6.29%
Accumulated depreciation	**(30,751,063)**	(26,001,853)	(4,749,210)	18.26%
Book Value-Net	**63,294,240**	62,477,965	816,275	1.31%
Deferred Tax Assets - Net	**8,129,522**	12,800,660	(4,671,138)	(36.49%)
Investment Property	**19,155**	197,380	(178,225)	(90.30%)
Other Assets-net	**54,536,226**	39,171,872	15,364,354	39.22%
TOTAL ASSETS	**2,135,371,105**	**1,992,186,906**	**143,184,199**	**7.19%**
LIABILITIES AND EQUITY				
Liabilities				
Libilities due Immediately	**39,818,745**	36,821,661	2,997,084	8.14%
Deposits from Customers				
Demand Deposits	**448,203,670**	374,554,340	73,649,330	19.66%
Saving Deposits	**587,585,862**	544,426,947	43,158,915	7.93%
Deposit	**431,054,307**	446,468,817	(15,414,510)	(3.45%)
	1,466,843,839	1,365,450,104	101,393,735	7.43
Deposits from other banks and other financial institutions	**17,601,436**	14,679,482	2,921,954	19.91%
Securities sold under agreement to repurchase	**27,932,749**	25,043,717	2,889,032	11.54%

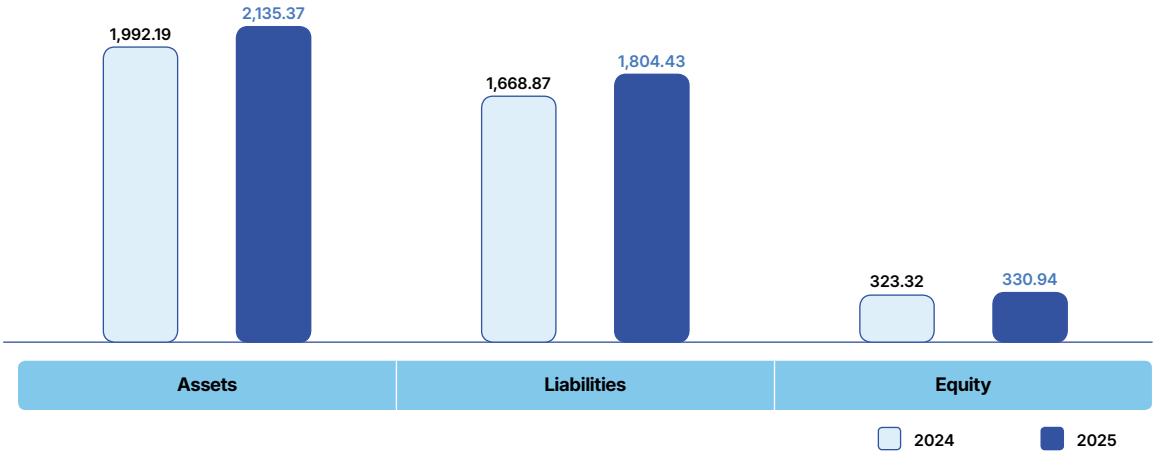
(in IDR million)

Description	2025	2024*)	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Derivative payables	**1,101,753**	1,585,120	(483,367)	(30.49%)
Acceptance Payables	**13,078,567**	10,105,373	2,973,194	29.42%
Taxes Payable	**3,299,310**	2,150,487	1,148,823	53.42%
Marketable Securities Issued	**40,901,648**	32,502,499	8,399,149	25.84%
Fund Borrowings	**129,186,116**	127,879,804	1,306,312	1.02%
Estimated Losses on Commitments and Contingencies	**1,946,135**	2,551,050	(604,915)	(23.71%)
Liabilities for Employee Benefits	**27,428,311**	20,936,335	6,491,976	31.01%
Other Liabilities	**34,804,195**	28,674,477	6,129,718	21.38%
Subordinated Loans and marketable Securities	**486,867**	491,781	(4,914)	(1.00%)
TOTAL LIABILITIES	**1,804,429,671**	**1,668,871,890**	**135,557,781**	**8.12%**
Equity				
Capital stock	**7,577,950**	7,577,950	0	0.00%
Additional paid-in capital	**75,946,195**	75,880,223	65,972	0.09%
Revaluation surplus arising from Premises and equipment - net of tax	**20,754,251**	20,222,379	531,872	2.63%
Differences arising from the transaction of foreign currency	**227,059**	(204,632)	431,691	(210.96%)
Unrealized profit (loss) on fiar value through other comprehensive income securities - net of deferred tax	**1,289,152**	(2,196,060)	3,485,212	(158.70%)
Allowance for Impairment Losses on fair value through other comprehensive income security	**60,966**	51,931	9,035	17.40%
Loss on measurement of defined benefit plan- net of deferred tax	**(2,198,095)**	(505,787)	(1,692,308)	334.59%
treasury stock	**(4,463,270)**	(4,349,007)	(114,263)	2.63%
Stock options	**121,808**	313,404	(191,596)	(61.13%)
Provision for bonus shares compensation	**453,231**	452,031	1,200	0.27%
Allowance for insurance finance	**1,758,580**	1,758,580	0	0.00%
Impact of Non-Controlling Transactions	**(157,347)**	(5,050)	(152,297)	3015.77%
Retained Earnings				
Appropriated	**3,022,685**	3,022,685	0	0.00%
Unappropriated	**219,640,693**	215,009,704	4,630,989	2.15%
Total Retained Earnings	**222,663,378**	218,032,389	4,630,989	2.15%
Total equity Attributable to Equity Holders of the Parent Entity	**324,033,858**	317,028,351	7,005,507	2.21%
Non-controlling interests	**6,907,576**	6,286,665	620,911	9.88%
TOTAL EQUITY	**330,941,434**	**323,315,016**	**7,626,418**	**2.36%**
TOTAL LIABILITIES AND EQUITY	**2,135,371,105**	**1,992,186,906**	**143,184,199**	**7.19%**

*) After reclassification and restatement

Consolidated Financial Position Statement Graph

(in trilion IDR)



Total Assets

In 2025, total assets reached IDR2,135.37 trillion, an increase of 7.19% compared to 2024, which stood at IDR1,992.19 trillion. This asset growth was primarily driven by productive assets, specifically loans and financing, which increased by 12.51% yearon-year (YoY) or by IDR162.41 trillion. The loan and financing growth was mainly contributed by BRI Bank Only, which grew by 10.43% or increased by IDR126.83 trillion, Pegadaian, which saw a 47.63% YoY growth, or an increase of IDR40.67 trillion, PNM, which grew by 8.27% YoY, equivalent to a nominal increase of IDR0.6 trillion.

Asset Table

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Cash	**32,044,482**	29,783,642	2,260,840	7.59%
Current Accounts with Bank Indonesia	**31,929,608**	88,878,969	(56,949,361)	(64.08%)
Current Accounts with Other Banks	**42,444,581**	25,582,825	16,861,756	65.91%
Allowance for impairment losses	**(11,273)**	(8,378)	(2,895)	34.55%
Current Accounts with Other Banks – Net	**42,433,308**	25,574,447	16,858,861	65.92%
Placement with Bank Indonesia and Other Financial Institution	**21,057,210**	57,874,335	(36,817,125)	(63.62%)
Allowance for impairment losses	**(2,405)**	(767)	(1,638)	213.56%
Placement with Bank Indonesia and Other Financial Institution - Net	**21,054,805**	57,873,568	(36,818,763)	(63.62%)
Securities	**372,732,802**	326,535,700	46,197,102	14.15%
Allowance for impairment losses	**(89,519)**	(58,823)	(30,696)	52.18%
Securities - Net	**372,643,283**	326,476,877	40,166,406	14.14%
Export bills and other receivables	**48,252,083**	40,656,822	7,595,261	18.68%
Allowance for impairment losses	**(465,498)**	(1,075,559)	(610,061)	(56.72%)
Export bills and other receivables - Net	**47,786,585**	39,581,263	8,205,322	20.73%
Securities under agreement to resell	**24,452**	16,845,690	(16,821,238)	(99.85%)
Derivative receivables	**1,167,029**	1,087,048	76,981	7.36%

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Loans	**1,460,729,418**	1,298,318,089	162,411,329	12.51%
Allowance for impairment losses	**(79,328,619)**	(76,902,889)	(2,425,730)	3.15%
Loans - Net	**1,381,400,799**	1,221,415,200	159,985,599	13.10%
Sharia Loans	**56,350,282**	49,889,082	6,461,200	12.95%
Allowance for impairment losses	**(3,565,115)**	(3,995,032)	429,917	(10.76%)
Sharia Loans - Net	**52,785,167**	45,894,050	6,891,117	15.02%
Financing Receivables	**4,406,157**	6,433,608	(2,027,451)	(31.51%)
Allowance for impairment losses	**(164,922)**	(165,590)	668	(0.40%)
Financing Receivables - Net	**4,241,235**	6,268,018	(2,026,783)	(32.34%)
Acceptance receivables	**13,078,567**	10,105,373	2,973,194	29.42%
Allowance for impairment losses	**(32,226)**	(321,683)	289,457	(89.98%)
Acceptance receivables - Net	**13,046,341**	9,783,690	3,262,651	33.35%
Investment in shares	**8,834,868**	8,076,567	758,301	9.39%
Fixed assets				
Acquisition cost	**94,045,303**	88,479,818	5,565,485	6.29%
Accumulated depreciation	**(30,751,063)**	(26,001,853)	(4,749,210)	18.26%
Net book value	**63,294,240**	62,477,965	816,275	1.31%
Deferred Tax Assets-net	**8,129,522**	12,800,660	(4,671,138)	(36.49%)
Investment Property	**19,155**	197,380	(178,225)	(90.30%)
Other Assets-net	**54,536,226**	39,171,872	15,364,354	39.22%
TOTAL ASSETS	**2,135,371,105**	**1,992,186,906**	**143,184,199**	**7.19%**

Cash

Cash in 2025 reached IDR32.04 trillion, an increase of 7.59% compared to IDR29.78 trillion in 2024. The overall change in cash was largely influenced by the Rupiah currency, which increased by IDR2.63 trillion or 9.37% YoY. This movement aligns with the company's operational needs.

Table of Cash

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rupiah	**30,664,826**	**28,038,187**	**2,626,638**	**9.37%**
Foreign currency				
United States Dollar	**647,950**	1,046,561	(398,611)	(38.09%)
Malaysian Ringgit	**146,102**	80,791	65,311	80.84%
European Euro	**143,715**	83,216	60,499	72.70%

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Australian Dollar	**137,314**	30,056	107,258	356.86%
Saudi Arabian Riyal	**121,150**	273,340	(152,190)	(55.68%)
Singapore Dollar	**87,864**	137,955	(50,091)	(36.31%)
British Pound Sterling	**29,304**	19,924	9,380	47.08%
United Arab Emirates Dirham	**13,268**	23,408	(10,140)	(43.32%)
Japanese Yen	**10,767**	7,001	3,766	53.79%
Canadian Dollar	**9,980**	3,806	6,174	162.22%
Swiss Franc	**7,115**	10,421	(3,306)	(31.72%)
Brunei Darussalam Dollar	**5,628**	10,374	(4,746)	(45.75%)
New Zealand Dollar	**3,856**	4,681	(825)	(17.62%)
Hong Kong Dollar	**3,437**	2,868	569	19.84%
Thai Baht	**3,327**	662	2,665	402.57%
New Taiwan Dollar	**2,904**	4,555	(1,651)	(36.25%)
South Korean Won	**2,440**	392	2,048	522.45%
Renminbi	**2,221**	4,134	(1,913)	(46.27%)
Vietnamese Dong	**608**	205	403	196.59%
Philippine Peso	**479**	876	(397)	(45.32%)
Indian Rupee	**139**	137	2	1.46%
Papua New Guinean Kina	**87**	92	(5)	(5.43%)
Norwegian Krone	**1**	-	1	-
Total Foreign Currency	**1,379,656**	1,745,455	(365,799)	(20.96%)
Total	**32,044,482**	**29,783,642**	**2,260,840**	**7.59%**

Current Accounts with Bank Indonesia

The curent account with Bank Indonesia (BI) in 2025 reached IDR31.93 trillion, a decrease of 64.08% compared to IDR88.88 trillion in 2024. This decline aligns with the Statutory Reserve Requirement (GWM) incentive received by the company of 5% as of the end of December 2025, higher than 4% in December 2024. This incentive was granted to the company for its positive contribution to loan distribution in priority sectors as determined by Bank Indonesia.

Table of Current Account with Bank Indonesia

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rupiah	**22,399,643**	77,556,344	(55,156,701)	(71.12%)
United States Dollar	**9,529,965**	11,322,625	(1,792,660)	(15.83%)
Total	**31,929,608**	**88,878,969**	**(56,949,361)**	**(64.08%)**

Current Accounts with Other Banks

The current account with other banks in 2025 reached IDR42.43 trillion, an increase of 65.92% YoY compared to IDR25.57 trillion in 2024. This movement aligns with operational needs and consider the liquidity optimization required by the company.

Table of Current Account with Other Banks Based on Currency (In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third party				
Rupiah	**721,389**	455,510	265,877	58.37%
Foreign currency	**41,233,135**	24,622,578	16,610,557	67.46%
Related parties				
Rupiah	**473,647**	470,161	3,486	0.74%
Foreign currency	**16,410**	34,576	(18,166)	(52.54%)
Total	**42,444,581**	25,582,825	16,861,756	65.91%
Allowance for impairment losses	**(11,273)**	(8,378)	(2,895)	34.56%
Total-Net	**42,433,308**	**25,574,447**	**16,858,861**	**65.92%**

Placements with Bank Indonesia and Other Financial Institutions

Placements with Bank Indonesia and Other Financial Institutions in 2025 reached IDR21.06 trillion, a decrease of 63.62% YoY compared to IDR57.87 trillion in 2024. This decline was mainly due to a IDR11.49 trillion decrease in Deposit Facility placements at the central bank, as part of liquidity adjustments and yield optimization efforts

Table of Placement with Bank Indonesia and Other Financial Institutions Based on Currency and Type (In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
THIRD PARTY				
Rupiah				
Bank Indonesia	**-**	18,949,861	(18,949,861)	(100.00%)
Inter-bank call money	**-**	2,155,000	(2,155,000)	(100.00%)
Time deposit	**751,128**	445,971	282,957	(63.43%)
Other placements	**1,518,148**	-	1,518,148	100.00%
United States Dollar				
Bank Indonesia	**8,337,500**	16,095,000	(7,757,500)	(48.20%)
Inter-bank call money	**2,939,692**	10,611,299	(7,671,607)	(72.30%)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Time deposit	-	10,214	(10,214)	(100.00%)
Other placements	**4,739,138**	4,216,890	522,248	12.38%
New Taiwan Dollar				
Inter-bank call money	-	196,370	(196,370)	(100.00%)
	18,285,606	**52,680,605**	**(34,394,999)**	**(65.29%)**
RELATED PARTIES				
Rupiah				
Inter-bank call money	-	1,000,000	1,000,000	100.00%
Time deposit	**328,556**	982,677	(654,121)	(66.57%)
United States Dollar				
Inter-bank call money	**2,417,875**	3,186,810	(768,935)	(24.13%)
Time deposit	**25,173**	24,243	930	3.84%
	2,771,604	**5,193,730**	**(2,422,126)**	**(46.64%)**
Total	**21,057,210**	**57,874,335**	**(36,817,125)**	**(63.62%)**
Allowance for impairment losses	**(2,405)**	(767)	(1,638)	213.56%
Net	**21,054,805**	**57,873,568**	**(36,818,763)**	**(63.62%)**

Securities

Securities in 2025 reached IDR372.73 trillion, increasing by 14.15% compared to IDR326.54 trillion in 2024. This movement was contributed by an increase in held-to-maturity securities, which rose by 34.37% YoY, or IDR46.48 trillion. This increase was primarily aimed at optimizing the portfolio toward assets with higher yields while still maintaining flexibility for the Company's liquidity.

Table of Securities Based on Remaining Life to Maturity

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third Party	**123,728,980**	87,391,531	36,337,449	41.58%
Related parties	**249,003,822**	239,144,169	9,859,653	4.12%
Total	**372,732,802**	**326,535,700**	**46,197,102**	**14.15%**
Less allowance for impairment losses	**(89,519)**	(58,823)	(30,696)	52.18
Net	**372,643,283**	**326,476,877**	**46,166,406**	**14.14%**

Export Bills and Others Receivable Net

Export Bills and Other Receivables in 2025 reached IDR48.25 trillion increasing by 18.68% or amounted to IDR7.60 trillion compared to IDR40.66 trillion in 2024. This increase was mainly contributed by Rupiah Bills Receivable, which rose by IDR2.80 trillion, and related-party USD Bills Receivable, which grew by IDR2.30 trillion. This increase aligns with data indicating that Indonesia's total export value in 2025 grew by 6.15% year-on-year (YoY), reaching USD282.91 billion, or USD16.38 billion higher than USD266.53 billion recorded in 2024.

Security Purchased Under Agreement to Resell

Securities Purchased with an Agreement to Resell in 2025 amounted to IDR22.45 billion, reflecting a 99.85% YoY decline compared to IDR16.85 trillion in 2024. This decrease aligns with the company's strategy to diversify income sources and optimize interest revenue by reallocating funds to more productive assets, particularly credit disbursement.

Derivative Receivables

Derivative Receivables in 2025 reached IDR1.17 trillion, reflecting an increase of IDR76.98 billion compared to IDR91.09 trillion in 2024. These derivative transactions were conducted for hedging purposes and liquidity management.

The recognition of derivative receivables was due to the increase in the fair value of derivatives at the reporting date compared to their contract value.

Loans and Financing Given

BRI's consolidated loans and financing given in 2025 reached IDR1,521.49 trillion, representing an increase of 12.32% year-on-year compared to IDR1,354.64 trillion in 2024. This increase was primarily driven by BRI Only loans, which grew 10.43% year-on-year or IDR126.83 trillion. All of the Company's business segments recorded solid growth. The MSME segment (including consumer loans) grew 6.18% year-on-year or IDR68.61 trillion, maintaining a strong portfolio composition of 77.49%. Meanwhile, the corporate segment also recorded strong growth of 40.22% year-on-year or IDR98.24 trillion, largely driven by high-quality corporations with value chains linked to the Company's MSME segment. This growth profile reflects the Company's ability to balance loan expansion with ongoing improvements in asset quality, as evidenced by profitability ratios that remain well maintained at optimal levels.

In 2025, Pegadaian recorded a commendable performance, achieving growth of 47.64%, equivalent to a nominal increase of IDR40.67 trillion. Pegadaian's ability to optimize gold price movements was a crucial factor contributing to this growth.

Table of Loan and Financing Provided

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Loan Given	**1,460,729,418**	1,298,318,089	162,411,329	12.51%
Syariah Loans	**56,350,282**	49,889,082	6,461,200	12.95%
Finance Lease Receivables	**4,406,157**	6,433,608	(2,027,451)	(31.51%)
Total Loan and Financing Provided (Gross)	**1,521,485,857**	1,354,640,779	166,845,078	12.32%
Minus reserves	**(83,058,656)**	(81,063,511)	(1,995,145)	2.46%
Net	**1,438,427,201**	**1,273,577,268**	**164,849,933**	**12.94%**

Acceptance Receivable

Acceptance receivable in 2025 reached IDR13.08 trillion, increasing by 29.42% YoY (IDR2.97 trillion) compared to IDR10.11 trillion in 2024. This increase was supported by BRI's ability to optimize export-import business potential, particularly in documentary credit acceptance (L/C) transactions.

Share Participation

In 2025, share participation reached IDR8.83 trillion, marking a 9.39% year-on-year (YoY) increase compared to IDR8.08 trillion in 2024. The dominant factor driving this growth was the recognition of the equity method for profits from associated entities, in proportion to BRI's ownership stake, particularly in PT Bank Syariah Indonesia and PT Bahana Artha Ventura.

Fixed Assets

In 2025, fixed assets reached IDR63.29 trillion, reflecting a 1.31% year-on-year (YoY) increase compared to IDR62.48 trillion in 2024. This increase was allocated to support the reliability of the Company's information technology (IT) infrastructure and to ensure that the adequacy, feasibility, and completeness of the operational premises across work units remain in optimal and serviceable condition.

Deffered Tax Assets – Net

Deferred Tax Assets (Net) in 2025 amounted to IDR8.13 trillion, reflecting a 36.49% YoY decrease from IDR12.80 trillion in 2024. This decline was primarily driven by a drop in Allowance for Impairment Losses (CKPN), in line with accelerated resolution of non-performing assets. Despite the reduction, BRI continues to ensure sufficient provisioning as part of its risk mitigation strategy for potential deterioration in productive assets

Other Assets – Net

Other assets – net (including investment property) in 2025 reached IDR54.55 trillion, representing an increase of 38.57% year-on-year compared to IDR39.37 trillion in 2024. The increase in other assets was mainly driven by receivables related to ATM and credit card transactions, which increased by IDR576,78 billion, in line with higher transaction volumes. In addition, the increase was also supported by a rise in gold deposit assets amounting to IDR3.27 trillion, in line with the commencement of bullion bank operations managed by Pegadaian, a company within the BRI Group

Total Liabilities

In 2025, total liabilities reached IDR1,804.43 trillion, reflecting a increase of 8.12% year-on-year (YoY) compared to IDR1,668.87 trillion in 2024. This increase was primarily driven by a IDR101.39 trillion rise in customer deposits. Customer deposits remained the largest contributor to total liabilities, accounting for 81.29% of the total.

Table of Liabilities

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilities Due Immediately	**39,818,745**	36,821,661	2,997,084	8.14%
Deposits from customers				
Demand Deposits	**448,203,670**	374,554,340	73,649,330	19.66%
Saving deposits	**587,585,862**	544,426,947	43,158,915	7.93%
Deposit	**431,054,307**	446,468,817	(15,414,510)	(3.45%)
Total Deposits from Customers	**1,466,843,839**	1,365,450,104	101,393,735	7.43%
Deposits from other banks and financial institutions	**17,601,436**	14,679,482	2,921,954	19.91%
Securities under agreement to repurchase	**27,932,749**	25,043,717	2,889,032	11.54%
Derivative payables	**1,101,753**	1,585,120	(483,367)	(30.49%)
Acceptance payable	**13,078,567**	10,105,373	2,973,194	29.42%
Tax Debt	**3,299,310**	2,150,487	1,148,823	53.42%
Marketable securities issued	**40,901,648**	32,502,499	8,399,149	25.84%
Fund borrowings	**129,186,116**	127,879,804	1,306,312	1.02%
Estimation of Losses on Commitments and Contingencies	**1,946,135**	2,551,050	(604,915)	(23.71%)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilities for employee benefits	**27,428,311**	20,936,335	6,491,976	31.01%
Other Liabilities	**34,804,195**	28,674,477	6,129,718	21.38%
Subordinated loans and marketable securities	**486,867**	491,781	(4,914)	(1.00%)
TOTAL LIABILITIES	**1,804,429,671**	**1,668,871,890**	**135,557,781**	**8.12%**

Immediate Liabilities

Immediate liabilities include advance payment deposits, dividend deposits, BRI's obligations as the issuing bank for ATM and credit cards, remittances, check deposit funds, deposit receipts, clearing transactions, tax deposits received by BRI, and social assistance funds. In 2025, immediate liabilities reached IDR39.82 trillion, reflecting a 8.14% year-on-year (YoY) increase compared to IDR36.82 trillion in 2024. The largest component of this increase was the interim dividend payment deposits, which amounted to IDR20.63 trillion. This was in line with BRI's announcement of interim dividend payments at the end of December 2025, with the actual payment executed in January 2026.

Customer Deposits

In 2025, customer deposits reached IDR1,466.84 trillion, reflecting a 7.43% year-on-year (YoY) increase compared to IDR1,365.45 trillion in 2024. The highest deposit growth was driven by Current Account and Savings Account (CASA), which grew by 12.71% YoY, or IDR116.81 trillion. Meanwhile, time deposits (Deposits) declined by 3.45% YoY, equivalent to IDR15.41 trillion.

The increase in deposits was in line with the Company's first focus on optimizing funding by distributing productive assets, especially recorded loan. The Company was able to maintain LDR, Bank Only at 91.43%, far below the trigger level. In addition, in line with the strategy of focusing on absorbing low-cost funds or CASA, the Company's CASA ratio in December 2025 was recorded as the highest in history or 70.61% and will continue to be increased in the future in line with the strategy to focus on obtaining CASA through transactions.

Table of Customer Deposits

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Current account	**448,203,670**	374,554,340	73,649,330	19.66%
Saving	**587,585,862**	544,426,947	43,158,915	7.93%
Time Deposit	**431,054,307**	446,468,817	(15,414,510)	(3.45%)
Total Customer Deposits	**1,466,843,839**	**1,365,450,104**	**101,393,735**	**7.43%**

Deposits from Other Banks and Financial Institutions

In 2025, deposits from other banks and financial institutions reached IDR17.60 trillion, reflecting a 19.91% increase compared to IDR14.68 trillion in 2024. This increase was part of the company's strategy to optimize liquidity acquisition and an effort to diversify funding sources beyond third-party funds.

Securities Sold Under Agreement to Repurchase

In 2025, securities sold under repurchase agreements reached IDR27.93 trillion, marking a 11.54% year-on-year (YoY) increase compared to IDR25.04 trillion in 2024. This increase was part of the company's liquidity fulfillment strategy, particularly for short-term liquidity needs of less than one year, to accommodate the dynamic liquidity movements occurring in the industry.

Derivative Payable

In 2025, derivative payable reached IDR1.10 trillion, reflecting a 30.49% YoY decrease compared to IDR1.59 trillion in 2024. This increase was part of the company's treasury strategy in response to fluctuating interest rate trends.

Liabilitas Payable

In 2025, acceptance payable reached IDR13.08 trillion, reflecting a 29.42% YoY increase compared to IDR10.11 trillion in 2024. This movement was partly due to an increase in the volume of several acceptances at year-end, which were financed in the form of bank guarantees and/or bills of exchange, recorded under the commitments and contingencies item.

Tax Payable

In 2025, tax payables reached IDR3.30 trillion, reflecting a 53.42% YoY increase compared to IDR2.15 trillion in 2024. This movement was contributed by three (3) items, namely income tax (Article 25 and 29) from both BRI Parent and its subsidiaries, as well as value-added tax.

Table of Tax Debt

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRI (PARENT ENTITY)				
Income tax				
Article 25	**485,627**	1,341,508	(855,881)	(63.80%)
Article 29	**1,222,206**	14,611	1,207,595	8,264.97%
Total Tax Payables of BRI	**1,707,833**	1,356,119	351,714	25.94%
SUBSIDIARY ENTITY				
Income tax	**1,461,099**	682,774	778,325	113.99%
Value-added tax	**130,378**	111,594	18,784	16.83%
Total Tax Payables of Subsidiaries	**1,591,477**	794,368	797,109	100.35%
Total Tax Payables	**3,299,310**	**2,150,487**	**1,148,823**	**53.42%**

Marketable Securities Issued

In 2025, securities issued amounted to IDR40.90 trillion, reflecting a 25.84% year-on-year (YoY) growth compared to IDR32.50 trillion in 2024. In terms of denomination, this change was primarily driven by rupiah-denominated securities, which declined by 25.84% year-on-year or decreased by IDR8.40 trillion. The movement was influenced by several types of securities, as outlined below:

1. Sustainable Social Bonds I Phase I of BRI in 2025 amounting to IDR4.82 trillion.
2. BRI Finance Sustainable Bonds Phase I in 2025 amounting to IDR590 billion.
3. PNM Sustainable Orange Social Bonds I Phase I in 2025 amounting to IDR852 billion.
4. PNM Social Mudharabah Sukuk Phase I and II in 2025 amounting to IDR2.77 trillion.
5. Pegadaian Sustainable Bonds VI Phase II in 2025 amounting to IDR4.35 trillion.

Fund Borrowings

In 2025, borrowings received amounted to IDR129.19 trillion, reflecting a 1.02% YoY increase compared to IDR127.88 trillion in 2024. This increase was primarily driven by the issuance of Social Loans and Club Loans (SLCL) and bilateral loans, as part of BRI's strategy to balance liquidity needs, ensuring adequate funding and optimal allocation

Estimated Losses on Commitments and Contingencies

In 2025, estimated loss on commitments and contingencies reached IDR1.95 trillion, marking a 23.71% YoY decrease compared to IDR2.55 trillion in 2024. This decline was in line with the decrease in exposure to contingent commitment liabilities, such as bank guarantees and letters of credit, particularly from debtors in the construction, trading, and services sectors.

Liabilities For Employee Benefits

In 2025, employee benefit liabilities reached IDR27.43 trillion, reflecting a 31.01% YoY growth compared to IDR20.94 trillion in 2024. This decrease was attributed to movements in reserves for employee benefit programs, which had been adjusted by actuarial calculations. These adjustments were based on changes in key actuarial assumptions, including the discount factor, wage growth assumptions, average employee age, movements in gold prices and other relevant factors.

Table of Liabilities for Employee Benefits

(In Million IDR)

Description	2025	2024	Growth	
			Nominal	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Provisions for employee benefit program	**16,689,746**	12,629,995	4,059,751	32.14%
Provision for bonuses and incentives	**9,184,044**	6,828,505	2,355,539	34.50%
Provision for religious festify allowancer	**1,347,672**	1,217,871	129,801	10.66%
Provision for contract worker	**120,375**	174,964	(54,589)	(31.20%)
Provision for exit management	**86,474**	85,000	1,474	1.73%
Total	**27,428,311**	**20,936,335**	**6,423,649**	**30.68%**

Other Liabilities

Other liabilities in 2025 reached IDR34.80 trillion, increasing 21.38% year-on-year compared to IDR28.67 trillion in 2024. This increase was contributed by the growth in Gold Deposit Payable, in line with the rise in gold transactions managed by Pegadaian, one of the Companies within the BRI Group.

Subordinated Loans and Marketable Securities

In 2025, subordinated loans and securities amounted to IDR486.87 billion, remaining relatively flat with only a 1.00% YoY decrease compared to IDR491.78 billion in 2024. This movement was solely impacted by the annual amortization process.

Total Equity

In 2025, total equity reached IDR330.94 trillion, reflecting a 2.36% YoY increase or IDR7.63 trillion compared to IDR323.32 trillion in 2024. This increase was primarily driven by the company's ability to sustain net profit, which was recorded at IDR57.13 trillion, and after accommodating interim dividend payments of IDR20.6 trillion. In addition, the increase was also supported by improvements in other comprehensive income from employee benefits, which improved by IDR3.49 trillion, or 158.70% YoY, driven by the improvement in bond yields over the past year.

Table of Equity

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Capital stock	**7,577,950**	7,577,950	0	0.00%
Additional paid-in capital	**75,946,195**	75,880,223	65,972	0.09%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Revaluation surplus arising from premises and equipment	**20,754,251**	20,222,379	531,872	2.63%
Differences arising from the translation of foreign currency	**227,059**	(204,632)	431,691	(210.96%)
Unrealized loss on fair value through other comprehensive income securities -net of deferred tax	**1,289,152**	(2,196,060)	3,485,212	(158.70%)
Allowance for impairment losses on fair value through other comprehensive income security	**60,966**	51,931	9,035	17.40%
loss on remeasurement of defined benefit plan- net of deferred tax	**(2,198,095)**	(505,787)	(1,692,308)	334.59%
Treasury stock	**(4,463,270)**	(4,349,007)	(114,263)	2.63%
Stock options	**121,808**	313,404	(191,596)	(61.13%)
Provision for bonus shares compensation	**453,231**	452,031	1,200	0.27%
Allowance for insurance finance	**1,758,580**	1,758,580	0	0.00%
Impact of Non-Controlling Transactions	**(157,347)**	(5,050)	(152,297)	3015.77%
Retained Earnings				
Appropriated	**3,022,685**	3,022,685	0	0.00%
Unappropriated	**219,640,693**	215,009,704	4,630,989	2.15%
Total Retained Earnings	**222,663,378**	218,032,389	4,630,989	2.15%
Total equity attributable to equity holders of the parent entity	**324,033,858**	317,028,351	7,005,507	2.21%
Non-controlling interests	**6,907,576**	6,286,665	620,911	9.88%
TOTAL EQUITIES	**330,941,434**	**323,315,016**	**7,626,418**	**2.36%**

Capital Stock

In 2025, share capital reached IDR7.58 trillion, remaining unchanged compared to 2024, as there were no corporate actions related to the issuance of new shares throughout 2025.

Unrealized Gains (Losses) on Securities Classified as Fair Value Through Other Comprehensive Income-Net

In 2025, the unrealized gains (losses) on securities classified as fair value through other comprehensive income - net rebounded to a positive IDR1.29 trillion, representing a growth of 158.70% year-on-year (YoY) compared to a negative IDR2.20 trillion in 2024. This was in line with the improvement in securities yields throughout 2025.

Repurchased Share Capital (Treasury Shares)

In 2025, treasury shares amounted to IDR4.46 trillion, remaining relatively flat with a 2.63% increase year-on-year (YoY) compared to IDR4.35 trillion in 2024. This movement aligns with the stock buyback program and the distribution of shares to employees in the form of ESA.

Non-Controlling Interests

In 2025, non-controlling interests reached IDR6.91 trillion, marking a 9.88% increase compared to IDR6.29 trillion in 2024. This increase was driven by the 16.12% YoY increase in the profit contribution from Subsidiaries, which rose by IDR1.44 trillion. As a result, the profit contribution from subsidiaries to consolidated profit increased to 18.16%, reflecting a 3.43% YoY improvement compared to 14.73% in December 2024.

Consolidated Statement of Profit or Loss and Other Comperhensive Income

Table of Consolidated Statement of Profit and Loss and Other Comprehensive Income

(In Million IDR)

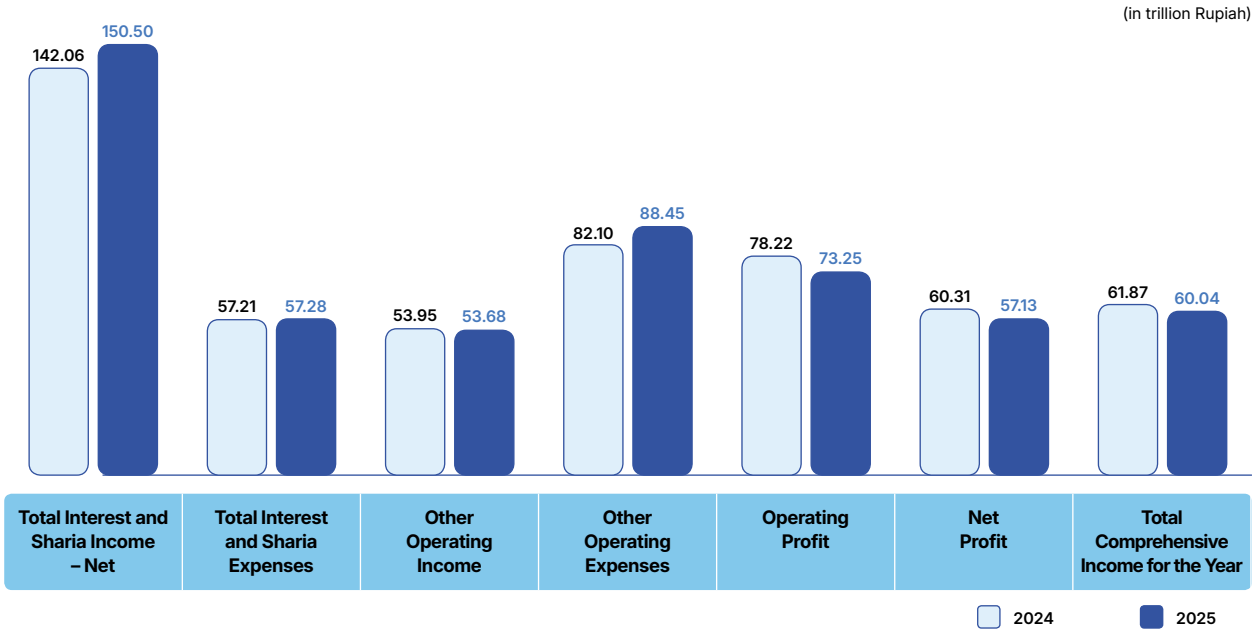
Description	2025	2024*)	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest and Sharia Income				
Interest income	**192,859,238**	185,272,091	7,587,147	4.10%
Sharia income	**14,924,130**	13,994,161	929,969	6.65%
Total Interest and Sharia Income	**207,783,368**	199,266,252	8,517,116	4.27%
Interest and Sharia Expenses				
Interest expense	**(56,012,924)**	(56,202,797)	189,873	(0.34%)
Sharia expense	**(1,272,015)**	(1,006,265)	(265,750)	26.41%
Total Interest and Sharia Expenses	**(57,284,939)**	(57,209,062)	(75,877)	0.13%
Interest and Sharia Income-net	**150,498,429**	142,057,190	8,441,239	5.94%
Insurance service income	**7,662,733**	7,346,611	316,122	4.30%
Insurance service expenses	**(6,364,550)**	(6,179,801)	(184,749)	2.99%
Insurance service income – net	**1,298,183**	1,166,810	131,373	11.26%
Interest, sharia, premium, insurance service income - net	**151,796,612**	143,825,467	7,971,145	5.54%
Revenue from gold sold	**61,556,593**	18,192,082	43,374,511	238.43%
Cost of revenue from gold sold	**(59,167,627)**	(17,488,885)	(41,678,742)	238.32%
Revenue from gold sold- net	**2,398,966**	703,197	1,695,769	241.15%
Other Operating Income				
Other fees and commissions	**21,447,045**	20,390,833	1,056,212	5.18%
Recovery of written-off assets	**20,952,308**	25,363,951	(4,411,643)	(17.39%)
Gain on sale of securities- net	**3,372,396**	2,209,474	1,162,922	52.63%
Gain on foreign exchange -net	**2,087,065**	1,187,862	899,263	75.71%
Unrealized gain on changes in fair value of securities	**160,659**	0	160,659	0.00%
Others	**5,661,719**	4,796,269	865,450	18.04%
Total Other Operating Income	**53,681,192**	53,948,329	(267,137)	(0.50%)
Provision for allowance for impairment losses on financial assets - net	**(46,723,647)**	(41,744,402)	(4,966,010)	11.89%
Reversal of allowance for estimated losses on commitments and contingencies - net	**624,058**	3,596,482	(2,972,424)	(82.65%)
Provision for allowance for impairment losses non financial assets - net	**(82,414)**	(13,008)	(69,406)	533.56%

Description	2025	2024*)	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Other Operating Expenses				
Salaries and employee benefits	**(42,113,566)**	(38,616,534)	(3,497,032)	9.06%
Unrealized loss on changes in fair value of securities		(202,928)		
General and administrative	**(33,776,049)**	(29,288,456)	(4,487,593)	15.32%
Others	**(12,557,271)**	(13,992,300)	1,435,029	(10.26%)
Total Other Operating Expenses	**(88,446,886)**	(82,100,218)	(6,346,668)	7.73%
OPERATING INCOME	**73,247,881**	**78,215,847**	**(4,967,966)**	**(6.35%)**
NON-OPERATING INCOME (EXPENSES) - NET	**(455,062)**	(963,653)	508,591	(52.78%)
INCOME BEFORE TAX EXPENSE	**72,792,819**	**77,252,194**	**(4,459,375)**	**(5.77%)**
TAX EXPENSE	**(15,660,454)**	**(16,945,848)**	**1,285,394**	**(7.59%)**
NET INCOME	**57,132,365**	**60,306,346**	**(3,511,443)**	**(5.79%)**
Items not to be reclassified to profit or loss				
Remeasurement of liabilities for employee benefits	**(2,105,170)**	2,001,031	(4,106,201)	(205.20%)
Income taxes related to items no to be reclassified to profit or loss	**408,841**	(376,095)	784,936	(208.71%)
Revaluation surplus arising from premises and equipment	**543,712**	9,670	534,042	5522.67%
Items to be reclassified to profit or loss				
Differences arising from the translation of foreign currency	**431,690**	49,112	382,578	778.99%
Unrealized (loss) gain on fair value through other comprehensive income securities	**4,826,637**	(145,799)	-	0.00%
Allowance for impairment losses on fair value through other comprehensive income securities	**18,329**	(86,410)	105,166	(121.71%)
Finance expenses from issued insurance contracts	**(361,281)**	98,305		
Income taxes related to items to be reclassified to profit or loss	**(854,180)**	14,658	(890,465)	(2454.09%)
Other Comprehensive Income for the Year – Net of Tax	**2,909,006**	**1,564,472**	**1,344,534**	**85.94%**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**60,041,370**	**61,870,818**	**(1,829,477)**	**(2.96%)**
INCOME FOR THE YEAR ATTRIBUTABLE TO :				
Equity holders of the parent entity	**56,652,384**	59,944,649	(3,292,265)	(5.49%)
Non-controlling interest	**479,981**	361,697	118,284	32.70%
TOTAL	**57,132,365**	**60,306,346**	**(3,173,981)**	**(5.26%)**

Description	2025	2024*)	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO :				
Equity holders of the parent entity	**59,265,589**	61,620,303	(2,335,714)	(3.82%)
Non- controlling interest	**775,782**	250,515	525,267	209.67%
TOTAL	**60,041,371**	**61,870,818**	**(1,829,447)**	**(2.96%)**
EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF TEH PARENT ENTITY (full rupiah)				
Basic	**376**	398	(22)	(5.53%)
Diluted	**376**	398	(22)	(5.53%)

*) After reclassification and restatement.

Graph of Consolidated Statement of Profit and Loss and Other Comprehensive Income



Interest and Sharia Income

In 2025, interest and sharia income reached IDR207.78 trillion, reflecting an 4.27% YoY increase, or an increase of IDR8.52 trillion compared to IDR199.27 trillion in 2024. The majority of the interest income came from loans and financing receivables (including sharia), which accounted for 88.23% of the total interest income.

The company's interest income from loans was recorded at IDR183.32 trillion, reflecting a 5.25% YoY increase. Among the various business segments, the ultra-micro and micro sectors, which include BRI, Pegadaian, and PNM, contributed 99.55% of total interest income from loans and financing.

Interest and Sharia Expenses

In 2025, interest and sharia expenses reached IDR57.28 trillion, remaining relatively flat with only a 0.13% YoY growth compared to IDR56.61 trillion in 2024. Throughout 2025, the Company was able to optimize its cost of funds ratio to remain below 3%, precisely at 2.87%. This successful optimization of interest expenses aligns with the Company's achievement in growing CASA, particularly current accounts by 19.66% and savings by 7.93%, resulting in a record-high CASA ratio of 70.8%.

Interest and Sharia Income-Net

In 2025, net interest and sharia income reached IDR150.50 trillion, representing a 5,50% YoY increase compared to IDR142,66 trillion in 2024. This increase was driven by the company's ability to enhance interest income, which rose 4.27% YoY through solid growth in productive assets, particularly loans, as well as its ability to optimize interest expenses, which increased only slightly by 1.20% yoy, allowing the company to still record optimal net growth.

Table of Net Interest and Sharia Income

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest and Sharia Income	**207,783,368**	199,266,252	8,517,116	4.27%
Interest and Sharia Expenses	**(57,284,939)**	(56,607,595)	(75,877)	0.13%
Interest and Sharia Income -Net	**150,498,429**	**142,658,657**	**8,441,239**	**5.94%**

Other Operating Income

Other operating income in 2025 reached IDR53.68 trillion, or recorded flat compared to 2024 which reached IDR53.95 trillion. Several operational income items recorded very strong growth, including:

- Treasury income recorded a significant increase of 65.4% year-on-year (YoY), equivalent to IDR2.22 trillion. This growth was mainly driven by capital gains, which rose by 52.6%, supported by BRI's ability to optimize securities while maintaining liquidity capacity.
- Fee and commissions grew consistently by 5.2% YoY, driven by the Company's ability to sustain fee growth from agency businesses (BRILink Agents), trade finance, and e-channel transactions, in line with the increasing penetration of BRImo usage.
- Recovery income from written-off assets reached IDR20.95 trillion. With this achievement, the Company was able to maintain a recovery rate at the 46% level.
- In addition, there was a significant increase in gold sales revenue, which rose by 241.15% YoY, equivalent to an increase in income of IDR1.70 trillion.

Other Operating Income

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Other fees and commissions	**21,447,045**	20,390,833	1,056,212	5.18%
Recovery of written-off assets	**20,952,308**	25,363,951	(4,411,643)	(17.39%)
Gain on sale of securities - net	**3,372,396**	2,209,474	1,162,922	52.63%
Gain on foreign exchange - net	**2,087,065**	1,187,802	899,263	75.71%
Unrealized gain on changes in fair value on securities	**160,659**	0	160,659	0.00%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Others	**5,651,719**	4,796,269	865,450	18.04%
Total Other Operating Income	**53,681,192**	**53,948,329**	**(267,137)**	**(0.50%)**

Provision for Allowance for Impairment Losses on Financial Assets – Net

The net allowance for impairment losses on financial assets (CKPN) in 2025 amounted to IDR46.72 trillion, representing an increase of 11.93% yoy or IDR4.98 trillion compared to IDR41.74 trillion in 2024. The largest portion of this expense was allocated to earning assets in the form of loans and financing, totaling IDR47.57 trillion, which increased by 10.71% yoy or equivalent to IDR4.60 trillion. This increase was in line with the Company's efforts to accelerate the resolution of non-performing loans. The Company's commitment is reflected in maintaining loan quality-related ratios at an adequate level, including the NPL Coverage ratio. Going forward, the provisioning expenses are projected to continue improving, in line with the ongoing asset quality improvement process.

Reversal of (Provision for) Allowance for Estimated Losses on Commitments and Contingencies - Net

The reversal (burden) of estimated provision for losses on commitments and contingencies-net in 2025 recorded a reversal of IDR624.06 billion. This movement aligned with changes in the volume and outstanding balance related to non-loan products or contingent commitment assets held, such as bank guarantees and letters of credit.

Provision for Allowance for Impairment Losses Non-Financial Assets - Net

The provision for impairment losses on non-financial assets in 2025 reached IDR82.41 billion, the contribution of this reserve expense was recorded as very minimal, representing only approximately 0.18% of the total allowance for impairment losses. This provisioning was primarily attributable to the creation of reserves for other receivables held by the Subsidiary and the Company from a third party in 2023.

Other Operating Expenses

Other operating expenses (opex) in 2025 reached IDR88.44 trillion, an increase of 7.73% yoy compared to 2024 which reached IDR82.10 trillion. This growth has been recorded as very strong and well-maintained, as reflected in the movement of the Cost to Income Ratio, which in 2024 stood at 42.55%, remaining below the guidance of 43%. Another ratio demonstrating the Company's success in controlling other operational costs is the Opex to Asset ratio, which has been maintained at the level of 4.1%–4.2% over the past five (5) years. This shows the Company's success in allocating the growth of this operating expense to the right business activities so as to create efficient and consistent performance supported by the use of digitalization in business operational processes.

Table of Other Operating Expenses

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Salaries and employee benefits	**(42,113,566)**	(38,616,534)	(3,497,032)	9.06%
General and administration	**(33,776,049)**	(29,288,456)	(4,487,593)	15.32%
Unrealized loss on changes in fair value of securities securities	**-**	(202,928)	-	-
Others	**(12,557,271)**	(13,992,300)	1,435,029	(10.26%)
Total other operating expenses	**(88,446,886)**	**(82,100,218)**	**(6,549,596)**	**8.00%**

Operating Profit

Amidst the challenges that are not easy both from the global and domestic macroeconomic side and in the midst of the ongoing asset quality improvement process, the Company was able to create an operational profit of IDR73.25 trillion in 2025. This was driven by solid upper-line performance, demonstrated by the ability to maintain interest income growth and optimize interest expenses, keeping NII at an optimal level, as well as sustained growth in non-interest operational income and the Company's capability in operating expense efficiency.

Table of Operating Profit

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net interest and sharia income	**150,498,429**	142,658,657	7,839,772	5.50%
Premium income – net	**1,298,183**	1,166,810	131,373	11.26%
Revenue from gold sold – net	**2,398,966**	703,197	1,695,769	241.15%
Total other operating income	**53,681,192**	53,948,329	(267,137)	(0.50%)
Provision for allowance for impairment losses on financial assets – net	**(46,723,647)**	(41,744,402)	(4,979,245)	11.93%
Reversal for allowance for estimated losses on commitments and contingencies - net	**624,058**	3,596,482	(2,972,424)	(82.65%)
Provision for allowance for impairment losses on nonfinancial assets – net	**(82,414)**	(13,008)	(69,406)	533.56%
Total other operating expenses	**(88,446,886)**	(82,100,218)	(6,346,668)	7.73%
Operating profit	**73,247,881**	**78,215,847**	**(4,967,966)**	**(6.35%)**

Non-Operational Income and (Expenses)-Net

Non-operational income and (expenses)-net are items outside the Company's operational performance with values that are not too material and are not sustainable income. Non-operational income and (expenses)-net in 2025 recorded expenses of IDR455.06 billion or 0.02% of the Company's assets.

Table of Non-Operational Income and (Expenses)-Net

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Gain on sale of premises and equipments	**8,020**	87,922	(79,902)	(90.88%)
Donation	**(565)**	(888)	323	(36.37%)
Corporate Social Responsibility	**(41,738)**	(41,729)	(9)	0.02%
Non PUMK Social and Environmental Responsibility	**(249,476)**	(343,079)	93,603	(27.28%)
Others - net	**(171,303)**	(665,879)	494,576	(74.27%)
Total	**(455,062)**	**(963,653)**	**508,591**	**(52.78%)**

Profit Before Tax Expense

Profit before tax of IDR72.79 trillion came from the company's success in maintaining operational profit recorded at IDR73.25 trillion.

Table of Profit Before Tax Expense

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Operating income	**73,247,881**	78,215,847	(4,967,966)	(6.35%)
Non-operational income (expenses) - net	**(455,062)**	(963,653)	508,591	(52.78%)
Income before tax expenses	**72,792,819**	**77,252,194**	**(4,459,375)**	**(5.77%)**

Tax Expense

Tax expenses in 2025 reached IDR15.66 trillion, decreasing by 7.59% compared to IDR16.95 trillion in 2024. The tax rate in 2025 was recorded at 21.51%, remaining relatively stable compared to 21.94% in 2024.

Net Profit

Amidst the challenges that are not easy both from the global and domestic macro economic side and in the midst of the ongoing asset quality improvement process, the Company was able to create a net profit of IDR57.13 trillion in 2025. This was driven by solid upper-line performance, demonstrated by the ability to maintain interest income growth and optimize interest expenses, keeping NII at an optimal level, as well as sustained growth in non-interest operational income and the Company's capability in operating expense efficiency.

Table of Net Profit

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Income before tax expense	**72,792,819**	77,252,194	(4,459,375)	(5.77%)
Tax expense	**(15,660,454)**	(16,945,848)	1,285,394	(7.59%)
Net income	**57,132,365**	**60,306,346**	**(3,173,981)**	**(5.26%)**

Profit for the year attributable to owners of the parent entity in 2025 reached IDR56.65 trillion, representing 99.16% of the Company's total net profit after tax. With this achievement and a strong capital position, the Company remains able to deliver optimal economic value to its shareholders through a sustainable dividend level.

Table of Current Year Attributable Profit

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Equity holders of parent entity	**56,652,384**	59,944,649	(3,292,265)	(5.49%)
Non-controlling interests	**479,981**	361,697	118,284	32.70%
Total	**57,132,365**	**60,306,346**	**(3,173,981)**	**(5.26%)**

Other Comprehensive Income

Other comprehensive income for the current year 2025 reached IDR2,91 trillion, an increase of 85,99% compared to 2024 which reached IDR1.56 trillion. The increase was mainly driven by allowance for impairment of securities classified as fair value through other comprehensive income which amounted to IDR4.83 trillion, compared to a negative IDR145.80 billion in 2024.

Table of Other Comprehensive Income

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Items not to be reclassified to profit or loss				
Remeasurement of liabilities for employee benefits	**(2,105,170)**	2,001,031	(4,106,201)	(205.20%)
Income taxes related to items not to be reclassified to profit or loss	**408,841**	(376,095)	784,936	(208.71%)
Revaluation surplus arising from premises and equipment	**543,712**	9,670	534,042	5.522.67%
Items to be reclassified to profit or loss				
Differences arising from the translation of foreign currency	**431,691**	49,112	382,579	778.99%
Unrealized gain (loss) on fair value through other comprehensive income securities -net	**4,826,637**	(145,799)	4,972,436	(3,410.47%)
Allowance for impairment losses on fir value through other comprehensive income securities	**18,756**	(86,410)	105,166	(121.71%)
Finance Expenses from Issued Insurance Contracts	**(361,281)**	98,305	(459,586)	(467.51%)
Income taxes related to items to be reclassified to profit or loss	**(854,180)**	14,658	(868,838)	(5.927.40%)
Other comprehensive income for the year - after tax	**2,909,006**	**1,564,472**	**1,344,534**	**85.94%**

Comprehensive Income for the Current Year

Comprehensive income for the year 2025 reached IDR60.04 trillion, recorded as IDR2.91 trillion higher than the net profit after tax of IDR57.13 trillion. This increase was primarily driven by the allowance for impairment on securities classified as fair value through other comprehensive income, which amounted to IDR4.83 trillion, compared to a negative IDR145.80 billion in 2024.

Table of Comprehensive Income for the Current Year

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net income	**57,132,365**	60,306,346	(3,173,981)	(5.26%)
Other comprehensive income for the year-after tax	**2,909,006**	1,564,472	1,344,534	85.94%
Total comprehensive income for the year	**60,041,371**	**61,870,818**	**(1,829,447)**	**(2.96%)**

Comprehensive income for the year attributable to owners of the parent entity in 2025 reached IDR59.26 trillion equivalent to 98.71% of total comprehensive income for the year. This illustrates that the Company is the majority controller across the entire BRI Group and demonstrates the Company's ability to deliver optimal economic value to its shareholders.

Table of Comprehensive Income for the Year Attributable

(In Million IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Equity holders of parent entity	**59,265,589**	61,620,303	(2,354,714)	(3.82%)
Non-controlling interests	**775,782**	250,515	525,267	209.67%
Total	**60,041,371**	**61,870,818**	**(1,829,447)**	**(2.96%)**

Earnings Per Share for the Year

Earnings per share for the year 2025 reached Rp376, relatively stable compared to 2024 in line with the Company's success in recording a positive profit of Rp57.132 trillion in 2025.

Table of Earnings Per Share

(In Full IDR)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Basic	**376**	398	(22)	(5.53%)
Diluted	**376**	398	(22)	(5.53%)

Statement of Consolidated Cash Flows

Table of Statement of Consolidated Cash Flows

(In Million IDR)

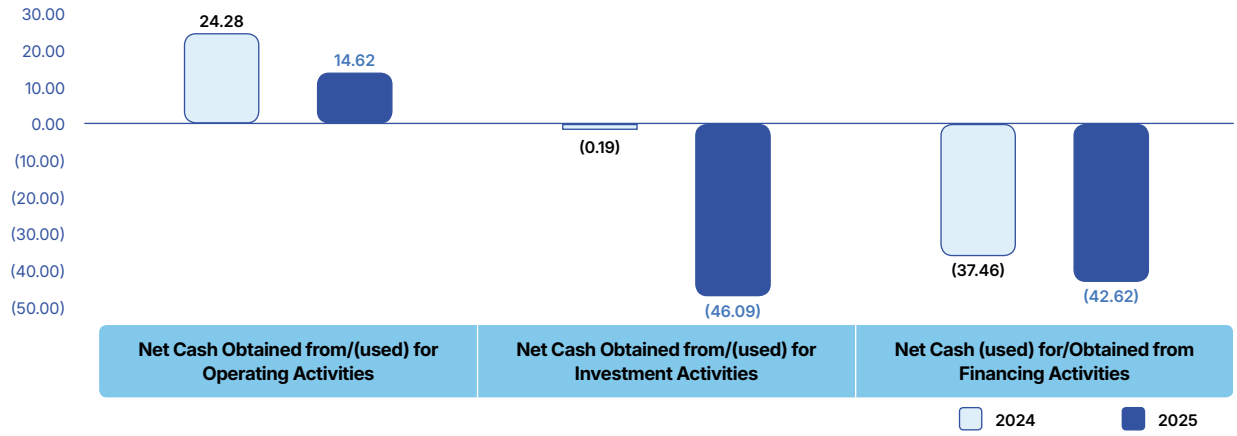
Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
CASH FLOW FROM OPERATING ACTIVITIES				
Income received				
Interest and investment receipts	**188,133,607**	191,363,148	(3,229,541)	(1.69%)
Sharia income	**14,733,244**	13,891,084	842,160	6.06%
Revenue form gold sold	**61,566,593**	18,192,082	43,374,511	238.43%
Insurance service income	**6,383,438**	8,760,610	(2,377,172)	(27.13%)
Interest and Sharia Expenses				
Interest expense	**(56,224,677)**	(55,680,976)	(543,701)	0.98%
Sharia expense	**(1,252,495)**	(993,686)	(258,809)	26.05%
Insurance service expenses	**(6,322,597)**	(5,547,858)	(774,739)	13.96%
Cost of revenue from gold sold	**(59,167,627)**	(17,488,885)	(41,678,742)	238.32%
Recovery of written-off assets	**20,952,308**	25,363,951	(4,411,643)	(17.39%)
Other operating income	**32,563,546**	27,775,215	4,788,331	17.24%
Other operating expenses	**(80,928,270)**	(85,574,645)	4,646,375	(5.43%)
Other expenses	**(555,267)**	(1,108,735)	553,468	(49.92%)
Payment of corporate income tax	**(10,543,662)**	(13,742,335)	3,198,673	(23.28%)
Cash flows before changes in operating assets and	**109,338,141**	105,208,970	4,129,171	3.92%
Changes in operating assets and liabilities:				
Decrease (increase) in operating assets:				
Placement with bank Indonesia and other financial	**(544,175)**	1,273,810	(1,817,985)	(142.72%)
Securities measured at fair value through profit or loss	**(1,594,522)**	(976,011)	(618,511)	63.37%
Export bills and other receivables	**(7,595,261)**	13,473,275	(21,068,536)	(156.37%)
Securities purchased under agreement to reselli	**16,821,238**	16,749,541	71,697	0.43%
Loans	**(203,205,917)**	(127,686,861)	(75,519,056)	59.14%
Sharia loans	**(10,658,658)**	(4,133,183)	(6,525,475)	157.88%
Financing receivables	**2,027,451**	1,479,857	547,594	37.00%
Other assets	**(1,213,587)**	1,562,240	(2,775,827)	(177.68%)
Increase (decrease) in operating liabilities:				
Liabilities due immediately	**2,997,084**	6,169,854	(3,172,770)	(51.42%)

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Deposits:				
Demand deposit	**73,649,330**	28,429,968	45,219,362	159.06%
Saving deposits	**43,158,915**	16,481,397	26,677,518	161.86%
Time deposit	**(15,414,510)**	(37,790,022)	22,375,512	(59.21%)
Deposits from other banks and other financial	**2,921,954**	2,721,163	200,791	7.38%
Securities sold under agreement to repurchase	**2,889,032**	5,964,259	(3,075,227)	(51.56%)
Other liabilities	**1,040,508**	(4,645,149)	5,685,657	(122.40%)
Net cash provided by (used in) operating activities	**14,617,023**	**24,283,108**	**(9,666,085)**	**(39.81%)**
CASH FLOW FROM INVESTMENT ACTIVITIES				
Proceeds from sales of premises and equipment	**100,205**	129,827	(29,622)	(22.82%)
Dividend income	**166,422**	137,035	29,387	21.44%
Sale of investment in shares		(4,912)	4,912	(100.00%)
Acquisition of premises and equipments	**(6,344,276)**	(10,334,588)	3,990,312	(38.61%)
Decrease in securities measured at fair value through other comprehensive income and amortized cost	**(40,012,932)**	9,884,449	(49,897,381)	(504.81%)
Net cash used in investing activities	**(46,090,581)**	**(188,189)**	**(45,902,392)**	**24.391.64%**
CASH FLOW FROM FINANCING ACTIVITIES				
Proceeds from fund borrowing	**37,570,676**	42,489,276	(4,918,600)	(11.58%)
Payments of Fund Borrowing	**(36,492,679)**	(13,300,712)	(23,191,967)	174.37%
Treasury Stock	**(488,373)**	(875,758)	387,385	(44.23%)
Distribution of income for dividend	**(51,881,643)**	(48,102,283)	(3,779,360)	7.86%
Proceeds from Marketable Securities Issued	**28,395,963**	10,905,923	17,490,040	160.37%
Payment for maturing securities	**(19,724,136)**	(28,578,477)	8,854,341	(30.98%)
Net cash used in financing activities	**(42,620,192)**	(37,462,031)	(5,158,161)	13.77%
DECREASE (INCREASE) IN CASH AND CASH EQUIVALENTS	**(74,093,750)**	**(13,367,112)**	**(60,726,638)**	**454.30%**
EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES	**1,085**	**17,758**	**(16,673)**	**(93.89%)**
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	**205,328,380**	**218,677,734**	**(13,349,354)**	**(6.10%)**
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	**131,235,715**	**205,328,380**	**(74,092,665)**	**(36.08%)**
Cash and cash equivalents at end of the year consists of:				
Cash	**32,044,482**	29,783,642	2,260,840	7.59%
Current Accounts with Bank Indonesia	**31,929,608**	88,878,969	(56,949,361)	(64.08%)
Current account with other banks	**42,444,581**	25,582,825	16,861,756	65.91%

Description	2025	2024	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Placement with Bank Indonesia and other financial institutions-maturing within three months or less since the acquisition date	**19,240,525**	56,601,825	(37,361,300)	(66.01%)
Bank Indonesia Certificates-maturing within three months or less since the acquisition date	**5,576,519**	4,481,119	1,095,400	24.44%
Total Cash and Cash Equivalents	**131,235,715**	**205,328,380**	**(74,092,665)**	**(36.08%)**

Consolidated Cash Flow Statement Graph

in trillion IDR



Cash Flow from Operating Activities

Cash flows from operating activities reflect the sources and uses of cash from the company's core operational activities. By the end of 2025, net cash used for operating activities reached IDR14.62 trillion, a decrease of IDR9.67 trillion compared to 2024, which recorded cash outflows of IDR24.28 trillion for operating activities. This decline was contributed by the Company's higher credit growth in 2025, recorded at 12.32% year-on-year (YoY), or equivalent to IDR166.85 trillion, compared to 6.97% YoY, or IDR88.21 trillion in 2024. This increase indicates that the Company is allocating cash to productive assets in order to maintain profitability. Furthermore, on the cash inflow side, there was a significant increase in third-party funds, particularly in current accounts and savings, which grew by IDR73.65 trillion and IDR43.16 trillion, respectively. This also contributed to the Company's CASA reaching an all-time high and enabled the COF to remain below 3%. The Company's ability to optimize operational cash as described above had a positive impact on the growth of operational cash relative to operational income. In 2025, cash flows relative to income amounted to IDR109.33 trillion, an increase of IDR4.13 trillion compared to 2024, which recorded IDR105.21 trillion.

Cash Flow from Investment Activities

Cash flows from investing activities reflect the sources and uses of cash related to the company's investment activities. As of the end of 2025, net cash used for investing activities was recorded at IDR46.09 trillion, representing an increase of IDR45.90 trillion compared to 2024, when net cash was generated from investing activities amounting to IDR188.19 trillion. This movement in investment cash flows was directed towards supporting the company's core business activities, particularly in credit and financing. The largest source of optimization came from securities, while liquidity ratios remained strong and well above regulatory requirements.

Cash Flow from Financing Activities

Cash flows from financing activities reflect the sources and uses of cash related to funding activities, including liquidity of liabilities and capital. By the end of 2025, net cash used for financing activities reached IDR42.62 trillion, a decrease of 13.78% YoY compared to IDR37.46 trillion in 2024. This movement was influenced by several factors, including profit distribution for dividends, which amounted to IDR51.88 trillion, an increase of 7.85% or equivalent to IDR3.78 trillion compared to 2024. This aligns with BRI's commitment to creating added value and delivering tangible benefits to shareholders, including both minority shareholders and the Republic of Indonesia as the majority shareholder, including both minority shareholders and the Republic of Indonesia as the majority shareholder through PT Danantara Asset Management (Persero).

Interest Rate

Interest Rate

The following is information on counter rate interest rates for BRI deposit, savings, and current account products as of December 31, 2025.

Table of Deposit Counter Rate as of December 31, 2025

Savings Products	Interest rate (IDR)	Interest rate (USD)
Current account	**0.00%-1.25%**	0.05%-0.15%
Saving	**0.00%-2.50%**	0.08%-0.25%
Deposit	**2.50%-3.00%**	4.00%-4.00%

Loan Interest Rate

In general, the Basic Interest Rate of Loan is calculated based on three components, namely the Cost of Funds for Loan arising from customer fund collection activities, operational costs incurred for fund collection and credit distribution activities, and the profit margin component from credit distribution.

The calculation of SBDK does not take into account the risk premium component of the debtor, the amount of which depends on the assessment of the risk of each debtor. Therefore, the amount of credit interest charged to the debtor is not necessarily the same as the SBDK.

The calculation of SBDK applies to types of corporate credit, medium credit, small credit, micro credit, and consumer credit (KPR and Non-KPR). Non-KPR consumer credit does not includve the distribution of funds through Credit Cards and Unsecured Loan. However, Bank Indonesia submits the classification of the credit according to the bank's internal criteria.

Quantitative Disclosure Table of Prime Loan Interest Rate

Data Period December 31, 2025	Prime Lending Rate						
	By Type of Loan						
	Non-SME Loans		SME Loans			Housing/ Apartment Loan (Mortgage)	Non-Housing/ Apartment Loan (Non-Mortgage)
	Korporasi	Ritel	Menengah	Kecil	Mikro		
Principal Price of Funds for Loan	3.41%	N/A	3.41%	3.41%	3.41%	3.41%	3.41%
Overhead Costs	1.33%	N/A	3.67%	3.38%	8.29%	3.84%	3.66%
Profit Margin	3.46%	N/A	3.17%	3.41%	2.10%	2.65%	2.03%
Basic Loan Interest Rate (1+2+3)	**8.20%**	**N/A**	**10.25%**	**10.20%**	**13.80%**	**9.90%**	**9.10%**

Note: Effective January 1, 2025

Qualitative Disclosure Table of Basic Loan Interest Rates

Category	Loan Category Definition	Indicators/Criteria of Loan Category
Corporation	Working capital credit and investment credit for nonMSMEs and non-retail	Total credit limit > IDR500 billion
Retail	N/A	N/A

Notes:
1. SBDK refers to OJK Regulation Number 13 of 2024 dated August 12, 2024 concerning Transparency and Publication of Basic Loan Interest Rates for Conventional Commercial Banks.
2. SBDK is determined by the Bank based on various factors, including the reference interest rate set by the competent authority, cost of funds for credit, overhead costs, profit margins, and developments in economic conditions.
3. SBDK is used as a reference in determining the credit interest rate that will be charged to customers. SBDK does not take into account the estimated component.
4. Risk premium, the amount of which depends on the Bank's assessment of the risk for each debtor or group of debtors. Thus, the amount of Loan Interest Rate charged to customers may differ from the calculation of SBDK.
5. SBDK excludes credit distribution with special interest rates, promo interest rates, fixed rates for a certain period of time, interest rates for employees for welfare purposes, and the like.
6. Information on SBDK that applies at any time can be seen in the publication on the Bank's website and/or each Bank Office.

Ability to Pay Debt and Receivable Collectibility

Ability to Pay Debt

The ability to pay debts is reflected in the Bank's liquidity and solvency. In relation to bonds issued, the ability to pay debts is reflected in the smooth payment of interest and bond ratings.

Protection of Creditors' Rights

The Bank has a policy regarding the fulfillment of creditor rights, which serves as a guideline for borrowing from creditors. The objective of this policy is to ensure that creditors' rights are met and to maintain their trust in the Bank. This policy includes considerations in making agreements and follow-up actions in fulfilling the obligations of the Public Company to creditors. The fundamental rights of creditors include, among others, receiving principal repayment and interest payments as agreed, obtaining the right to late payment penalties for principal and interest, as well as requesting explanations, information, and documents, and examining the Bank's financial records.

The Ability to Pay Short-Term Debt (Bank Liquidity)

The liquidity ratio is a comparison between loans and deposits (Loan to Deposit Ratio or LDR). BRI's LDR ratio in December 2025 was 91.94% (Bank Only), an increase compared to the LDR in 2024 which was 89.39% (Bank Only), indicating that banking liquidity conditions are tightening amidst slowing economic growth in Indonesia and stagnation in global economic growth. This is reflected in the decline in money supply (M2) as a projection for economic activity. In addition, the trend of increasing liquidity in the banking industry is also influenced by BI's monetary operations.

In accordance with Bank Indonesia Regulation Number 24/16/PBI/2022 concerning the Fourth Amendment to Bank Indonesia Regulation Number 20/4/PBI/2018 concerning the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, Banking must maintain a RIM ratio of 84% to 94%. In calculating the RIM, securities issued and administered by the Indonesian Central Securities Depository (KSEI) and not owned by the bank for at least 2 (two) months prior to the reporting date and corporate bonds owned are taken into account. BRI's RIM ratio in 2025 was 92.01% (Bank Only), an increase compared to 2024 which was 91.35% (Bank Only). The increase in BRI's RIM ratio in 2025 was influenced by an increase in higher assets.

In order to enhance short-term liquidity resilience, BRI manages the Liquidity Coverage Ratio (LCR), which represents the ratio between High Quality Liquid Assets (HQLA) and total net cash outflows over the next 30 (thirty) days under stressed conditions. In 2025, BRI's LCR was maintained at 136.92% (Consolidated) and 135.21% (Bank Only). With this achievement, BRI successfully maintained its liquidity adequacy ratio above the minimum regulatory threshold of 100%. Meanwhile, to maintain long-term liquidity resilience, BRI measures the Net Stable Funding Ratio (NSFR), which represents the ratio of available stable funding (ASF) to required stable funding (RSF). In 2025, BRI's NSFR stood at 117.71%, enabling the Bank to maintain

long-term stable funding adequacy above the minimum requirement of 100%.

The Ability to Pay Long-Term Debt (Bank Solvability)

The Capital Adequacy Ratio (CAR) reflects the Bank's ability to mitigate risks that may occur in carrying out its business processes. In 2025, BRI's CAR was recorded at 21.06% (Bank Only) and 23.52% (consolidation). The CAR ratio is still above BRI's minimum capital requirement according to the BRI Risk Profile which refers to the risk profile scorecard assessment, namely 9.70% (Bank Only) and 9.70% (consolidation). With a still high capital adequacy ratio, BRI is able to anticipate all major risks that occur in bank management, both market risk, loan risk and operational risk

Ability to Pay Debt from Issued Securities

The ability to pay debts can also be reflected based on the rating of the securities issued by the Bank, namely Bonds. Securities issued are routinely assessed by rating agencies to support the eligibility of the securities. The quality of securities is largely determined by the ability of the issuing company to pay its securities when they mature and its ability to pay interest or coupons during the term of the securities issuance.

Table of Debt Repayment Capacity of Securities Issued

(In Million IDR)

Description	Rating	
	2025	2024
BRI Shelf Registration Bond II Phase I Year 2016 Series E	**idAAA by Pefindo**	idAAA by Pefindo
BRI Shelf Registration Bond II Phase II Year 2017 Series D	**idAAA by Pefindo**	idAAA by Pefindo
BRI Shelf Registration Bond II Phase III Year 2017 Series C	**idAAA by Pefindo**	idAAA by Pefindo
BRI Shelf Registration Bond II Phase IV Year 2018 Series B	**idAAA by Pefindo**	idAAA by Pefindo
BRI Shelf Registration Bond III Phase I Year 2019 Series C	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase I Year 2022 Series B	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase I Year 2022 Series C	**idAAA by Pefindo**	idAAA by Pefindo
BRI Subordinated Bond IV 2023	**idAA by Pefindo**	idAA by Pefindo
BRI Green Shelf Registration Bond I Phase II Year 2023 Series A	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase II Year 2023 Series B	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase II Year 2023 Series C	**idAAA by Pefindo**	idAAA by Pefindo
Unsecured Notes due 2024	**BBB- by Fitch and Baa2 by Moody's**	BBB- by Fitch and Baa2 by Moody's
BRI Green Shelf Registration Bond I Phase III Year 2024 Series A	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase III Year 2024 Series B	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase III Year 2024 Series C	**idAAA by Pefindo**	idAAA by Pefindo
BRI Green Shelf Registration Bond I Phase I Year 2025 Series A	**idAAA by Pefindo**	-
BRI Green Shelf Registration Bond I Phase I Year 2025 Series B	**idAAA by Pefindo**	-

Description	Rating	
	2025	2024
BRI Green Shelf Registration Bond I Phase I Year 2025 Series C	idAAA by Pefindo	-
Sustainable Bonds I of PT Bank Rakyat Indonesia (Persero) Tbk, 2025, Phase I, Series A	idA1+ by Pefindo	-
Sustainable Bonds I of PT Bank Rakyat Indonesia (Persero) Tbk, 2025, Phase I, Series B	idA1+ by Pefindo	-
Sustainable Bonds I of PT Bank Rakyat Indonesia (Persero) Tbk, 2025, Phase I, Series C	idA1+ by Pefindo	-
Sustainable Bonds I of PT Bank Rakyat Indonesia (Persero) Tbk, 2025, Phase I, Series D	idA1+ by Pefindo	-

Table of Rank Meaning

(In Million IDR)

Rating Agency	Rating	Meaning of Rating
Pefindo	idAAA	Bonds with an idAAA rating have the highest rating given by Pefindo. The obligor's ability to meet long-term financial commitments on the debt securities, relative to other Indonesian obligors, is superior.
	idAA	An idAA rated debt differs from the highest rated debt only to a small extent. The obligor's ability to meet its long-term financial commitments on the debt, relative to other Indonesian obligors, is very strong.
	idA1+	The idA1+ from PEFINDO is the highest rating for short-term debt instruments, indicating the obligor's superior ability to meet short-term financial commitments compared to other Indonesian issuers. This rating signifies a very low risk of default.
Fitch	BBB-	A BBB rating indicates that the current expectation of default risk is low. The capacity to repay financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.
Moody's	Baa2	Bonds rated Baa2 are considered medium and subject to moderate credit risk and as such may have certain speculative characteristics.

Receivable Collectibility

Loan collectibility can be measured by the asset quality ratio or Non-Performing Loan (NPL). BRI is still able to maintain loan quality very well, this can be seen in the non-performing loan (NPL) ratio in 2025 of 3.29% (Bank Only) and 3.07 (consolidation). BRI's NPL ratio is still far below the maximum regulatory provision of 5% (net NPL) (PBI Number 3/25/2001). BRI will continue to improve the effectiveness of loan risk management to maintain and improve asset quality

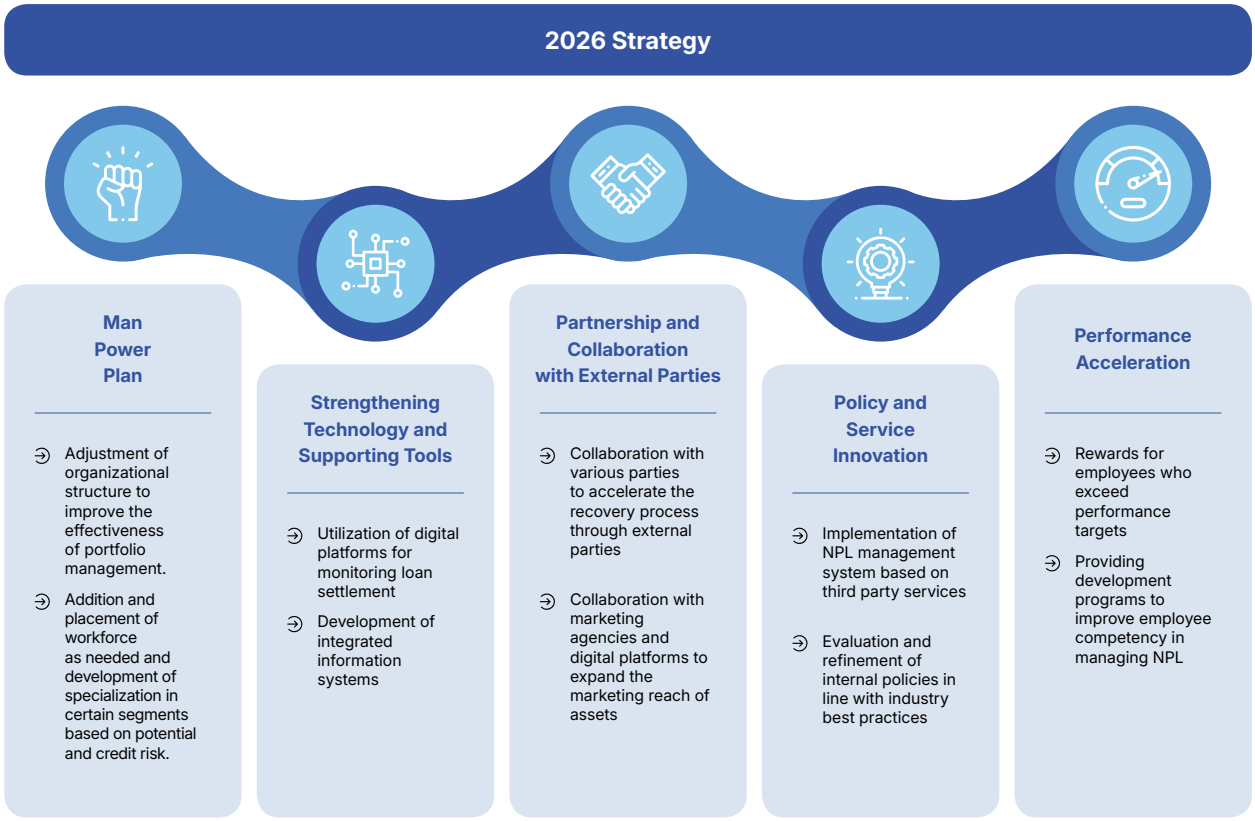
Table of Loan Collectibility

(Consolidated, in IDR millions)

Description	2025	2024
Loan	**1,521,485,857**	**1,354,640,780**
Performing	**1,416,389,468**	1,251,678,340
Special Mention	**58,449,748**	65,260,936
Substandard	**6,488,437**	4,958,276
Doubtful	**11,062,603**	9,215,245

Description	2025	2024
Non-performing	**29,095,601**	23,527,982
NPL	**46,646,641**	**37,701,504**
NPL (%)	**3.07%**	**2.78%**

The recovery strategy that BRI will implement in 2026 to improve NPLs is as follows:



Other Financial Ratios

Rentability and Profitability Ratio

In the banking industry, the profitability ratio is generally measured using the return on assets (ROA), return on equity (ROE) and net interest margin (NIM). BRI was able to record positive profitability performance during 2025.

Table of Rentability and Profitability Ratios (in %)

Description	Bank Only		Consolidated	
	2025	2024	2025	2024
ROA (before tax)	**3.26**	3.76	**3.49**	3.90
ROE (Tier-1)	**20.78**	22.91	**19.31**	21.02
ROE Balance Sheet	**16.84**	18.40	**17.44**	18.90
NIM	**6.54**	6.75	**7.81**	7.85

Return on Assets (ROA)

Return on Assets (ROA) before tax at the end of 2025 was recorded at 3.49%, relatively stable compared to 3.90% in the same period of the previous year. Amid challenging conditions from both the global and domestic macroeconomic environments, as well as the ongoing asset quality improvement process, the Company was able to generate net profit of IDR57.132 trillion in 2025. This achievement was supported by solid upper-line performance, as reflected in the positive growth in Net Interest Income (NII), an increase in non-interest income, and the Company's ability to maintain discipline in managing operating expenses.

Return on Equity (ROE)

At the end of 2025, BRI was able to maintain a solid Return on Equity (ROE) of 17.44%. Amid challenging conditions from both the global and domestic macroeconomic environments, as well as the ongoing asset quality improvement process, the Company was able to generate net profit of IDR57.132 trillion in 2025. This achievement was supported by solid upper-line performance, as reflected in the positive growth in Net Interest Income (NII), an increase in non-interest income, and the Company's ability to maintain discipline in managing operating expenses.

Net Interest Margin (NIM)

At the end of 2025, the Company recorded a stable Net Interest Margin (NIM) of 7.81%. This was supported by the Company's ability to optimize net interest and sharia income, which reached IDR150.5 trillion, or an increase of 5.50% year-on-year (yoy) compared to IDR142.7 trillion in 2024. The increase was driven by the Company's ability to grow interest income by 4.27% in line with healthy loan growth, as well as the efficiency in interest expenses, which grew moderately by 1.20%, reflecting the impact of the Retail Funding Transformation.

Efficiency Ratio

Cost to Income Ratio (CIR)

The Company's efficiency ratio is reflected in the Cost to Income Ratio (CIR) of 38.92% (bank only) and 42.55% (consolidated). This operational efficiency was achieved through the streamlining of business processes, including the optimization of digitalization initiatives.

Table of Efficiency Ratio

(Bank Only, in %)

Description	Bank Only		Consolidated	
	2025	2024	2025	2024
CIR	**38.92**	37.87	**42.55**	41.37

Compliance Ratio

Percentage of Violation and Exceeding of Legal Lending Limit (LLL)

In 2025, BRI has no debtors, either related or unrelated parties, who do not meet or exceed the Maximum Loan Limit.

Net Foreign Exchange Position Ratio

The Net Open Position (NOP) represents the sum of the absolute values of the net difference between assets and liabilities, combined with the net difference between receivables and liabilities arising from commitments and contingencies in administrative accounts for each foreign currency, all expressed in Rupiah against capital.

In 2025, the NOP ratio stood at 2.51%, relatively flat compared to 2.42% in 2024. This NOP level remains well below the maximum limit set by Bank Indonesia, which is 20% of capital, in accordance with Bank Indonesia Regulation No. 17/5/PBI/2015 dated May 29, 2015 concerning the Fourth Amendment to Bank Indonesia Regulation No. 5/13/PBI/2003 on the Net Open Position of Commercial Banks.

Productive Assets Quality Analysis

The quality of the Company's productive assets is in very good condition. For productive assets outside of recorded loan, only securities are in bad collectibility. Meanwhile, productive assets classified as loan provided have very well-maintained quality, as seen in the non performing loan (NPL) ratio in 2025 of 3.29 % (Bank Only) and 3.07% (consolidation). BRI's NPL ratio is still far below the maximum regulatory provision of 5% (net NPL) (PBI No.3/25/2001). BRI will continue to improve the effectiveness of loan risk management to maintain and improve asset quality

Table of Productive Assets Quality

(In Million IDR)

No	Description	INDIVIDUAL					
		December 31, 2025					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
I	RELATED PARTIES						
1	Placements with other banks						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
2	Spot and derivative/forward receivables						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
3	Securities						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
4	Securities under agreement to repurchase						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
5	Securities under agreement to resell						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
6	Acceptance receivable	-	-	-	-	-	
7	Loans						
	a. Micro, Small and Medium Enterprises (MSMEs)						
	i. Rupiah	-	-	-	-	-	
	ii. Foreign currencies	-	-	-	-	-	
	b. Non MSMEs						
	i. Rupiah	**800,220**	-	-	-	-	
	ii. Foreign currencies	-	-	-	-	-	

	INDIVIDUAL						
		December 31, 2024					
	Jumlah	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	-	400,000	-	-	-	-	400,000
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	800,220	2,088,684	-	-	-	-	2,088,684
	-	-	-	-	-	-	-

No	Description	INDIVIDUAL					
		December 31, 2025					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
	c. Restructured loans						
	i. Rupiah	-	-	-	-	-	
	ii. Foreign currencies	-	-	-	-	-	
8	Investments in shares	-	-	-	-	-	
9	Other receivable	-	-	-	-	-	
10	Commitments and contingencies						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
II	THIRD PARTIES						
1	Placements with other banks						
	a. Rupiah	1,755,653	-	-	-	-	
	b. Foreign currencies	51,320,106	-	-	-	-	
2	Spot and derivative receivables						
	a. Rupiah	408,661	-	-	-	-	
	b. Foreign currencies	752,953	-	-	-	-	
3	Securities						
	a. Rupiah	214,119,982	1,805	-			
	b. Foreign currencies	143,420,712		-		-	
4	Securities under agreement to repurchase						
	a. Rupiah	26,718,995	-	-	-	-	
	b. Foreign currencies	2,621,145	-	-	-	-	
5	Securities under agreement to resell						
	a. Rupiah	24,452	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
6	Acceptances receivables	13,078,567		-		-	
7	Loans						
	a. Micro, Small and Medium Enterprises (MSMEs)						
	i. Rupiah	593,042,775	36,870,409	3,953,116	6,611,702	19,776,316	
	ii. Foreign currencies	992,331	35,011	-	-	-	
	b. Non MSMEs						
	i. Rupiah	498,502,371	12,117,006	2,145,955	3,918,060	6,266,736	
	ii. Foreign currencies	153,382,898	2,784,419	1,741	141,562	1,331,084	

	INDIVIDUAL						
		December 31, 2024					
	Jumlah	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	1,755,653	3,402,336	-	-	-	-	3,402,336
	51,320,106	42,855,260	-	-	-	-	42,855,260
	408,661	681,859	-	-	-	-	681,859
	752,953	391,643	-	-	-	-	391,643
	214,121,787	195,828,483	24,637	3,067	-	11,021	195,867,208
	143,420,712	115,081,083	-	-	-	-	115,081,083
	26,718,995	20,544,012	-	-	-	-	20,544,012
	2,621,145	5,152,002	-	-	-	-	5,152,002
	24,452	15,839,261	-	-	-	-	15,839,261
	-	808,621	-	-	-	-	808,621
	13,078,567	10,105,373	-	-	-	-	10,105,373
	660,254,318	608,717,860	40,787,775	3,880,495	6,229,888	13,745,870	673,361,888
	1,027,342	586,768	644	-	-	-	587,412
	522,950,128	378,477,447	12,331,906	767,883	2,451,374	6,008,952	400,037,562
	157,641,704	133,977,809	3,196,467	82,763	241,243	2,273,405	139,771,687

No	Description	INDIVIDUAL					
		December 31, 2025					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
	c. Restructured loans						
	i. Rupiah	35,282,754	22,996,395	2,452,953	5,708,479	7,897,417	
	ii. Foreign currencies	4,667,101	2,587,322	-	138,030	-	
8	Investments in shares	51,300,972	-	-	-	-	
9	Other receivable	-	-	-	-	-	
10	Commitments and contingencies						
	a. Rupiah	140,224,494	1,216,007	41,434	67,121	59,410	
	b. Foreign currencies	72,934,186	187,051	1,546	2,337	2,191	
III	OTHER INFORMATIONS						
1	Value of bank's assets pledge as collateral						
	a. To Bank Indonesia	-	-	-	-	-	
	b. To others	-	-	-	-	-	
2	Repossessed Assets	-	-	-	-	-	

Strategy For Improving fee Based Income

During 2025, BRI recorded fee-based income and other income (bank only) amounting to IDR53.8 trillion, representing 0.50% yoy growth. This income was derived from fee-based income of IDR20.7 trillion, which increased by 1.25% yoy, other operating income of IDR12.3 trillion, which grew by 38.13% yoy, and recovery income from written-off earning assets amounting to IDR20.8 trillion, which recorded a 14.04% yoy decline. In 2025, the largest increase in BRI's fee-based income was derived from credit administration transaction services, particularly credit fees generated from the selective expansion of the corporate segment, international business transactions, as well as e-channel transactions sourced from e-channel products such as BRImo, QLola, EDC, QRIS, and BRILINK. BRI's fee-based income performance will continue to be driven by enhancing transaction-based fees, including strategies to expand the marketing of transaction banking products through digital initiatives that provide convenience for customers in conducting e-channel transactions. Cross-selling marketing collaborations of Subsidiary products represent one of the strategies that can boost BRI's fee-based income performance.

Bank Capital Structure

Management Policy for Capital Structure and Fundamental Selection of Management Policy in Capital Structure

The management of capital structure aims to ensure that BRI consistently maintains adequate capital to cover inherent risks in managing its business while optimizing value for shareholders.

BRI has established the Financial Conglomeration Governance Committee, which consists of six sub-committees, one of which is the Capital, Investment, and Strategy Sub-Committee. The Committee serves as a supporting body for the Board of Directors to review, determine, recommend, and evaluate corporate actions undertaken within the BRI Group. In addition, the Committee conducts performance reviews and analyses, as well as provides recommendations regarding BRI Group synergies, including initiatives related to capital structure optimization and the management of subsidiaries.

The capital structure policy is one of the policies that requires the approval of the Board of Commissioners. Accordingly, the Board of Commissioners consistently reviews and ensures

	INDIVIDUAL						
		December 31, 2024					
	Jumlah	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	74,337,998	35,412,829	26,023,428	2,170,052	4,344,073	7,840,820	75,791,202
	7,392,453	4,641,796	2,873,983	80,164	135,588	999,926	8,731,457
	51,300,972	50,241,445	-	-	-	-	50,241,445
	-	-	-	-	-	-	-
	141,608,466	116,221,695	819,769	29,921	39,274	66,279	117,176,938
	73,127,311	84,724,057	81,780	1,015	1,590	14,721	84,823,163
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	50,837	-	-	-	-	-	53,246

that the capital structure is aligned with the strategic plan and the established risk appetite.

In addition, BRI also has a Risk Management Committee, which is responsible for the implementation of risk management and integrated risk management strategies. The Committee is tasked with determining corrective measures based on the evaluation results of the implementation of Integrated Risk Management in the form of capital analysis.

BRI is also committed to complying with regulatory requirements regarding capital structure. In accordance with the Financial Services Authority Regulation (POJK) No. 11/POJK.03/2016 dated January 29, 2016, regarding the Minimum Capital Requirement for Commercial Banks (POJK 11/2016), as amended by POJK No. 34/POJK.03/2016 dated 22 September 2016 concerning Amendments to Financial Services Authority Regulation No. 11/POJK.03/2016 on the Minimum Capital Adequacy Requirement (KPMM) (POJK 34/2016), banks are required to maintain a minimum capital in line with their risk profile and establish additional capital buffers, as follows

1. Capital Conservation Buffer of 2.50% of Risk-Weighted Assets (RWA)
2. Countercyclical Buffer of 0.00% of RWA
3. Capital Surcharge for Systemic Banks of 2.50% of RWA

With a minimum CAR requirement of 9.70% (consolidated) based on its risk profile, BRI's 2025 CAR of 21.06% (bank only) and 23.52% (consolidated) remains well above the minimum regulatory requirement set by the banking and financial services authority

As of December 2025, BRI's capital structure consists of a Core Capital (Tier-1) of IDR246.05 trillion (bank only) and IDR301.84 trillion (consolidated), as well as a Supplementary Capital (Tier-2) of IDR13.97 trillion (bank only) and IDR14.99 trillion (consolidated). The Tier-1 Capital Adequacy Ratio (CAR) stands at 19.93% (bank only) and 22.41% (consolidated). BRI's Tier-1 Capital is equivalent to its Common Equity Tier-1 (CET-1), as BRI does not have Additional Tier-1 Capital

Therefore, BRI's Tier-1 Capital Ratio is well above the minimum requirement of 6% and the minimum Common Equity Tier-1 (CET-1) requirement of 4.5% set by the regulator.

Capital Structure Details

A detailed description of the capital structure is presented as follows.

Table of Capital Structure

(consolidated, in IDR millions)

Description	2025	2024
Core (Tier 1)	**301,847,212**	291,317,196
Common Equity (CET 1)	**301,847,212**	291,317,196
Supplementary Capital (Tier 2)	**14,990,207**	12,658,290
Total Capital Available	**316,837,419**	**303,975,486**
RWA for Loan after calculating spesific risks	**1,176,866,464**	981,702,825
RWA for Market Risk	**31,859,023**	33,799,657
RWA for Operational Risk	**138,261,965**	125,883,982
Total RWA	**1,346,987,452**	**1,141,386,464**
CAR Ratio	**23.52%**	26.63%
CET 1 Ratio	**22.41%**	25.52%
Tier 1 Ratio	**22.41%**	25.52%
Tier 2 Ratio	**1.11%**	1.11%
Minimum CAR based on Risk Profile	**9.70%**	9.64%

Information on Capital and Risk Exposure

In accordance with the complexity of its business, the Bank manages 8 (eight) types of risk, namely credit risk, liquidity risk, market risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk. However, this section only describes risk management practices for credit risk, market risk, liquidity risk and operational risk. Meanwhile, explanations related to other types of risk are presented in the Risk Profile and Management section on Corporate Governance in this Annual Report.

Based on the Otoritas Jasa Keuangan Regulation (POJK) Number 32/POJK.03/2016 concerning Amendments to the Otoritas Jasa Keuangan Regulation Number 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports Article 13A Banks are required to add quantitative information on risk exposures faced by Banks on Publication Report, Otoritas Jasa Keuangan Circular Letter (SEOJK) Number 9/SEOJK.03/2020 of 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports and POJK Number 18/POJK.03/2016 concerning Implementation of Risk Management.

Key Metrics (KM1)

(in IDR millions)

No.	Description	2025				2024
		December	September	June	March	December
AVAILABLE CAPITAL (NOMINAL)						
1	Common Equity (CET 1)	**301,847,212**	**305,359,367**	**290,373,889**	**274,178,335**	291,317,196
2	Core Capital (Tier 1)	**301,847,212**	**305,359,367**	**290,373,889**	**274,178,335**	291,317,196
3	Total Capital	**316,837,419**	**319,278,990**	**303,861,534**	**287,405,100**	303,975,486
RISK WEIGHTED ASSET (RWA) (NOMINAL)						
4	Total Risk Weighted Asset (RWA)	**1,346,987,452**	**1,256,297,227**	**1,215,106,893**	**1,195,809,550**	1,141,386,464

No.	Description	2025				2024
		December	September	June	March	December
RISK-BASED CAPITAL RATIOS AS A PERCENTAGE OF RWA						
5	CET1 Ratio (%)	**22.41%**	**24.31%**	**23.90%**	**22.93%**	25.52%
6	Tier 1 Ratio (%)	**22.41%**	**24.31%**	**23.90%**	**22.93%**	25.52%
7	Total Capital Ratio (%)	**23.52%**	**25.42%**	**25.01%**	**24.03%**	26.63%
ADDITIONAL CAPITAL BUFFERS AS A PERCENTAGE OF RWA						
8	*Capital conservation buffer (2.5% from RWA) (%)*	**2.50%**	**2.50%**	**2.50%**	**2.50%**	2.50%
9	*Capital conservation buffer (2.5% from RWA) (%)*	**0.00%**	**0.00%**	**0.00%**	**0.00%**	0.00%
10	*Capital Surcharge for D-SIB Banks (1%–2.5%) (%)*	**2.50%**	**2.50%**	**2.50%**	**2.50%**	2.50%
11	Total Additional Capital Buffer (Row 8 + Row 9 and Row 10)	**5.00%**	**5.00%**	**5.00%**	**5.00%**	5.00%
12	Common Equity Tier 1 (CET1) Capital Components After Meeting Additional Capital Buffer Requirements	**17.41%**	**19.31%**	**18.90%**	**17.93%**	20.52%
BASEL III LEVERAGE RATIO						
13	Total Exposure	**2,190,091,323**	**2,140,179,170**	**2,109,606,507**	**2,158,834,943**	2,018,178,824
14	Leverage Ratio Value, Including the Impact of Adjustments for the Temporary Exemption of Placements in Current Accounts with Bank Indonesia for the Purpose of Meeting Minimum Reserve Requirements (If Any)	**13.78%**	**14.27%**	**13.76%**	**12.70%**	14.43%
14b	Leverage Ratio Value, Excluding the Impact of Adjustments for the Temporary Exemption of Placements in Current Accounts with Bank Indonesia for the Purpose of Meeting Minimum Reserve Requirements (If Any)	**13.78%**	**14.27%**	**13.76%**	**12.70%**	14.43%
14c	Leverage Ratio Value, Including the Impact of Adjustments for the Temporary Exemption of Placements in Current Accounts with Bank Indonesia for the Purpose of Meeting Minimum Reserve Requirements (If Any), Incorporating the Average of the Gross Carrying Amount of SFT Assets	**13.78%**	**14.27%**	**13.76%**	**12.70%**	14.43%
14d	Leverage Ratio Value, Excluding the Impact of Adjustments for the Temporary Exemption of Placements in Current Accounts with Bank Indonesia for the Purpose of Meeting Minimum Reserve Requirements (If Any), Incorporating the Average of the Gross Carrying Amount of SFT Assets	**13.78%**	**14.27%**	**13.76%**	**12.70%**	14.43%
LIQUIDITY COVERAGE RATIO (LCR)						
15	Total High Quality Liquid Assets (HQLA)	**339,473,424**	**367,870,393**	**335,250,863**	**346,853,663**	337,555,743
16	Total Net Cash Outflows	**247,935,815**	**245,939,488**	**230,302,667**	**221,497,914**	210,081,677
17	Liquidity Coverage Ratio (%)	**136.92%**	**149.58%**	**145.57%**	**156.59%**	160.68%
NET STABLE FUNDING RATIO (NSFR)						
18	Total Available Stable Funding (ASF)	**1,355,934,194**	**1,363,031,479**	**1,365,170,404**	**1,321,662,574**	1,316,826,496
19	Total Required Stable Funding (RSF)	**1,149,494,783**	**1,107,115,183**	**1,087,310,740**	**1,068,895,699**	1,029,199,906
20	Net Stable Funding Ratio (%)	**117.96%**	**123.12%**	**125.55%**	**123.65%**	127.95%

Qualitative Analysis

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Differences Between the Scope of Consolidation and the Mapping of Financial Statements in Accordance with Financial Accounting Standards and Risk Categories in Accordance with Financial Services Authority Regulations (LI1)

			Carrying Amount as Presented in the Published Financial Statements	Carrying Amount Based on Prudential Principles	
ASSET					
1.	Cash		**32,044,482**	**929**	
2.	Placements with Bank Indonesia		**40,254,114**	**-**	
3.	Placements with Other Bank		**55,168,542**	**1,296,738**	
4.	Spot and Derivative/Forward Receivables		**1,167,029**	**-**	
5.	Marketable Securities Held		**391,644,693**	**25,864,350**	
6.	Securities under agreement to repurchase		**29,340,192**	**52**	
7.	Securities under agreement to resell		**24,452**	**-**	
8.	Acceptance receivable		**13,078,567**	**-**	
9.	Loans		**1,460,729,418**	**-**	
10.	Sharia Financing[1)]		**56,350,282**	**-**	
11.	Finance Lease Receivables		**4,406,157**	**-**	
12.	Investments in shares		**8,834,868**	**5,463**	
13.	Other financial assets		**19,040,642**	**556,810**	
14.	Allowance for impairment losses on financial assets -/-			**-**	
	a.	Marketable Securities Held	**(555,017)**	**-**	
	b.	Loans and Sharia Financing	**(82,893,734)**	**-**	
	c.	Others	**(394,618)**	**(154)**	
15.	Intangible Assets		**806,416**	**-**	
	Accumulated Amortization of Intangible Assets (-/-)		**-**	**-**	
16.	Premises and Equipment		**94,045,303**	**1,469,171**	
	Accumulated Depreciation of Premises and Equipment (-/-)		**(30,751,063)**	**(819,493)**	
17.	Non Performing Assets				
	a.	Abandoned Properties	**17,311**	**-**	
	b.	Foreclosed collaterals	**100,471**	**-**	
	c.	Suspense Accounts	**-**	**-**	
	d.	Interoffice Assets	**13,317**	**-**	
18.	Other Assets		**42,899,281**	**7,961,648**	
	Total Assets		**2,135,371,105**	**36,335,514**	
LIABILITIES AND EQUITY					
1.	Demand Deposits		**448,203,670**	**-**	
2.	Saving Deposits		**587,585,862**	**-**	
3.	Deposits		**431,054,307**	**-**	
4.	Electronic money		**614,383**	**-**	
5.	Liabilities to Bank Indonesia		**47,462**	**-**	

	Carrying Amount by Risk Type				
	Under the Credit Risk Framework	Under the Counterparty Credit Risk Framework	Under the Securitization Framework	Under the Market Risk Framework	Not Subject to Capital Requirements or Based on Capital Deduction
	32,443,932	-	-	-	-
	40,270,620	-	-	-	-
	56,879,989	-	-	-	-
	-	2,385,112	-	-	-
	328,085,806	-	-	8,620,678	-
	-	884,064	-	-	-
	-	24,452	-	-	-
	13,078,568	-	-	-	-
	1,531,073,176	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	8,930,844	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	(60,555,221)	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	62,411,429	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	55,674	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	44,181,846	-	-	-	-
	2,056,856,665	3,293,628	-	8,620,678	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

			Carrying Amount as Presented in the Published Financial Statements	Carrying Amount Based on Prudential Principles	
6.	Liabilities to Other Banks		17,601,436	-	
7.	Spot and Derivative/Forward Liabilities		1,101,753	-	
8.	Liabilities under agreement to resell		27,932,749	-	
9.	Acceptances Payable		13,078,567	-	
10.	Marketable Securities Issued		40,901,648	-	
11.	Borrowings/Financing Received		129,657,345	-	
12.	Guarantee deposits		14,122	-	
13.	Interoffice Liabilities		-	-	
14.	Other Liabilities		106,636,367	21,623,431	
		TOTAL LIABILITIES	1,804,429,671	21,623,431	
EQUITY					
15.	Paid-in-capital				
	a.	Authorized Capital	15,000,000	704,053	
	b.	Paid-in Capital Uncalled (-/-)	(7,422,050)	-	
	c.	Treasury Stock (-/-)	(4,463,270)	-	
16.	Additional paid-in-capital				
	a.	Agio	75,946,195	5,987,447	
	b.	Disagio -/-	-	-	
	c.	Capital Deposit Funds	-	-	
	d.	Others	2,333,619	-	
17.	Other Comprehensive Income				
	a.	Gains	22,174,083	477,240	
	b.	Loss -/-	(2,198,097)	(12,331)	
18.	Reserves				
	a.	General Reserves	3,022,685	-	
	b.	Appropriated Reserves	-	-	
19.	Profit/Loss				
	a.	Previous Years	214,715,081	5,912,139	
	b.	Current Year	56,652,384	1,643,536	
	c.	Dividends Paid (-/-)	(51,726,772)	-	
		TOTAL EQUITY ATTRIBUTABLE TO OWNERS	375,760,630	14,712,083	
20.	**Non Controlling Interests (Minority Interest)**		6,907,576	-	
		TOTAL EQUITY	382,668,206	14,712,083	
	TOTAL LIABILITIES AND EQUITY		2,187,097,877	36,335,514	

	Carrying Amount by Risk Type				
	Under the Credit Risk Framework	Under the Counterparty Credit Risk Framework	Under the Securitization Framework	Under the Market Risk Framework	Not Subject to Capital Requirements or Based on Capital Deduction
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

Key Differences Between Carrying Amounts under Financial Accounting Standards and Exposures under Financial Services Authority Regulations (LI2)

(in IDR millions)

		a	b	c	d	e
		Total	Item in Accordance With:			
			Credit Risk Framework	Securitization Framework	Counterparty Credit Risk Framework	Market Risk Framework
1	Carrying Amount of Assets in Accordance with Prudential Consolidation Scope (As Reported in LI1 Table)	**2,068,770,971**	**2,056,856,665**	-	**3,293,628**	**8,620,678**
2	Carrying Amount of Liabilities in Accordance with Prudential Consolidation Scope (As Reported in LI1 Table)	-	-	-	-	-
3	Total Net Amount in Accordance with Prudential Consolidation Scope	**2,068,770,971**	**2,056,856,665**	-	**3,293,628**	**8,620,678**
4	Administrative Account Value	**214,851,452**	**214,851,452**	-	-	-
5	Valuation Differences	-	-	-	-	-
6	Differences Due to Netting Rules, Excluding Items Included in Row 2	-	-	-	-	-
7	Provision Differences	-	-	-	-	-
8	Differences Due to Prudential Filters	-	-	-	-	-
	Exposure Value Considered, in Accordance with Prudential Consolidation Scope	-	-	-	-	-

Qualitative Analysis
–

Explanation of Differences Between Exposure Values under Financial Accounting Standards and Financial Services Authority Regulations (LIA)

A.	**DIFFERENCES BETWEEN CARRYING AMOUNTS IN PUBLISHED FINANCIAL STATEMENTS AND CARRYING AMOUNTS UNDER PRUDENTIAL PRINCIPLES**
	The differences between the carrying amounts disclosed in the Published Financial Statements and the contractual carrying amounts of each financial asset and liability arise from differences in the intended use of financial asset and liability data between reporting purposes in accordance with accounting standards and business negotiation purposes. This principle is also applied to BRI's subsidiaries.

B.	VALUATION METHODOLOGY, DESCRIPTION OF INDEPENDENT PRICE VERIFICATION PROCESS, AND PROCEDURES FOR VALUATION OR RESERVES ADJUSTMENTS
	Valuation is a critical component required for managing nearly all banking risks, including market risk, credit risk, and liquidity risk. The valuation process is applied to all positions in the trading book, including securities held by the Group (fair-value-to-other-comprehensive income). There are valuation method levels for financial instruments measured at fair value. The distinctions among these levels are as follows: Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2: Inputs other than quoted prices included in Level 1 that are observable for assets and liabilities, either directly (as a price) or indirectly (derived from prices). Level 3: Inputs for assets or liabilities that are not based on observable market data (unobservable information). Verification of market price sources is performed via sampling for each type of instrument in open positions and does not need to be conducted simultaneously. The sampling method is conducted randomly (random sampling). Verification is performed at a minimum to assess the fairness of market prices and the information used as inputs in the valuation models. No valuation adjustments are required, as the carrying amounts under the market risk framework utilize sources consistent with the carrying amounts under financial accounting standards.

Capital

Capital Structure (CC1)

(in IDR millions)

Components		Amount (In IDR Millions)	Ref. No. derived from Consolidated Balance Sheet
COMMON EQUITY TIER I/CET 1: INTRUMENT AND SUPPLEMENTARY SUBSCRIBED CAPITAL			
1.	Common Equity (including stock surplus)	**79,060,875**	**e.**
2.	Retained Earnings	**215,749,291**	**g.**
3.	Accumulated Other Comprehensive Income	**24,612,738**	**f.**
4.	Phase-out capital from CET1	**N/A**	**N/A**
5.	Qualifying Non-Controlling Interests	**411.154**	**d.**
6.	**CET 1 before Regulatory Adjustment**	**319.834.058**	
COMMON EQUITY TIER I/CET 1: REGULATORY ADJUSTMENT			
7.	Shortfall of the amount of fair value adjustments on financial instruments in the trading book	**-**	
8.	Goodwill	**(806,416)**	**b.**
9.	Other intangible assets (other than Mortgage-Servicing Rights)	**(4,450,075)**	
10.	Deferred tax assets that rely on future profitability	**N/A**	**N/A**
11.	Cash-flow hedge reserve	**N/A**	**N/A**
12.	Shortfall of provisions (CKPN) to expected losses	**N/A**	**N/A**
13.	Gain on sale related to securitization transactions	**-**	
14.	Cumulative gains and losses due to changes in own credit risk (DVA)	**-**	
15.	Defined benefit pension fund assets	**N/A**	**N/A**
16.	Investments in own shares (treasury stock)	**N/A**	**N/A**
17.	Reciprocal cross-holdings in CET 1 instruments		

	Components	Amount (In IDR Millions)	Ref. No. derived from Consolidated Balance Sheet
18.	Insignificant investments in the common shares of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	**N/A**	**N/A**
19.	Significant investments in the common shares of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	**N/A**	**N/A**
20.	Mortgage servicing rights (MSRs)	-	
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	**N/A**	**N/A**
22.	Amount exceeding the 15% threshold from:	**N/A**	**N/A**
23.	Significant investments in the common shares of financials	**N/A**	**N/A**
24.	Mortgage servicing rights	**N/A**	**N/A**
25.	Deferred tax assets from temporary differences	**N/A**	**N/A**
26.	National specific regulatory adjustments	**(12,730,356)**	
26a.	Shortfall of provisions (CKPN) to expected losses (PPA)	-	
26b.	Provisions for non-earning assets	**(66,714)**	
26c.	Deferred Tax Assets (DTA)	**(7,805,103)**	**c.**
26d.	Investments / Equity participations	**(2,667,643)**	**a.**
26e.	Capital shortfalls in insurance subsidiaries	-	
26.f	Securitization exposures	-	
26.g	Others	**(2,190,896)**	
27.	Regulatory adjustments applied to CET1 due to insufficient AT1 and Tier 2 to cover deductions	-	
28.	**Total regulatory adjustments to CET1**	**(17,986,848)**	
29.	**Total Common Equity Tier 1 (CET1) after regulatory adjustments**	**301,847,212**	
	Supplementary Tier 1 (AT1) Capital: instruments		
30.	AT1 instruments issued by the bank (including stock surplus)	-	
31.	Classified as equity under applicable accounting standards	-	
32.	Classified as liabilities under applicable accounting standards	-	
33.	Instruments subject to phase-out from AT1	**N/A**	**N/A**
34.	AT1 instruments issued by subsidiaries and held by third parties (qualifying AT1)	-	
35	Instruments issued by subsidiaries subject to phase-out	**N/A**	**N/A**
36.	**Additional Tier 1 capital before regulatory adjustments**	-	
SUPPLEMENTAL TIER 1 CAPITAL: REGULATORY ADJUSTMENTS			
37.	Investments in own Additional Tier 1 instruments		
38.	Reciprocal cross-holdings in Additional Tier 1 instruments of other entities		
39.	Investments in the capital of banking, financial, and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	**N/A**	**N/A**
40.	Significant investments in the capital of banking, financial, and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	**N/A**	**N/A**

Components		Amount (In IDR Millions)	Ref. No. derived from Consolidated Balance Sheet
41.	Adjustments based on specific national regulations		
41.a	Placement of funds in Supplementary Tier 1 instruments of other Banks	-	
42.	Adjustments to Supplementary Tier 1 due to Tier 2 being less than its regulatory adjustments	-	
43.	**Total regulatory adjustments to Supplementary Tier 1**	-	
44.	**Total Additional Tier 1 after regulatory adjustments**	-	
45.	**Total Tier 1 Capital (CET 1 + AT 1)**	**301,847,212**	
	Supplementing Capital (Tier 2): Instruments and reserves		
46.	Tier 2 instruments issued by the bank (including stock surplus)	-	
47.	Capital subject to phase-out from Tier 2	**N/A**	**N/A**
48.	Tier 2 instruments issued by subsidiaries recognized in consolidated capital adequacy (KPMM) calculations	**258,333**	**d.**
49.	Capital issued by subsidiaries subject to phase-out	**N/A**	**N/A**
50.	General allowance for impairment losses (PPA) on productive assets, up to a maximum of 1.25% of Credit Risk-Weighted Assets (ATMR)	**14,731,874**	
51.	**Total Tier 2 Capital before regulatory adjustments**	**14,990,207**	
TIER 2 CAPITAL: REGULATORY ADJUSTMENTS			
52.	Investments in own Tier 2 instruments	**N/A**	**N/A**
53.	Reciprocal cross-holdings in Tier 2 instruments of other entities	-	
54.	Investments in the capital of banking, financial, and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	**N/A**	**N/A**
55.	Significant investments in the capital of banking, financial, and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	**N/A**	**N/A**
56.	National specific regulatory adjustments		
56.a	Sinking Fund	-	
56.b	Placement of funds in Tier 2 instruments of other Banks	-	
57.	**Total Tier 2 regulatory adjustments**	-	
58.	**Total Tier 2 Capital after regulatory adjustments**	**14,990,207**	
59.	**Total Capital (Tier 1 + Tier 2)**	**316,837,419**	
60.	**Total Risk-Weighted Assets (RWA)**	**1,346,987,452**	
CAPITAL ADEQUACY RATIO (CAR) AND CAPITAL BUFFERS			
61.	**Common Equity Tier 1 (CET 1) Ratio - percentage of RWA**	**22.41%**	
62.	**Tier 1 Capital Ratio - percentage of RWA**	**22.41%**	
63.	**Total Capital Ratio - percentage of RWA**		
64.	**Capital Buffer - percentage of RWA**	**23.52%**	
65.	Capital conservation Buffer	**2.50%**	
66.	Countercyclical Buffer	**0.00%**	
67.	Capital surcharge untuk D-SIB	**2.50%**	
68.	**For conventional commercial banks: Common Equity Tier 1 (CET 1) available to meet Capital Buffers - percentage of RWA**		

	Components	Amount (In IDR Millions)	Ref. No. derived from Consolidated Balance Sheet
NATIONAL MINIMAL (IF DIFFERENT FROM BASEL 3)			
69.	National CET1 minimum ratio (if different from Basel 3)	N/A	N/A
70.	National Tier 1 minimum ratio (if different from Basel 3)	N/A	N/A
71.	National total capital minimum ratio (if different from Basel 3)		
TOTAL BELOW THE THRESHOLDS FOR DEDUCTION (BEFORE RISK WEIGHTING)			
72.	Non-significant investments in the capital of other financial entities	N/A	N/A
73.	Significant investments in the common stock of financial entities	N/A	N/A
74.	Mortgage servicing rights (net of related tax liability)	N/A	N/A
75.	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	N/A
PROVISION CAPS FOR TIER 2			
76.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to the standardized approach (prior to application of cap)	N/A	N/A
77.	Cap on inclusion of provisions in Tier 2 under the standardized approach	N/A	N/A
78.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based (IRB) approach (prior to application of cap)	N/A	N/A
79.	Cap on inclusion of provisions in Tier 2 under the internal ratings-based (IRB) approach	N/A	N/A
CAPITAL INSTRUMENTS SUBJECT TO PHASE-OUT ARRANGEMENTS (ONLY APPLICABLE BETWEEN 1 JAN 2018 TO 1 JAN 2022)			
80.	Current cap on CET1 instruments subject to phase-out arrangements	N/A	N/A
81.	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A
82.	Current cap on AT1 instruments subject to phase-out arrangements	N/A	N/A
83.	Total excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A
84.	Current cap on Tier 2 instruments subject to phase-out arrangements	N/A	N/A
85.	Total excluded from Tier 2 due to cap (excess over cap after redemptions and maturities)	N/A	N/A

CAPITAL RECONCILIATION (CC 2)

(in IDR Millions)

No	Accounts	Statements of Financial Position Publication	Statements of consolidated financial position with the consolidated coverage based on the provisions of prudential	Reference No.
		December 2025	December 2025	
ASSET				
1.	Cash	31,975,034	32,044,482	
2.	Placements with Bank Indonesia	39,576,502	40,254,114	
3.	Placements with other banks	53,075,759	55,168,542	

No	Accounts	Statements of Financial Position Publication	Statements of consolidated financial position with the consolidated coverage based on the provisions of prudential	Reference No.
		December 2025	December 2025	
4.	Spot and derivative/forward invoices	1,161,614	1,167,029	
5.	Owned securities	357,542,499	391,644,693	
6.	Securities sold under repurchase agreements (Repo)	29,340,140	29,340,192	
7.	Invoices on securities purchased under resale agreements (Reverse Repo)	24,452	24,452	
8.	Acceptance invoices	13,078,567	13,078,567	
9.	Granted loans	1,342,673,712	1,460,729,418	
10.	Sharia financing[1)]	-	56,350,282	
11.	Finance lease receivables	-	4,406,157	
12.	Equity investments	51,300,972	6,167,225	
	Equity investments as a CET 1 Regulatory Adjustment		2,667,643	a.
13.	Other financial assets	12,281,112	19,040,642	
14.	Allowance for impairment losses on financial assets -/-			
	a. Owned securities	(554,918)	(555,017)	
	b. Granted loans and Sharia financing	(72,903,722)	(82,893,734)	
	c. Others	(44,658)	(394,618)	
15.	Intangible assets	-	806,416	b.
	Accumulated amortization of intangible assets -/-	-	-	
16.	Fixed assets and equipment	68,708,433	94,045,303	
	Accumulated depreciation of fixed assets and equipment -/-	(23,342,308)	(30,751,063)	
17.	Non-earning assets	-	-	
	a. Abandoned properties	17,311	17,311	
	b. Foreclosed collateral	50,837	100,471	
	c. Suspense accounts	-	-	
	d. Inter-office assets	13,317	13,317	
18.	Other assets			
	a. Deferred Tax Assets	5,066,962	26,334,702	
	Recognized in Tier 1		7,805,103	c.
	b. Other assets	22,494,242	8,759,475	
	TOTAL ASSETS	1,931,535,859	2,135,371,105	
LIABILITIES AND EQUITY				
1.	Demand deposits	450,129,463	448,203,670	
2.	Saving	584,892,761	587,585,862	
3.	Time deposits	425,066,471	431,054,307	

No	Accounts	Statements of Financial Position Publication	Statements of consolidated financial position with the consolidated coverage based on the provisions of prudential	Reference No.
		December 2025	December 2025	
4.	Electronic Money	614,383	614,383	
5.	Liabilities to Bank Indonesia	47,462	47,462	
6.	Liabilities to other banks	17,908,511	17,601,436	
7.	Spot and derivative/forward liabilities	1,101,701	1,101,753	
8.	Liabilities on securities sold under repurchase agreements (Repo)	27,932,749	27,932,749	
9.	Acceptance liabilities	13,078,567	13,078,567	
10.	Issued securities	11,596,380	40,901,648	
11.	Received Borrowings / Financing	32,599,096	129,399,012	
	Recognized in Tier 1		258,333	d.
12.	Deposits for guarantees (Security deposits)	14,074	14,122	
13.	Inter-office liabilities	-	-	
14.	Other liabilities	67,058,066	106,636,367	
	TOTAL LIABILITIES	1,632,039,684	1,804,429,671	
EQUITY				
15.	Paid-in capital			
	a. Authorized capital	15,000,000	15,000,000	e.
	b. Unpaid-in capital -/-	(7,422,050)	(7,422,050)	e.
	c. Treasury stock -/-	(4,463,270)	(4,463,270)	e.
16.	Additional paid-in capita			
	a. Agio (Share premium)	76,339,022	75,946,195	e.
	b. Disagio (Share discount) -/-	-	-	
	c. Capital stock subscription	-	-	
	d. Others	575,039	2,333,619	
17.	Other comprehensive income			
	a. Gain	20,820,990	584,030	
	Recognized in Tier 1		21,590,053	f.
	b. Loss -/-	(1,686,054)	(2,198,097)	
	Recognized in Tier 1		-	f.
18.	Reserves			
	a. General reserve	3,022,685	-	
	Recognized in Tier 1		3,022,685	f.
	b. Appropriated reserve	-	-	

No	Accounts	Statements of Financial Position Publication	Statements of consolidated financial position with the consolidated coverage based on the provisions of prudential	Reference No.
		December 2025	December 2025	
19.	Profit/loss			
	a. Previous years	**198,632,659**	**55,268,563**	
	Recognized in Tier 1		**159,446,518**	**g.**
	b. Current year	**50,403,926**	**349,611**	
	c. Recognized in Tier 1		**56,302,773**	**g.**
	d. Dividends paid -/-	**(51,726,772)**	**(51,726,772)**	
	TOTAL EQUITY ATTRIBUTABLE TO OWNERS	**299,496,175**	**324,033,858**	
20.	Non-controlling interests (Minority interest)	**-**	**6,496,422**	
			411,154	**h.**
	TOTAL EQUITY	**299,496,175**	**330,941,434**	
	TOTAL LIABILITIES AND EQUITY	**1,931,535,859**	**2,135,371,105**	

Key Features of Capital Instruments and TLAC-Eligible Instruments

Disclosure of Key Features of Capital Instruments			
No.	**Questions**	**Quantitative/Qualitative Information**	**Quantitative/Qualitative Information**
1	Issuer	PT Bank Rakyat Indonesia (Persero) Tbk	PT Bank Rakyat Indonesia (Persero) Tbk
2	Unique identifier (e.g. ISIN, CUSIP or Bloomberg)	ISIN Code: ID1000118201 Short Code: BBRI	ISIN Code: IDA000133300 Short Code: BBRI04SB
3	Governing law(s) of the instrument	Law of Indonesia	Law of Indonesia
3a	Means by which the enforceability of Section 13 of the TLAC Term Sheet is achieved (for other TLAC-eligible instruments governed by foreign law)	N/A	N/A
	Regulatory treatment under Minimum Capital Adequacy (KPMM) regulations		
4	Transitional Basel III rules	N/A	N/A
5	Post-transitional Basel III rules	CET 1	Tier 2
6	Eligible at solo/group/solo & group	Consolidated and Individual	Consolidated and Individual
7	Instrument type (or Type of instrument)	Ordinary Share	Subordinated Bonds
8	Amount recognized in regulatory capital	80,209,581	258,333
9	Par value of instrument	7,577,950	500,000

Disclosure of Key Features of Capital Instruments			
No.	**Questions**	**Quantitative/Qualitative Information**	**Quantitative/Qualitative Information**
10	Accounting classification (Equity / Liability)	Equity	Liability
11	Original date of issuance	10/11/2003	06/07/2023
12	Perpetual or dated	Perpetual	Dated
13	Maturity date	No Maturity date	06/07/2028
14	Issuer call subject to prior supervisory approval	No	No
15	Optional call date, contingent call dates and redemption amount	-	-
16	*Subsequent call dates, if applicable*	-	-
	Dividend/Coupon	-	-
17	Fixed or floating dividend/coupon	-	Fixed
18	Coupon rate and any related index	-	6.45%
19	Existence of a dividend stopper	No	No
20	Fully discretionary, partially discretionary or mandatory	-	Mandatory call by OJK
21	Existence of step-up or other incentive to redeem	-	No
22	Non-cumulative or cumulative	-	Cumulative
23	Convertible or non-convertible	-	Non-convertible
24	If convertible, conversion trigger(s)	-	-
25	If convertible, fully or partially	-	-
26	If convertible, conversion rate	-	-
27	If convertible, mandatory or optional conversion	-	-
28	If convertible, instrument type convertible into	-	-
29	If convertible, issuer of instrument it converts into	-	-
30	Write-down feature	-	Yes
31	If write-down, write-down trigger(s)	-	1. Consolidated Common Equity Tier 1 (CET 1) ratio of the Parent Bank is less than or equal to 5.125% 2. Authority's plan to provide a capital injection to the Parent Bank which is deemed to have potential viability concerns (Point of Non-Viability) 3. Directive from OJK to perform a write-down.

Disclosure of Key Features of Capital Instruments			
No.	**Questions**	**Quantitative/Qualitative Information**	**Quantitative/Qualitative Information**
32	If write-down, full or partial	-	Full
33	If write-down, permanent or temporary	-	Permanent
34	If temporary write-down, explain the write-up mechanism	-	OJK Directive
34a	Subordination type	-	Sub-ordinated Bonds
35	Position in subordination hierarchy in liquidation (instrument type immediately senior to the instrument)	-	Subordinated bondholders do not have priority over other creditors and the Subordinated Bonds are not secured by any collateral.
36	Non-compliant features	-	No
37	If yes, specify non-compliant features	-	No

Qualitative Disclosure on Capital Structure and Capital Adequacy

The management of capital structure aims to ensure that BRI consistently maintains adequate capital to cover inherent risks in its business operations without compromising value optimization for shareholders.

BRI has established a Financial Conglomeration Governance Committee, consisting of six sub-committees, including the Capital, Investment, and Strategy Sub-Committee. The Committee serves as a supporting body for the Board of Directors to review, determine, recommend, and evaluate corporate actions undertaken by the BRI Group. In addition, the Committee conducts performance reviews and analyses, as well as provides recommendations on BRI Group synergies, including activities related to capital structure optimization and subsidiary management.

BRI also has a Risk Management Committee, which is responsible for the implementation of risk management and integrated risk management strategies. This Committee is tasked with determining corrective actions based on evaluations of the Integrated Risk Management implementation, including capital analysis.

BRI is committed to complying with regulatory requirements regarding capital structure. Based on Financial Services Authority Regulation (POJK) No. 11/POJK.03/2016 dated January 29, 2016, concerning Minimum Capital Requirements for Commercial Banks (POJK 11/2016), as amended by POJK No. 34/POJK.03/2016 dated September 22, 2016 (POJK 34/2016), banks are required to maintain minimum capital according to their risk profile and establish additional capital buffers, as follows:

1. Capital Conservation Buffer: 2.50% of Risk-Weighted Assets (RWA)
2. Countercyclical Buffer: 0.00% of RWA
3. Capital Surcharge for Systemically Important Banks: 2.50% of RWA

BRI's minimum CAR based on risk profile is 9.70% (consolidated). As of 2025, BRI's CAR stood at 21.06% (bank only) and 23.52% (consolidated), well above the regulatory minimum requirements for banking and financial services.

Regarding capital structure, as of December 2025, BRI held Tier-1 Capital of IDR246.05 trillion (bank only) and IDR301.84 trillion (consolidated), as well as Tier-2 Capital of IDR13.97 trillion (bank only) and IDR14.99 trillion (consolidated). The Tier-1 CAR reached 19.93% (bank only) and 22.41% (consolidated). BRI's Tier-1 Capital is equivalent to Common Equity Tier 1 (CET1) Capital, as BRI does not have Additional Tier 1 (AT1) Capital.

Therefore, BRI's Tier-1 Capital Ratio is well above the regulatory minimum of 6% as well as the minimum Common Equity Tier 1 (CET1) requirement of 4.5% set by the Regulator.

Risk Management – Bank Risk Management Approach (OVA)

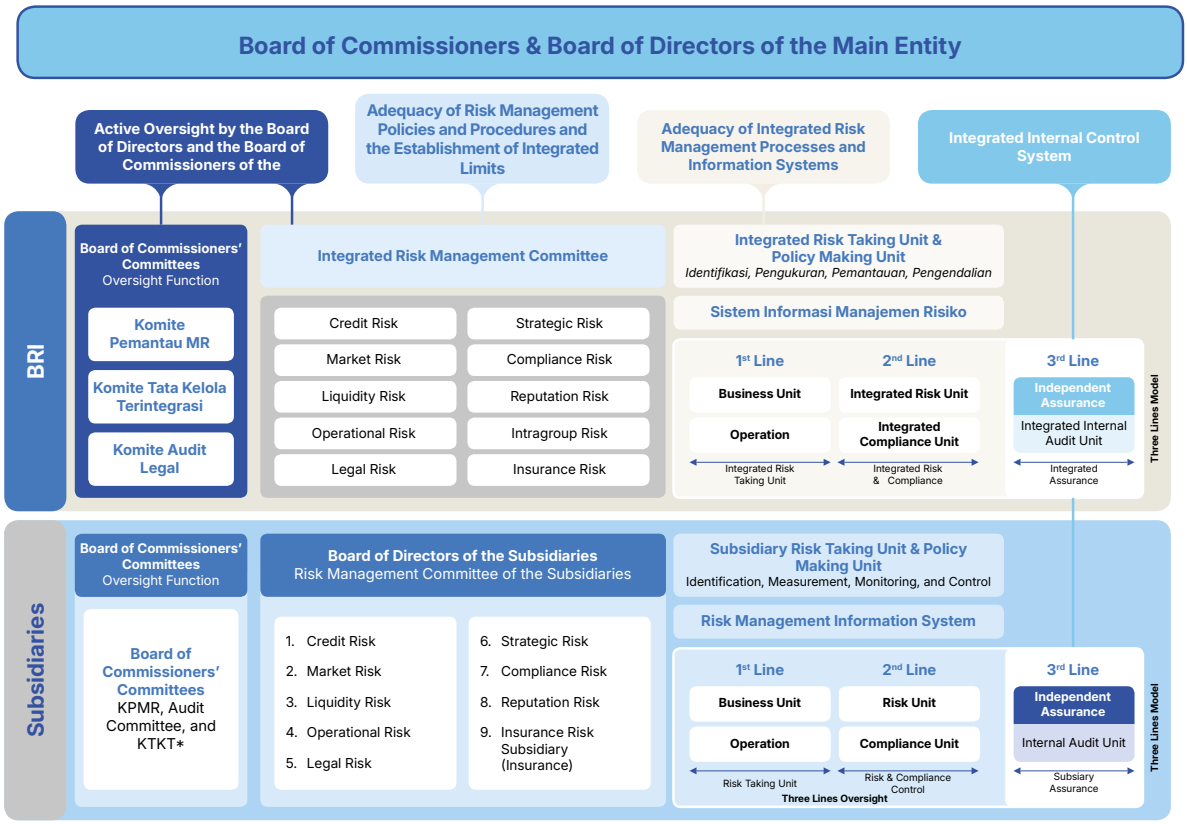
A. BUSINESS MODEL AND INTERACTION WITH THE RISK PROFILE

Risk Profile of the Bank is established to provide an overview of the assessment of risks inherent in the business and operational activities of BRI, as well as the quality of the implementation of its risk management, both on an individual basis and on a consolidated basis with its Subsidiaries. The Bank's business model is reflected in its risk profile through the determination and measurement of risk profile parameters. The Bank regularly evaluates the determination of risk limits and risk management thresholds at least once a year, or more frequently in the event of changes in factors that significantly affect business activities, risk exposure, and/or the Risk Profile.

In order to calculate additional capital in accordance with the Risk Profile, the Bank implements the Internal Capital Adequacy Assessment Process (ICAAP), which applies to the Bank both on an individual basis and on a consolidated basis with its Subsidiaries. ICAAP is a process undertaken by the Bank to determine capital adequacy in line with the Bank's risk profile and to establish strategies for maintaining adequate capital levels.

B. RISK MANAGEMENT STRUCTURE AND GOVERNANCE

The Company's Risk Management framework is set out in the BRI Risk Management Policy and is implemented through an approach that integrates capital management and risk management in operational and business activities, covering all levels of the BRI organization as well as members of the BRI Financial Conglomeration. In general, the BRI risk management framework, which is integrated with its Subsidiaries, can be illustrated as follows:



The integrated risk management governance framework above refers to POJK No. 17/POJK.03/2014 on the Implementation of Integrated Risk Management for Financial Conglomerates. The risk management framework and governance applied by the BRI Financial Conglomeration consist of four (4) main pillars, as follows:

1. Pillar 1: Active oversight by the Board of Directors and the Board of Commissioners of the Main Entity;
2. Pillar 2: Adequacy of policies, procedures, and the establishment of integrated limits;
3. Pillar 3: Adequacy of integrated risk management processes and risk management information systems; and
4. Pillar 4: A comprehensive integrated internal control system.

In the implementation of Pillar 1 and Pillar 2 of Integrated Risk Management, the Board of Directors and the Board of Commissioners of each entity within the BRI Financial Conglomeration are assisted by the Risk Management Committee under the Board of Directors and by committees under the Board of Commissioners. In the implementation of Pillar 3, each entity within the BRI Financial Conglomeration applies the three lines model of risk governance, consisting of the following:

1. The first line, as the risk owner unit, represents the units that directly identify and manage risks in business processes, consisting of both Core Risk Taking Units and Supporting Risk Taking Units;
2. The second line, as the independent risk management and compliance function, represents the units responsible for measuring, monitoring, and mitigating risks on an aggregate basis, as well as developing risk management methodologies and policies; and
3. The third line, as the Internal Audit function, represents the unit responsible for ensuring that risk governance and risk control are effectively implemented within the organization.

In the implementation of Pillar 4, namely the Integrated Internal Control System, the Integrated Internal Audit Unit and the Internal Audit Units of the Subsidiaries, acting as Independent Assurance, play an important role in ensuring the effectiveness of the implementation of the three pillars of Integrated Risk Management. Lastly, in the implementation of Integrated Risk Management, synergy is established between the risk management organs of the Main Entity and those of the Subsidiaries.

C. CODE OF CONDUCT

BRI has established a Code of Conduct policy as stipulated under its Good Governance provisions. The principles of the Code of Conduct at BRI are as follows:

1. Principle of Leadership Commitment and Exemplary Conduct
   Leadership commitment is reflected in the obligation of the Board of Directors and the Board of Commissioners to declare their compliance with the Code of Conduct through a Code of Conduct Statement Letter. In addition, the Board of Directors and the Board of Commissioners serve as role models for all BRILiaN personnel in adhering to and implementing the Code of Conduct.
2. Principle of Transparency
   The principle of transparency is reflected in the Bank's openness and disclosure regarding the provisions, implementation, and any violations of the Code of Conduct occurring within BRI, in accordance with the applicable regulations.
3. Principle of Accountability
   BRI's responsibility as a bank in implementing the Code of Conduct is reflected, among others, in its relationships with customers, competitors, business partners, regulators, stakeholders, as well as the community and the environment. The responsibility of BRI personnel to comply with the Code of Conduct is documented through the Code of Conduct Statement Letter and through the application of conduct consistent with the Code of Conduct in carrying out their duties and responsibilities.
4. Principle of Control
   Violations of the Code of Conduct may be reported through the Whistleblowing System (WBS). If, based on the results of the investigation, the violation is proven to be valid, sanctions will be imposed in accordance with the provisions of BRI's Disciplinary Regulations.
5. Principle of Oversight
   The implementation of the Code of Conduct policy at BRI is subject to monitoring and evaluation to ensure that the Code of Conduct is well understood by BRI personnel and properly implemented, thereby continuously serving as a guideline for all BRI personnel. The Code of Conduct policy is also continuously improved in line with prevailing conditions.

The commitment to the Code of Conduct applies to all BRI personnel at all levels of the organization. The continuous and sustainable implementation of the Code of Conduct, reflected in attitudes, actions, commitments, and regulations, supports the creation of the Company's culture. All BRI personnel are required to sign a Code of Conduct Statement Letter annually.

The publication and transparency of the Company's Code of Conduct are carried out through BRI's website, which includes, but is not limited to, the policies and implementation of the Code of Conduct at BRI in accordance with applicable regulations. In addition, BRI's compliance system is certified/audited/verified by third parties, both internal and external, in accordance with the applicable provisions.

D. SCOPE AND KEY FEATURES OF THE RISK MEASUREMENT SYSTEM

The risk measurement system is used to measure BRI's risk exposure as a basis for risk control. Risk measurement must be conducted periodically for products and portfolios as well as for all BRI business activities. The measurement approaches and methodologies may be quantitative, qualitative, or a combination of both, through the development of models such as Internal Risk Rating, Value at Risk (VaR), Portfolio Management, Stress Testing, Economic Value of Equity (EVE), impairment models, and other models that support decision-making.

The risk measurement system is evaluated and refined periodically or whenever necessary to ensure the appropriateness of assumptions, accuracy, reasonableness and integrity of data, as well as the procedures used in measuring risk. Enhancements to the risk measurement system are carried out whenever there are changes in BRI's business activities, products, transactions, and risk factors that may affect BRI's financial condition.

In order to align the implementation of Basel II, Basel III, and Enterprise Risk Management (ERM), BRI continues to implement the Basel framework in accordance with the regulatory guidelines of the Otoritas Jasa Keuangan and the Basel Committee on Banking Supervision, as well as other best practices. This implementation covers areas including Credit Risk, Market Risk, Liquidity Risk, Interest Rate Risk in the Banking Book (IRRBB), Operational Risk, Capital Management, the Internal Capital Adequacy Assessment Process (ICAAP), Stress Testing, and Recovery and Resolution Plan.

E. RISK INFORMATION REPORTING TO THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The Risk Management Work Unit (SKMR) of BRI and all Subsidiaries prepare risk management reports in formats that comply with the applicable regulations, both on a consolidated basis and on an integrated basis. Risk management reporting to the Board of Directors, the Board of Commissioners, and other relevant parties includes, among others, the following:

1. Monitoring reports on the Risk Appetite Statement, Risk Profile, and Bank Soundness Level, both on an individual and consolidated basis;
2. Allowance for Impairment Losses (CKPN) adequacy reports;
3. Risk-Weighted Assets (RWA) reports for Credit Risk, Market Risk, and Operational Risk;
4. Reports on loan growth developments;
5. Reports on credit quality developments;
6. Reports on the development of restructured loans;
7. Reports on the utilization of the write-off budget and realization of recovery income;
8. Monitoring reports on impairment costs (CKPN) and provisioning ratios, such as NPL Coverage and LAR Coverage;
9. Stress testing results for Credit Risk, both at the portfolio level and for large borrowers, as well as stress testing for Market Risk and Liquidity Risk;
10. Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) reports;
11. Interest Rate Risk in the Banking Book (IRRBB) reports; and
12. Recovery and Resolution Plan reports.

F. STRESS TEST

To assess the adequacy of the Bank's capital resilience and liquidity sufficiency in facing changes and shocks in macroeconomic conditions, BRI conducts stress testing. The objectives of stress testing at BRI are as follows:
1. To identify impacts, particularly those that may have a significant effect on BRI's portfolio;
2. To estimate BRI's potential losses under abnormal and extreme market conditions;
3. To measure the sensitivity of BRI's performance and financial condition to changes in risk factors; and
4. To ensure that BRI maintains resilience during periods of economic crisis.

The scope of stress testing implemented at BRI includes scenario stress testing and sensitivity stress testing. Scenario stress testing covers credit risk, market risk, and liquidity risk. Within scenario stress testing, credit risk and market risk are included in the solvency stress test, which assesses the Bank's capital resilience as reflected in its financial statements, including the balance sheet, profit or loss, and financial ratios. Meanwhile, liquidity risk is assessed through a separate methodology outside the solvency stress test framework. Sensitivity stress testing is conducted to complement the analysis of scenario stress testing and includes credit risk, exchange rate risk, and interest rate risk. Stress testing at BRI is conducted both on an individual basis and on a consolidated basis together with its Subsidiaries. The implementation of stress testing across the BRI Group constitutes part of integrated risk management, with the results reported to BRI management, the management of Subsidiaries, as well as the regulator to obtain feedback and consideration for the Company's risk management strategies under economic downturn scenarios.

As one of the Domestic Systemically Important Banks (D-SIBs) in Indonesia, BRI is required to prepare stress testing analysis as part of the Recovery Plan, which is submitted to the Board of Directors and to the Otoritas Jasa Keuangan. BRI also participates in the Joint Stress Test conducted periodically by Bank Indonesia and Otoritas Jasa Keuangan.

G. STRATEGIES AND PROCESSES TO MANAGE, HEDGE, AND MITIGATE RISKS ARISING FROM THE BANK'S BUSINESS MODEL

The market risk management process is carried out in accordance with the principles of risk management implementation as stipulated in the general risk management policy and is based on the Three Lines Model, in which the Board of Commissioners and the Board of Directors act as the governing body, supported by the Three Lines of Defense consisting of the Operational Work Units, the Risk Management Work Unit, and the Internal Audit Work Unit. Active oversight by the Board of Directors is conducted periodically through various management forums, including the Risk Management Committee Forum, the Assets and Liability Management Committee (ALCO) Forum, the Business Performance Review, and meetings of the Board of Directors. Meanwhile, oversight by the Board of Commissioners is carried out through the Risk Monitoring Committee. Risk measurement is performed periodically (daily and monthly) by both the Operational Work Units and the Risk Management Work Unit using established tools to mitigate risks that may arise from business activities.

BRI establishes hedging policies to reduce risks arising or expected to arise from price fluctuations in the financial markets. Matters stipulated in relation to hedging include general provisions, hedging transaction techniques, limits on hedging transactions, and hedging instruments.

Leverage Ratio

Report on Total Exposure in the Leverage Ratio – Individual

(in IDR million)

No	Item	Total
1	Total assets in the statement of financial position in the published financial statements (gross before allowance for impairment losses).	**2,005,039,158**
2	Adjustment for investments in banks, financial institutions, insurance companies, and/or other entities that are required to be consolidated under financial accounting standards but excluded from the scope of consolidation based on OJK regulations.	**(43,694,582)**
3	Adjustment for the value of underlying financial asset pools transferred in asset securitization transactions that meet the true sale requirements as stipulated in OJK regulations on prudential principles in asset securitization activities for commercial banks. If the underlying financial assets have been deducted from total assets in the statement of financial position, the amount in this row is 0 (zero).	-
4	Adjustment for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any).	-
5	Adjustment for fiduciary assets recognized in the statement of financial position under financial accounting standards but excluded from the calculation of total exposure in the Leverage Ratio.	-
6	Adjustment for purchases or sales of financial assets under regular way transactions using trade date accounting.	-
7	Adjustment for cash pooling transactions that meet the requirements as stipulated in this OJK regulation.	-
8	Adjustment for derivative transaction exposure.	**5,022,245**
9	Adjustment for SFT exposure, such as reverse repo transactions.	**1,407,391**
10	Adjustment for TRA exposure after applying the credit conversion factor (CCF).	**122,184,690**
11	Adjustment for prudential valuation, including capital deduction factors and allowance for impairment losses.	**(169,259,220)**

No	Item	Total
12	Other adjustments.	
13	**Total Exposure in the Leverage Ratio calculation.**	**1,920,699,682**

Reports on Leverage Ratio Calculation – Individual

(in IDR million)

No	Item	Period	
		T (December 2025)	T-1 (September 2025)
ASSET EXPOSURES IN THE STATEMENT OF FINANCIAL POSITION			
1	Asset exposures in the statement of financial position, including collateralized assets but excluding derivative transaction exposures and SFT exposures (gross value before deduction of allowance for impairment losses).	**1,889,083,441**	**1,853,312,610**
2	Add-back for derivative collateral provided to counterparties that reduces total on-balance sheet asset exposure due to the application of financial accounting standards.	-	-
3	(Deduction of receivables related to variation margin provided in derivative transactions)	-	-
4	(Adjustment for the carrying value of securities received in SFT exposures recognized as assets)	-	-
5	(Allowance for impairment losses on such assets in accordance with financial accounting standards)	**(73,503,299)**	**(72,696,299)**
6	(Assets already deducted from Core Capital as stipulated in OJK regulations concerning the minimum capital adequacy requirement for commercial banks)	**(54,556,993)**	**(56,329,422)**
7	**Total asset exposures in the statement of financial position** **Sum of rows 1 to 6**	**1,761,023,149**	**1,724,286,889**
DERIVATIVE TRANSACTION EXPOSURES			
8	RC value for all derivative transactions, whether qualified variation margin is provided or a qualifying netting agreement exists.	**2,385,112**	**2,983,457**
9	Add-on amount representing the PFE for all derivative transactions.	**5,022,245**	**5,780,080**
10	(Exemption for derivative transaction exposures cleared through a central counterparty (CCP))	-	-
11	Adjustment for the effective notional amount of credit derivatives.	-	-
12	(Adjustment for the netting of effective notional amounts and reduction of add-ons for credit derivative sales transactions)	-	-
13	**Total Derivative Transaction Exposures** **Sum of rows 8 to 12**	**7,407,357**	**8,763,537**
SECURITIES FINANCING TRANSACTION (SFT) EXPOSURES			
14	Gross carrying value of SFT assets	**29,340,140**	**42,287,258**
15	(Net value between cash liabilities and cash receivables)	-	-
16	Counterparty credit risk arising from counterparty default related to SFT assets, calculated based on the current exposure method as stipulated in the Appendix of this OJK Regulation.	**1,407,391**	**1,755,265**
17	Exposure as SFT Agent	-	-
18	**Total SFT Exposures** **Sum of rows 14 to 17**	**30,747,531**	**44,042,523**
OFF-BALANCE SHEET TRANSACTION (TRA) EXPOSURES			
19	Total commitments and contingent liabilities (gross value before deduction of allowance for impairment losses)	**214,735,779**	**218,135,559**
20	(Adjustment for the amount resulting from the multiplication of commitments or contingent liabilities by the CCF, net of allowance for impairment losses)	**(91,268,882)**	**(96,281,408)**
21	(Allowance for impairment losses on TRA in accordance with financial accounting standards)	**(1,945,252)**	**(2,346,729)**
22	**Total TRA Exposures** **Sum of rows 19 to 21**	**121,521,645**	**119,507,422**

No	Item	Period	
		T (December 2025)	T-1 (September 2025)
CAPITAL AND TOTAL EXPOSURE			
23	**Core Capital**	**246,050,197**	**251,199,234**
24	**Total Exposure** **Sum of rows 7, 13, 18, and 22**	**1,920,699,682**	**1,896,600,371**
LEVERAGE RATIO			
25	**Leverage Ratio value, including the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any)**	**12.81%**	**13.24%**
25.a.	**Leverage Ratio value, excluding the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any)**	**12.81%**	**13.24%**
26	Minimum Leverage Ratio	**3%**	**3%**
27	Buffer to the Leverage Ratio	**-**	**-**
DISCLOSURE OF AVERAGE VALUES			
28	Average value of the gross carrying amount of SFT assets, after adjustment for sale accounting transactions netted against cash liabilities and cash receivables in SFT	**14.670.070**	**21.143.629**
29	End-of-quarter reported value of the gross carrying amount of SFT assets, after adjustment for sale accounting transactions netted against cash liabilities and cash receivables in SFT	**29.340.140**	**42.287.258**
30	Total Exposure, including the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**121.521.645**	**119.507.422**
30.a.	Total Exposure, excluding the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**121.521.645**	**119.507.422**
31	Leverage Ratio value, including the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**12.81%**	**13.24%**
31.a.	Leverage Ratio value, excluding the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**12.81%**	**13.24%**

Report on Total Exposure in the Leverage Ratio – Consolidated

(in IDR million)

No	Item	Total
1	Total assets in the statement of financial position in the published financial statements (gross before allowance for impairment losses).	**2,219,214,474**
2	Adjustment for investments in banks, financial institutions, insurance companies, and/or other entities that are required to be consolidated under financial accounting standards but excluded from the scope of consolidation based on OJK regulations.	**(2,667,643)**
3	Adjustment for the value of underlying financial asset pools transferred in asset securitization transactions that meet the true sale requirements as stipulated in OJK regulations on prudential principles in asset securitization activities for commercial banks. If the underlying financial assets have been deducted from total assets in the statement of financial position, the amount in this row is 0 (zero).	**-**
4	Adjustment for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any).	**-**

No	Item	Total
5	Adjustment for fiduciary assets recognized in the statement of financial position under financial accounting standards but excluded from the calculation of total exposure in the Leverage Ratio.	-
6	Adjustment for purchases or sales of financial assets under regular way transactions using trade date accounting.	-
7	Adjustment for cash pooling transactions that meet the requirements as stipulated in this OJK regulation.	-
8	Adjustment for derivative transaction exposure.	5,022,245
9	Adjustment for SFT exposure, such as reverse repo transactions.	1,407,443
10	Adjustment for TRA exposure after applying the credit conversion factor (CCF).	122,230,958
11	Adjustment for prudential valuation, including capital deduction factors and allowance for impairment losses.	(155,116,154)
12	Other adjustments.	
13	**Total Exposure in the Leverage Ratio calculation.**	2,190,091,323

Report on Leverage Ratio Calculation – Consolidated

(in IDR million)

No	Item	Period	
		T (December 2025)	T-1 (September 2025)
ASSET EXPOSURES IN THE STATEMENT OF FINANCIAL POSITION			
1	Asset exposures in the statement of financial position, including collateralized assets but excluding derivative transaction exposures and SFT exposures (gross value before deduction of allowance for impairment losses).	2,130,253,380	2,069,358,033
2	Add-back for derivative collateral provided to counterparties that reduces total on-balance sheet asset exposure due to the application of financial accounting standards.	-	-
3	(Deduction of receivables related to variation margin provided in derivative transactions)	-	-
4	(Adjustment for the carrying value of securities received in SFT exposures recognized as assets)	-	-
5	(Allowance for impairment losses on such assets in accordance with financial accounting standards)	(83,843,369)	(82,141,497)
6	(Assets already deducted from Core Capital as stipulated in OJK regulations concerning the minimum capital adequacy requirement for commercial banks)	(17,986,847)	(19,441,963)
7	**Total asset exposures in the statement of financial position** **Sum of rows 1 to 6**	2,028,423,164	1,967,794,573
DERIVATIVE TRANSACTION EXPOSURES			
8	RC value for all derivative transactions, whether qualified variation margin is provided or a qualifying netting agreement exists.	2,385,112	2,983,457
9	Add-on amount representing the PFE for all derivative transactions.	5,022,245	5,780,080
10	(Exemption for derivative transaction exposures cleared through a central counterparty (CCP))	-	-
11	Adjustment for the effective notional amount of credit derivatives.	-	-
12	(Adjustment for the netting of effective notional amounts and reduction of add-ons for credit derivative sales transactions)	-	-
13	**Total Derivative Transaction Exposures** **Sum of rows 8 to 12**	7,407,357	8,763,537

No	Item	Period	
		T (December 2025)	T-1 (September 2025)
SECURITIES FINANCING TRANSACTION (SFT) EXPOSURES			
14	Gross carrying value of SFT assets	**29,340,192**	**42,287,258**
15	(Net value between cash liabilities and cash receivables)	**-**	**-**
16	Counterparty credit risk arising from counterparty default related to SFT assets, calculated based on the current exposure method as stipulated in the Appendix of this OJK Regulation.	**1,407,443**	**1,755,265**
17	Exposure as SFT Agent	**-**	**-**
18	**Total SFT Exposures** **Sum of rows 14 to 17**	**30,747,635**	**44,042,523**
OFF-BALANCE SHEET TRANSACTION (TRA) EXPOSURES			
19	Total commitments and contingent liabilities (gross value before deduction of allowance for impairment losses)	**214,851,452**	**218,317,871**
20	(Adjustment for the amount resulting from the multiplication of commitments or contingent liabilities by the CCF, net of allowance for impairment losses)	**(91,338,285)**	**(96,390,794)**
21	(Allowance for impairment losses on TRA in accordance with financial accounting standards)	**-**	**(2,348,540)**
22	**Total TRA Exposures** **Sum of rows 19 to 21**	**123,513,167**	**119,578,537**
CAPITAL AND TOTAL EXPOSURE			
23	**Core Capital**	**301,847,212**	**305,359,367**
24	**Total Exposure** **Sum of rows 7, 13, 18, and 22**	**2,190,091,323**	**2,140,179,170**
LEVERAGE RATIO			
25	**Leverage Ratio value, including the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any)**	**13.78%**	**14.27%**
25.a.	**Leverage Ratio value, excluding the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any)**	**13.78%**	**14.27%**
26	Minimum Leverage Ratio	**3.00%**	**3.00%**
27	Buffer to the Leverage Ratio	**-**	**-**
DISCLOSURE OF AVERAGE VALUES			
28	Average value of the gross carrying amount of SFT assets, after adjustment for sale accounting transactions netted against cash liabilities and cash receivables in SFT	**14.670.096**	**21.143.629**
29	End-of-quarter reported value of the gross carrying amount of SFT assets, after adjustment for sale accounting transactions netted against cash liabilities and cash receivables in SFT	**29.340.192**	**42.287.258**
30	Total Exposure, including the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**123.513.167**	**119.578.537**
30.a.	Total Exposure, excluding the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**123.513.167**	**119.578.537**
31	Leverage Ratio value, including the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**13.78%**	**14.27%**
31.a.	Leverage Ratio value, excluding the impact of adjustments for the temporary exclusion of demand deposits with Bank Indonesia to meet the minimum reserve requirement (if any), incorporating the average value of the gross carrying amount of SFT assets as referred to in row 28	**13.78%**	**14.27%**

Credit Risk

Disclosure of Qualitative Regarding Counterparty Credit Risk (CCRA)

Business Model Reflected in the Bank's Credit Risk Profile Component

The business model for BRI individually is reflected in the parameters/indicators used in assessing the inherent risk of credit risk and those used in determining the amount of credit risk reserves, which include:

1. **Asset Portfolio Composition and Level of Concentration**
   The composition of loans to total assets is maintained at approximately 70%, with the maximum loan portfolio in a single segment maintained at around 40%. The composition of loans to the 25 largest non-bank debtor groups, excluding related parties, is maintained at approximately 20% of total loans. The Bank also establishes credit concentration limits by industry sector. In the credit risk profile, the number of credit concentration limit breaches in specific industry sectors is maintained at a maximum of three (3) industry sectors.
2. **Quality of funding provision and adequacy of reserves**
   The quality of fund provision is reflected in the indicator of low-quality loans (LaR/Loan at Risk) to total loans, which is maintained at approximately 10%, and is also monitored by business segment. The ratio of non-performing loans (NPL) to total loans is maintained at approximately 3%, and is also monitored by business segment. The adequacy of allowance is reflected in the LaR coverage, NPL coverage, and the amount of Allowance for Impairment Losses (CKPN) on loans to total loans. LaR coverage is maintained at a minimum range of 50%–55%, while NPL coverage is maintained at a minimum range of 160%–200%.
3. **Fund provision strategy and sources of fund provision**
   The fund provision strategy and the sources of fund provision are reflected in the annual loan growth target and the Loan to Deposit Ratio (LDR) target. The determination of loan growth targets takes into consideration macroeconomic conditions, such as economic growth and inflation, as well as liquidity conditions in the banking industry.
4. **External factors**
   Several external factors may influence loan growth and credit quality, including economic growth, inflation, interest rates, exchange rates, and unemployment rates.

The business model for BRI on a consolidated basis with Subsidiaries is reflected in the parameters/indicators used in assessing the inherent risk of credit risk, including:

1. **Asset portfolio composition and level of concentration**
   In measuring concentration risk, Subsidiaries use several parameters, including: the composition of loans, financing, and investments to total assets; the composition of loans, financing, and investments provided to large non-bank debtors excluding related parties; and credit concentration by industry sector.
2. **Quality of funding provision and adequacy of reserves**
   The quality of fund provision is reflected in indicators including: the ratio of low-quality loans, financing, and investments (LaR/Loan at Risk) to total loans, financing, and investments; the ratio of non-performing loans, financing, and investments (NPL) to total loans, financing, and investments; and the adequacy of allowance as reflected in LaR coverage, NPL coverage, and the amount of Allowance for Impairment Losses (CKPN) on loans to total loans.
3. **Fund provision strategy and sources of fund provision**
   The strategy for providing funds and the source of the provision of funds is reflected in the annual credit growth target as well as the LDR or Loan to Deposit Ratio target. The credit growth target is determined by considering macroeconomic conditions, such as economic growth and inflation, as well as the liquidity conditions of the banking industry.
4. **External factors**
   Several external factors can influence growth and credit quality, including: economic growth, inflation, consumption levels, export growth, interest rates, gold prices and unemployment rates.

Criteria and Approaches Used to Determine Credit Risk Management Policies and Determine Credit Risk Limits

1. The criteria and approaches used by BRI individually to determine Credit Risk Management policies and determine Credit Risk limits are as follows:
   The preparation of Policies and Procedures must fulfill the following points:
   a. Compliance with rules and regulations.
   b. Hierarchy and authority
   c. Clear regulatory scope
   d. Directive, applicable and contains elements of control.
   e. Oriented towards effectiveness and sustainable business.

   In extending credit, BRI applies the prudential principle, which is stipulated in policies and procedures, namely the General Credit Policy (Kebijakan Umum Perkreditan/ KUP) as set forth in Decree No. KU.01-DIR/KRD/11/2022, and the Credit Implementation Guidelines for each business segment, namely Circular Letter No. SE.02-DIR/ KRD/01/2025 on Micro Business Credit Implementation Guidelines, Circular Letter No. SE.04-DIR/KRD/01/2024 on SME Business Credit Implementation Guidelines, and Circular Letter No. SE.06-DIR/KRD/07/2025 on

Corporate Business Credit Implementation Guidelines. The key provisions governing credit risk governance include the following main principles:

a. Segregation of functions in credit granting, consisting of the Relationship Management (RM) function and the Credit Risk Management (CRM) function;
b. Implementation of the Four Eyes Principle in exercising credit approval authority, requiring at least two (2) line credit officers in the decision-making process;
c. Implementation of the Internal Risk Rating System, as a standard risk assessment framework through credit risk scoring and rating;
d. Segregation in the management of non-performing loans; and
e. Implementation of sound financing principles in accordance with the Loan Portfolio Guidelines (LPG), which consist of Sector Classification (SC), Sector Acceptance Criteria (SAC), and Sector Limits.

The implementation of the Bank Credit Policy (KPB), which consists of the General Credit Policy (KUP) and its implementing provisions, must be aligned with the Bank's organizational structure; therefore, its implementation shall:

a. Must be used, implemented and implemented and adhered to by all workers related to credit, including members of the Board of Commissioners and Directors, consistently and consistently.
b. This also applies to overseas business units, but the implementation can be adjusted to local banking regulations.
c. To be able to support the implementation and implementation of the KPB, apart from understanding and complying with the KPB as well as possible, every credit officer is also required to:
    1). Understand and comply with the implementation guidelines for each business sector as well as other credit regulations in the field, including changes.
    2). Understand and comply with regulations and policies from regulators, follow developments and changes in provisions or regulations as well as all issues related to credit, whether local, regional, national or international in scope.

Determination of Credit Risk limits is carried out by taking into account the following matters:

a. Credit risk limits are established for business segments, industry sectors, customers (debtors) or counterparties, related parties, economic sectors, or other forms of classification.
b. Credit Risk limits are set at the portfolio level or overall level for all products and activities that have Credit Risk exposure including: credit portfolios, securities transactions, trade finance transactions, and other products and activities that contain Credit Risk.
c. Credit Risk limit is determined every year according to the risk appetite and applicable regulations.
d. Determination of limits is carried out using historical data and taking into account the average data and standard deviation during the data collection period.
e. As for parameters for which historical data as support is not yet available, they can be determined using expert judgment by considering the Bank Business Plan (RBB), Company Budget Work Plan (RKAP), external data, expertise, knowledge, experience possessed by the decision maker and regulatory provisions. applies.
f. In determining risk limits, in addition to the considerations above, forward-looking factors may also be taken into account, such as macroeconomic variables, risk issues, and other relevant factors.
g. The group within the Risk Management Work Unit (SKMR) responsible for this area, together with the Operational Work Unit, formulates and proposes the objects and dimensions of Credit Risk Limits to the Board of Directors or the Risk Management Committee (RMC) for decision and approval.

2. Criteria and Approaches used by Financing Companies to determine Credit Risk Management policies and determine Credit Risk limits

Management of policies and procedures must meet the following principles:

a. Principle of harmony
b. Principle of suitability of authority
c. Principles of effectiveness and efficiency
d. Principles of sustainability
e. Principles of good stewardship and accessibility

The approach used to determine Credit Risk Management policies is as follows:

a. Business process approach by developing policies and procedures in each business financing process.
b. Risk scoring approach by developing analytical tools based on statistical methods to assess the risk profile of prospective debtors individually in predicting the Probability of Default (PD).
c. The process of measuring and calculating corporate financing risk is carried out in the form of measuring risk profiles and monitoring Risk Appetite Criteria (RAC).

Determination of Credit Risk limits is carried out by taking into account the following matters:

a. Credit risk limits are established for business segments, industry sectors, customers or counterparties, related parties, economic sectors, or other forms of classification.
b. Credit Risk limits are determined according to risk appetite, portfolio, RKAP and applicable regulatory and internal provisions.
c. The determination of limits is conducted using historical data, taking into account the average data and standard deviation over the observation period. If historical data

is not yet available as supporting information, limits may be determined based on expert judgment, taking into consideration the Corporate Long-Term Plan (RJPP), the Corporate Work Plan and Budget (RKAP), external data, as well as the expertise, knowledge, and experience available, and applicable regulatory provisions.

d. In determining risk limits, in addition to the considerations above, forward-looking factors may also be taken into account, such as macroeconomic variables, risk issues, and other relevant factors. The Board of Directors approves and signs the determination of risk limits in the Risk Appetite Statement (RAS) document, which is subsequently reported to the Shareholders, the Board of Commissioners, and the Board of Directors.
e. In implementing sound financing principles, financing concentration limits are managed through the preparation of Financing Portfolio Guidelines (LPG), including limits on heavy equipment mining financing, the regulation of the Maximum Financing Limit (BMPP), and the establishment of Delegation of Financing Authority Decisions (PDWP).
f. Credit risk limits include, among others, limits for financing decision-making authority, which are aligned with the competency of the decision-makers and the level of risk involved, while ensuring that there is no conflict of interest in the financing process provided to customers. This includes the establishment of Financing Approval Authority Limits (BWMP), including authority limits for the handling of non-performing financing, as well as the delegation of financing approval authority in accordance with the Company's policies.
g. Credit Risk Limits are determined, among other things, including limits for the authority to make financing decisions which are adjusted to decision-making competence and the level of risk and taking into account that there is no conflict of interest in the financing process provided to customers, determining Limits of Authority to Decide on Financing (BWMP) including limits on handling authority. problematic financing and delegation of authority to decide on financing carried out in accordance with company regulations.

3. Criteria and Approaches used by Securities Companies to determine Credit Risk Management policies and determine Credit Risk limits. The Risk Management Policy regulates risk management principles, including:
   a. Risk management policy.
   b. Risk Management Governance.
   c. Risk Management Framework.
   d. Implementation/Risk Management Process.
   e. Risk Criteria.
   f. Risk Management Business Unit.
   g. Approval Authority Policy.
   h. Securities Trading Transaction Policy.
   i. Margin Policy.
   j. Tradable shares policy.
   k. Short Term Warehouse Policy.
   l. Non-Performing Asset Policy.
   m. Margin Transaction SOP (opening a margin account until closing a margin account and extending margin)
   n. SOP for securities trading transactions.

   The implementation of Credit Risk management is reflected in the following matters:
   a. There is due diligence and risk analysis of transactions and products before they are carried out by the Business Division. Due Diligence and risk analysis are carried out by the Business Division and Risk Management Division as outlined in the form of a Risk Evaluation Memorandum (MER) which is the basis for significant decision making by the Directors and Commissioners.
   b. Providing credit limits (margin or other financing) to brokerage customers in accordance with the customer's background, financial profile and transaction history. Approval for granting this limit is based on a matrix of authority to grant approval in accordance with predetermined risk appetite and risk tolerance.
   c. Limitations on shares that can be pledged and transacted by brokerage customers. These restrictions include:
      1) The share value is recognized as the customer's portfolio value by determining the share haircut based on regulatory regulations and reassessment by Risk Management
      2) The types of margin shares that may be transacted are based on the circular issued by the Indonesian Exchange every month and the valuation carried out by Risk Management in accordance with the Company's Risk Appetite.
      3) Investment Universe (Bond Universe and Equity Universe) is a list of securities that have received approval from the Risk Management Committee (Mortgage) which can be used as underlying assets by the Investment Manager in portfolio management. Bank Universe is a list of Counterparty Banks that have obtained Risk Management Committee (Mortgage) approval which can be used for placing time deposits. Time deposit placement limits at Counterparty Banks are determined by the Risk Management Committee (Mortgage) and are reviewed 2 (two) times a year.

4. Criteria and Approaches used by Insurance Companies to determine Credit Risk Management policies and determine Credit Risk limits. The Risk Management Policy regulates risk management principles, including compliance with rules and regulations, compliance with

hierarchy and authority, clear regulatory scope, directives and oriented towards effectiveness and sustainable business. Determination of Credit Risk limits is carried out by taking into account the following matters:

a. Credit Risk Limits are set for risks related to reinsurance and investment.
b. The Credit Risk Limit is determined every year in accordance with the Risk Appetite and applicable regulations
c. Determination of risk limits uses one or a combination of regulatory, historical, expert judgment methods by considering the Company's Business Plan, Company Budget Work Plan (RKAP), etc.

Credit Risk Management Structure and Organization and Control Function

To support healthy credit provision and the implementation of internal control elements from the initial stages of the activity process, in addition to the relationship between bank officials in credit such as the Board of Commissioners, Directors, other Credit Officials and/or business units, BRI and Bank Subsidiaries and Pegadaian It also has a Credit Policy Committee (KKP) and Credit Committee (KK) which are BRI's credit instruments.

The duties and responsibilities of each credit instrument in general are as follows:

1. **Board of Commissioners**
   The duties and responsibilities of the Board of Commissioners as a credit instrument are as follows:
   a. Approve the RBB which includes: annual credit plan, plan for providing credit to related parties, and credit to certain large debtors submitted to the OJK.
   b. Supervise the implementation of credit granting plans
   c. Approve Bank Credit Policy (KPB)
   d. Request an explanation and/or accountability from the Board of Directors for:
      1) Development and quality of the overall credit portfolio
      2) Corrective steps if the implementation of credit disbursement deviates from the established credit plan.
      3) Deviations in the implementation of the KPB.

2. **Board of Directors**
   The duties and responsibilities of the Board of Directors as a credit instrument are as follows:
   a. Prepare and be responsible for:
      1) Preparation of KPB.
      2) Preparation of precredit plans contained in the RBB.
      3) Implementation of corrective steps based on evaluation results and suggestions submitted by the Credit Policy Committee (KKP).
      4) Implementation of corrective steps for various irregularities in credit discovered by internal audit.
   b. Ensure that the KPB has been implemented and implemented consistently and consistently.
   c. Determine members of the KKP and Credit Committee (KK).
   d. Report regularly to the Board of Commissioners regarding developments in the overall quality of the portfolio and deviations in the implementation of the KPB.

3. **Credit Policy Committee (KKP)**
   The duties and responsibilities of the KKP as a credit instrument are as follows:
   a. Providing input to the Board of Directors in the preparation of the KPB, especially the formulation of prudential principles in credit as regulated in the OJK PPKPB.
   b. Supervise the implementation of the KPB in a responsible and sustainable manner.
   c. Conduct regular KPB reviews
   d. Evaluate the correctness of the implementation of the authority to decide on credit or provide funds, the process of granting credit or providing funds, implementation of LLL provisions, allowance for reserves, resolution of problem loans and compliance with other laws.
   e. Conduct a review of the effectiveness of the credit internal control system.
   f. Report to the Board of Directors and Board of Commissioners regarding the results of supervision of the implementation of the KPB and evaluation results reports.
   g. Monitor the development of the quality of the credit or financing portfolio as a whole.

4. **Credit Committee**
   (KK) The duties and responsibilities of KK as a credit instrument are as follows:
   a. Provide credit approval based on competence honestly, objectively, carefully and thoroughly.
   b. Refuse requests and/or influence from interested parties in credit applications to provide credit approval which is only a formality.
   c. Coordinating with ALCO in aspects of credit funding

5. **Credit Business Unit and Loan**
   Officers Credit Business Units (SKP) are Relationship Management (RM) and Credit Risk Management (CRM) ranks located at the Head Office, Regional Offices, Special Branch Offices, Branch Offices, Sub-Branch Offices, BRI Units and BRI Business Units abroad. Loan officers consist of credit line workers and credit support workers.

For Financing Companies, based on company accountability, the Risk Management Business Unit consists of the Enterprise Risk Management Section, Operational Risk Management Section, Modeling and Portfolio Management as well as the Policy and Procedures Section. SKMR is responsible for achieving a healthy financing portfolio, periodically reviewing financing policies and guidelines, delegating authority to decide financing to Credit Risk Management officials in accordance with limits, ratifying Financing Portfolio Guidelines and members of the Financing Committee.

Based on the financing implementation guidelines, the organizational structure and financing management are regulated to support the provision of healthy financing and the implementation of risk management in the financing business process through:

a. Financing-related work units, consisting of the Relationship Management (RM) function and the Credit Risk Management (CRM) function.
b. The Financing Work Unit and Financing Officers, consisting of Line Financing Officers and Supporting Financing Officers.
c. The Financing Committee, serving as a collegial operational body responsible for conducting the evaluation and approval of financing proposals.
d. The implementation of a Risk Scoring System by applying granular credit risk scoring based on debtor and product criteria.
e. Strengthening of the collection function through the enhancement of collection tools and asset management.

Taking into account the development of Credit Risk and business complexity in Financing Companies with a focus on Credit Risk management, the suitability of prospective customers is determined through credit scoring, determining the level of approval and limits of authority to decide on financing by the Financing Committee as stated in the ULaMM/ULaMM Financing and Operational Policy Sharia and Mekaar/Mekaar Sharia as well as determining approval level schemes and authority limits to decide on tiered financing.

For Venture Companies, the formation of an Organizational Structure takes into account the complexity of business processes and daily operations. In connection with this, the Venture Company established a Risk Management Business Unit which is under the supervision of the Portfolio & Finance Director. The business units in contact with investment risk are all divisions under the Investment Directorate and the Kupang Financing Branch Office which is under the supervision of the Portfolio & Finance Directorate. To realize healthy business activities and implement internal control elements, the Company formed a committee for investment activities (both deploy/divest).

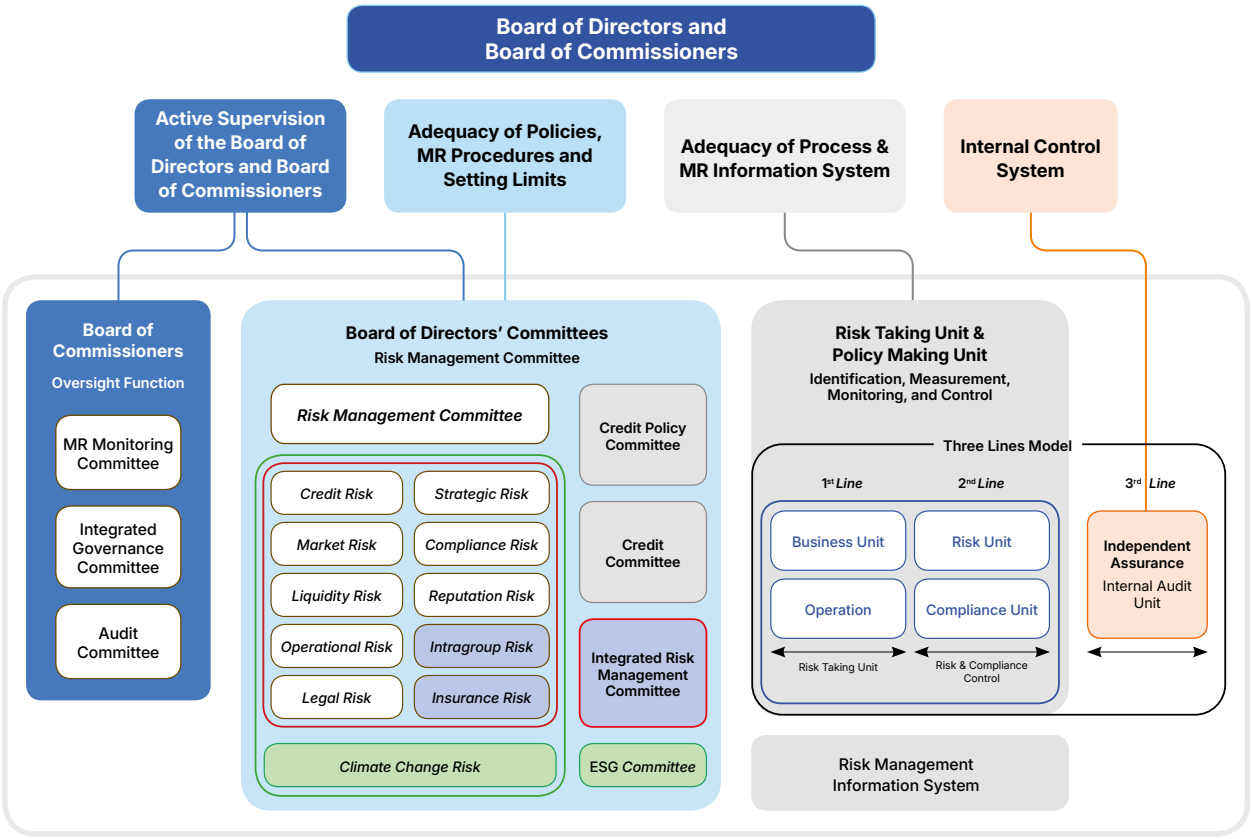
For Securities Companies, the Risk Management Division is a Risk Management Unit (SKMR) which is independent of operational units and is directly responsible to the Director in charge of the Risk Management Function. In managing risks arising from business activities and coordinating all risk management activities, relevant Executive Committees were formed, which include, among other things:

a. The Risk Management Committee is tasked with providing recommendations to the Board of Directors related to the preparation/refinement of the Risk Management Policy, determination (justification) of matters related to business decisions that deviate from normal procedures (irregularities), determination of policies and procedures, determination / Investment Universe approval, and approval of transaction limits.
b. The Investment Committee is tasked with discussing, evaluating, recommending and determining the range of investments, investment limits, types of investments and investment strategies that must be implemented by the Investment Management Team.
c. The Product Committee is tasked with approving product formation, evaluating existing products, proposing product development/ mergers, and proposing product marketing concepts to the Board of Directors.

For Insurance Companies, to control the growth of Credit Risk and implement elements of internal control starting from the early stages of the activity process, in addition to the relationship between officials in Credit Risk such as the Board of Commissioners, Directors, other officials and/or business units, the Insurance Company has an Investment Committee.

For the Remittance Company, the management of credit activities is carried out through the credit governance structure, which consists of the Non-Executive Director, Executive Director, and the Internal Control and Compliance Division (ICC). These credit governance bodies are responsible for ensuring that credit policies, credit approval processes, and the monitoring of credit portfolio quality are implemented prudently and in accordance with the applicable regulations.

The Relationship Between the Functions of Credit Risk Management, Risk Control, Compliance and Internal Audit



In implementing Credit Risk Management at BRI, the Risk Management Director oversees the Credit Risk Management function as well as the Credit Risk Control Unit. The Credit Risk Management function is part of the Risk Management Unit which consists of:

1. Credit & Product Risk Policy Division plays a role in preparingcredit policies and preparing the Internal Risk Rating model
2. Market, Portfolio & Enterprise Risk Group, which is responsible for formulating risk management policies, determining credit risk limits, developing the Allowance for Impairment Losses (CKPN) model, preparing policies and calculating Risk-Weighted Assets (RWA) for credit risk, conducting portfolio monitoring, and performing credit risk stress testing.

The Credit Risk Control Unit is organized based on business segments, as follows:

1. Small Risk Group, which is responsible for controlling credit risk in the small segment by establishing risk appetite and managing risk on both a portfolio and transactional basis.
2. Consumer Risk Group, which is responsible for controlling credit risk in the consumer segment by establishing risk appetite and managing risk on both a portfolio and transactional basis.
3. Micro Risk Group, which is responsible for controlling credit risk in the micro segment by establishing risk appetite and managing risk on a portfolio basis.
4. Corporate Credit Risk Group, which is responsible for controlling credit risk in the corporate segment on a transactional basis.
5. Commercial Credit Risk, which is responsible for controlling credit risk in the commercial segment on a transactional basis.
6. Small Medium Enterprise (SME) Credit Risk Analysis – Regional Office, which is responsible for controlling credit risk in the SME segment on a transactional basis.

The Compliance Function is carried out by the Compliance Group and the Policy & Procedure Group has a role in formulating policies, preparing Standard Operating Procedures, and carrying out Compliance Tests to ensure that BRI has complied with applicable laws and regulations and ensures that business activities do not deviate from laws and regulations.

The Internal Audit Unit as Independent Assurance has an important role in assessing the effectiveness of the implementation of credit risk management, both on a transactional basis and on a portfolio basis. Apart from that, Internal Audit Unit is also a member of the Credit Policy

Committee so that recommendations from audit results are part of improving credit policy.

Within the Subsidiaries, the implementation of the second line and third line in accordance with the Three Lines Model framework is aligned with business needs and the operational complexity reflected in the organizational structure of each Subsidiary. For the Banking, Pawnshop, and Financing Company Subsidiaries, the risk management function plays a role in monitoring and controlling risks on an aggregate basis, as well as formulating credit risk policies and methodologies. The management of non-performing loans (classified as Substandard, Doubtful, and Loss) is carried out by the Credit Risk Management (CRM) function or by designated personnel within the Relationship Management (RM) function responsible for handling problematic loans. In addition, the compliance function ensures the implementation of due diligence in credit approval through the decisions of the credit committee, while the Internal Audit Unit ensures that credit granting activities comply with sound lending principles and are conducted in accordance with the credit policies and credit implementation guidelines.

For Insurance Companies, the Risk Management function has the responsibility and authority to manage the preparation/evaluation/refinement of risk management plans and strategies as well as policies, methodologies, guidelines for risk management tools and measurements. The Compliance Function has the responsibility and authority to manage and evaluate activities, operational activities, Company policies and guidelines that are adequate in accordance with legal and regulatory provisions, as well as managing all Regulatory policies implemented in each Business Unit. The Internal Audit function has the responsibility and authority to carry out internal audit activities in the form of Assurance services and consulting services as a Strategic Business Partner for the company's business processes. In controlling the growth of credit risk and implementing internal control elements starting at the initial stage of the activity process, in addition to the relationship between officials in credit risk such as the Board of Commissioners, Directors, other officials and/or divisions, an Investment Committee is also formed to determine investment policy and investment decisions to related parties and third parties with a certain nominal value and time period.

For Venture Companies, the investment risk management function is divided into two parts, namely before the investment is made (investment risk management) and after the investment is made (portfolio risk management). At the pre-investment stage, the investment team coordinates with the risk management, compliance and legal departments to ensure that all investment stages are compliant. Apart from the Risk Management Unit of BRI Ventures, there is a Internal Audit Unit of BRI Ventures which functions as internal control and third line of defense in implementing company risk management. Internal Audit Unit of BRI Ventures contributes to providing support for internal control and fraud indication. Internal Audit Unit of BRI Ventures also periodically carries out risk based audits. In its implementation, the audit process is also monitored by the BRI Internal Audit Unit team offsite. If necessary, the BRI Internal Audit Unit team can carry out ad-hoc joint audits. This is aimed at maintaining operational efficiency at BRI Ventura without reducing the quality of audit results.

For the Remittance Company, the Division Head of Internal Control and Compliance (ICC) oversees the Policy and Risk function, which also serves as the credit risk control unit. The Division Head of ICC also supervises the compliance function, carried out by the Compliance Officer, as well as the Anti-Money Laundering (AML) function, performed by the Money Laundering Reporting Officer. These functions are responsible for formulating policies and conducting compliance testing to ensure that BGF's business activities are in accordance with the applicable laws and regulations. In addition, the Internal Auditor, as part of the independent assurance function, plays a role in assessing the effectiveness of the implementation of credit risk management, both on a transactional and portfolio basis. The Internal Auditor reports administratively to the Division Head of ICC, while maintaining direct access to the Executive Director for the submission of audit results.

Scope and Main Information from Reporting on Credit Risk Exposure and Credit Risk Management Functions to the Board of Directors and Board of Commissioners

BRI's Risk Management Unit and all Subsidiary Companies in charge of credit risk prepare risk management reports in a format that complies with applicable regulations, both on a consolidated and integrated basis. Credit risk management reporting to the Board of Directors, Board of Commissioners and certain parties, including:

a. Individual and Consolidated Bank Risk Profile and Health Level Reports
b. Allowance for Impairment Losses and ATMR reports for Credit Risk
c. Loan growth progress report
d. Loan quality development report
e. Report on the development of restructured credit
f. Report on the use of the write-off budget (PH) and the realization of recovery income
g. Monitoring reports on Allowance for Impairment Losses costs and reserve ratios, for example NPL Coverage and LAR Coverage
h. Credit Risk Stress Test Results both in portfolio and for large customers

Disclosure of Credit Quality on Assets (CR1)

BRI Individually

(in IDR million)

Description		Gross Carriying Value		CKPN	CKPN		CKPN (IRB Approach)	Net Worth (a+b-c)
		Claims That Have Been Due	Impaired Bills	CKPN	Stage 2 and Stage 3	Stage 1		
		a	b	c	d	e	f	g
1	Loans	130,162,472	1,212,511,241	72,903,722	54,973,164	17,930,558		1,269,769,991
2	Securities	-	320,880,955	89,420	-	89,420		320,791,535
3	Administrative Account Transactions	3,373,909	211,361,870	1,945,252	1,282,207	663,045		212,790,527
Total		133,536,381	1,744,754,066	74,938,393	56,255,371	18,683,022		1,803,352,054

BRI Consolidated with Subsidiaries

(in IDR million)

Description		Gross Carriying Value		CKPN	CKPN		CKPN (IRB Approach)	Net Worth (a+b-c)
		Claims That Have Been Due	Impaired Bills	CKPN	Stage 2 and Stage 3	Stage 1		
		a	b	c	d	e	f	g
1	Loans	133,618,869	1,327,110,547	79,328,619	60,555,221	18,773,398		1,381,400,798
2	Securities	-	372,732,801	89,519	-	89,519		372,643,283
3	Administrative Account Transactions	3,374,131	211,477,321	1,946,135	1,282,209	663,926		212,905,317
Total		136,993,001	1,911,320,669	81,364,273	61,837,429	19,526,843		1,966,949,397

Additional Disclosures

Past due receivables represent all receivables that have been overdue for more than 90 (ninety) days, whether related to principal payments and/or interest payments, or receivables from debtors in default.

Disclosure of Mutations In Credits and Mate Securities (CR2)

BRI Individually

(in IDR million)

		a
1	Loans and Securities that have matured in the last reporting period	130,588,006
2	Loans and Securities that have matured in the last reporting period	41,937,523
3	Loans and Securities that return to bills that have not yet matured	10,330,938
4	Write-off value	20,434,910
5	Other change	(11,597,209)
6	Loan and Securities that have matured at the end of the reporting period (1+2-3-4+5)	130,162,472

BRI Consolidated with Subsidiaries

(in IDR million)

		a
1	Loans and Securities that have matured in the last reporting period	**133,734,322**
2	Loans and Securities that have matured in the last reporting period	**43,877,322**
3	Loans and Securities that return to bills that have not yet matured	**36,480,103**
4	Write-off value	**20,790,018**
5	Other change	**13,278,354**
6	Loan and Securities that have matured at the end of the reporting period (1+2-3-4+5)	**133,619,877**

Additional Disclosures

Additional Disclosures Regarding the Quality of Credit on Assets (CRB)

QUALITATIVE

Scope and Definition of Matured Claims and Impaired Claims

Past due receivables represent all receivables that have been overdue for more than 90 (ninety) days, whether related to principal and/or interest payments, or receivables from debtors in default. Impaired receivables represent receivables that have experienced a condition in which a loss event (objective evidence) has occurred as a result of one or more events that took place after the credit was granted, which adversely affects the debtor's ability to meet future payment obligations. All receivables that have been overdue for more than 90 (ninety) days are classified as impaired receivables.

Input, Assumptions, and Techniques Used In Estimation of Value Impairment

a. Use of forward-looking information
   The Bank uses forward-looking information in assessing whether there has been a significant increase in Credit Risk and measuring expected Loan losses. Based on advice from the Risk Management Committee, economic experts and consideration of various actual information and external estimates, the Bank formulates a basic view (base case) regarding the movement of relevant economic variables in the future as well as estimates of other scenarios that may occur. This process involves developing two or more additional economic scenarios and considering the relative probabilities of possible outcomes. External information includes economic data and forecasts published by, such as government bodies and selected private sector analysts and academics. The basic view (base case) is used in strategic planning and budgeting. The other scenarios reflect more optimistic outcomes and more pessimistic outcomes.

b. Measurement of Expected Loan Losses
   The main inputs in measuring expected loan losses are the following variables:
   - Probability of Default (PD)
   - Loss of Given Default (LGD)
   - Exposure at Default (EAD)

   These parameters generally come from internally developed statistical models and other historical data. These parameters are adjusted to reflect forward-looking information.

   The PD estimate is an estimate as of a specific date, calculated based on a statistical rating model, and assessed using ratings adjusted for various categories of debtor and exposure. This statistical model is based on internally compiled data consisting of quantitative, qualitative factors and forward-looking estimates. LGD is the amount of loss if a payment default occurs.

   LGD parameters are estimated historically based on the recovery rate of claims against defaulting debtors. LGD is also observed by considering cash collateral which is an integral part of the outstanding financial assets as well as costs incurred in the recovery process.

   EAD represents the estimated exposure in the event of default. The EAD of a financial asset is the gross carrying amount. For loan commitments and financial guarantees, the EAD includes the amount that has been drawn, as well as the potential future amount to be drawn, estimated based on historical observations.

QUANTITATIVE

Disclosure of Net Claims by Region

BRI Individually

No	Portfolio Category	December 31, 2025				
		Net Bills By Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Claims against Government	296,401,489	-	-	-	
2	Claims against Public Sector Entities	162,363,195	11,134	6,072	118	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
4	Claims against Banks	95,619,022	1,151	-	-	
5	Claims on Covered Bonds	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	4,123,403	49	-	-	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	7,606,390	-	-	-	
8	Residential Property Secured Loans	14,858,788	28,672,021	10,590,079	5,399,902	
9	Commercial Property Secured Loans	5,872,231	5,891,403	2,154,762	1,492,878	
10	Loan for Land Acquisition, Land Processing and Construction	6,540,432	388,553	101,464	119,989	
11	Employee or Pensioner Loan	10,122,804	36,595,443	11,681,293	13,069,430	
12	Claims to Micro Businesses, Small Businesses and Retail Portfolios	106,782,476	84,543,349	32,241,518	12,035,500	
13	Bills on Corporations	192,468,530	14,867,873	3,825,452	1,866,275	
14	Claims That Have Been Due Date	13,344,132	11,287,970	3,380,890	2,052,873	
15	Other Assets	28,569,230	16,516,243	2,814,183	8,345,278	
	TOTAL	944,672,122	198,775,189	66,795,713	44,382,243	

(in IDR million)

	December 31, 2025					
	Net Bills By Region					
	West Java	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	-	296,401,489
	146,086	24,794	679,897	87,225	1,174,438	164,492,959
	-	-	-	-	-	-
	376	-	2,148	18	-	95,622,715
	-	-	-	-	-	-
	5,105	-	-	-	-	4,128,557
	-	-	-	-	-	7,606,390
	22,246,824	22,454,646	24,349,417	33,165,491	341,030	162,078,198
	5,986,083	3,309,101	6,237,483	8,984,331	18,739	39,947,011
	357,272	143,128	935,031	986,455	-	9,572,324
	18,940,176	10,791,466	12,370,149	27,706,675	2,012	141,279,448
	59,016,460	71,098,295	67,171,527	102,035,071	17,301,973	552,226,169
	13,900,813	5,633,933	16,075,747	18,693,251	34,000,738	301,332,612
	13,944,682	10,898,248	9,517,845	10,157,611	2,097,854	76,682,105
	7,254,034	18,564,712	12,333,013	953,061	9,575,233	104,924,987
	141,797,911	142,918,323	149,672,257	202,769,189	64,512,017	1,956,294,964

No	Portfolio Category	December 31, 2024				
		Net Bills By Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Claims against Government	359,596,614	-	-	-	
2	Claims against Public Sector Entities	105,508,957	18,967	8,911	1,121	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
4	Claims against Banks	75,219,980	19,713	-	-	
5	Claims on Covered Bonds	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	4,384,708	-	102	-	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	6,546,863	-	-	-	
8	Residential Property Secured Loans	13,328,406	24,296,110	9,457,243	4,663,371	
9	Commercial Property Secured Loans	5,283,651	5,710,039	2,513,863	1,697,039	
10	Loan for Land Acquisition, Land Processing and Construction	4,023,501	423,218	84,108	166,903	
11	Employee or Pensioner Loan	9,546,635	36,961,253	11,687,475	11,771,509	
12	Claims to Micro Businesses, Small Businesses and Retail Portfolios	82,415,337	82,681,127	31,917,738	12,629,579	
13	Bills on Corporations	144,473,718	14,616,741	3,389,286	1,599,228	
14	Claims That Have Been Due Date	14,326,811	10,296,141	4,086,178	1,755,929	
15	Other Assets	42,864,463	9,932,017	4,509,046	3,495,394	
	TOTAL	**867,519,643**	**184,955,327**	**67,653,950**	**37,780,073**	

BRI Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2025				
		Net Bills By Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Claims against Government	**302,047,966**	-	-	-	
2	Claims against Public Sector Entities	**162,500,310**	**11,134**	**6,072**	**118**	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
4	Claims against Banks	**101,323,474**	**154,692**	**56,867**	-	

(in IDR million)

	December 31, 2024					
	Net Bills By Region					
	West Java	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	5,976,532	365,573,146
	413,180	53,861	623,845	95,041	1,925,649	108,649,531
	-	-	-	-	-	-
	3,003	-	11,170	-	204,667	75,458,533
	-	-	-	-	-	-
	16,449	-	14	-	9,936	4,411,209
	-	-	-	-	-	6,546,863
	18,918,012	19,908,001	21,448,004	28,055,607	322,320	140,397,074
	6,281,702	3,061,311	6,438,363	8,795,541	18,632	39,800,141
	520,343	210,906	664,805	1,191,659	-	7,285,443
	19,023,291	10,749,161	12,604,073	26,538,550	943	138,882,889
	61,242,061	74,909,268	70,443,459	97,111,812	39,603,028	552,953,409
	14,173,023	6,853,097	13,404,786	14,258,667	27,213,693	239,982,238
	13,586,134	9,990,854	8,589,568	9,108,966	1,808,176	73,548,756
	7,645,609	7,788,429	6,332,523	11,280,768	2,319,402	96,167,651
	141,822,806	**133,524,888**	**140,560,609**	**196,436,611**	**79,402,979**	**1,849,656,885**

(dalam jutaan rupiah)

	December 31, 2025					
	Net Bills By Region					
	West Java	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	-	**302,047,966**
	146,086	**24,794**	**679,897**	**87,225**	**1,174,438**	**164,630,075**
	-	-	-	-	-	-
	40,183	**51,180**	**64,702**	**91,005**	**5,687**	**101,787,790**

No	Portfolio Category	December 31, 2025				
		Net Bills By Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
5	Claims on Covered Bonds	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	**4,123,403**	**49**	-	-	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	**8,905,851**	**8,331**	**3,086**	-	
8	Residential Property Secured Loans	**14,939,829**	**28,678,819**	**10,590,079**	**5,399,902**	
9	Commercial Property Secured Loans	**5,879,504**	**5,896,691**	**2,154,762**	**1,492,878**	
10	Loan for Land Acquisition, Land Processing and Construction	**6,815,832**	**388,553**	**101,464**	**119,989**	
11	Employee or Pensioner Loan	**10,122,976**	**36,595,443**	**11,681,293**	**13,069,430**	
12	Claims to Micro Businesses, Small Businesses and Retail Portfolios	**134,928,571**	**124,032,672**	**47,412,184**	**12,300,092**	
13	Bills on Corporations	**197,400,028**	**15,303,060**	**3,993,195**	**1,866,275**	
14	Claims That Have Been Due Date	**14,098,281**	**11,651,726**	**3,507,596**	**2,052,873**	
15	Other Assets	**41,312,415**	**23,488,829**	**5,396,623**	**8,345,278**	
	TOTAL	**1,004,398,439**	**246,209,999**	**84,903,219**	**44,646,835**	

No	Portfolio Category	December 31, 2024				
		Net Bills By Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Claims against Government	365,136,429	-	-	-	
2	Claims against Public Sector Entities	105,622,866	18,967	8,911	1,121	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
4	Claims against Banks	80,916,509	115,334	24,821	-	
5	Claims on Covered Bonds	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	4,384,708	-	102	-	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	8,238,877	6,756	1,754	-	
8	Residential Property Secured Loans	13,427,735	24,303,851	9,457,243	4,663,371	

	December 31, 2025					
	Net Bills By Region					
	West Java	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	-	-
	5,105	-	-	-	772,233	4,900,790
	2,160	2,777	3,394	4,937	309	8,930,844
	22,252,831	22,460,658	24,371,676	33,266,883	341,030	162,301,706
	5,986,083	3,309,101	6,238,483	9,025,315	18,741	40,001,557
	357,272	143,128	944,588	1,001,470	-	9,872,296
	18,940,176	10,791,466	12,370,149	27,707,616	2,012	141,280,561
	76,745,920	88,584,102	88,932,076	136,721,962	20,666,368	730,323,947
	14,013,247	5,853,720	16,423,167	19,222,636	34,015,234	308,090,560
	14,041,427	11,026,543	9,681,311	10,497,874	2,110,508	78,668,140
	9,061,742	20,888,907	15,173,696	5,084,964	10,340,430	139,092,882
	161,592,233	163,136,375	174,883,139	242,711,886	69,446,989	2,191,929,114

(dalam jutaan rupiah)

	December 31, 2024					
	Net Bills By Region					
	West Java	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	5,976,532	371,112,961
	413,180	53,861	623,845	95,041	1,925,649	108,763,440
	-	-	-	-	-	-
	28,329	30,687	49,045	55,051	205,624	81,425,399
	-	-	-	-	-	-
	16,449	-	14	-	475,047	4,876,320
	1,790	2,168	2,676	3,890	67	8,257,979
	18,923,520	19,916,521	21,472,688	28,185,376	322,320	140,672,625

No	Portfolio Category	December 31, 2024				
		Net Bills By Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
9	Commercial Property Secured Loans	5,292,032	5,716,216	2,513,863	1,697,039	
10	Loan for Land Acquisition, Land Processing and Construction	4,327,245	423,218	84,108	166,903	
11	Employee or Pensioner Loan	9,546,751	36,961,253	11,687,475	11,771,509	
12	Claims to Micro Businesses, Small Businesses and Retail Portfolios	101,980,403	112,668,554	41,020,346	12,889,185	
13	Bills on Corporations	148,914,891	14,902,775	3,455,466	1,599,228	
14	Claims That Have Been Due Date	15,390,299	10,525,174	4,139,403	1,756,041	
15	Other Assets	53,783,206	15,145,420	5,862,353	3,495,394	
	TOTAL	**916,961,951**	**220,787,519**	**78,255,847**	**38,039,791**	

Additional Disclosure

Disclosure of Net Bills By Economic Sector

BRI Individually

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
DECEMBER 31, 2025								
1	Agriculture, Forestry and Fisheries	-	**7,338,518**	-	-	-	-	
2	Mining and excavation	-	**1,970,520**	-	-	-	-	
3	Processing industry	-	**3,585,843**	-	-	-	-	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Air	-	**32,042,046**	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	-	-	-	-	-	
6	Construction	-	**57,269,598**	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	**25,241,847**	-	-	-	-	
8	Transportation and Warehousing	-	**8,364,090**	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	**42,997**	-	-	-	-	

	December 31, 2024					
	Net Bills By Region					
	West Java	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	6,281,702	3,061,311	6,445,879	8,852,027	18,632	39,878,701
	520,343	210,906	672,264	1,201,659	-	7,606,646
	19,023,291	10,749,161	12,604,073	26,540,147	943	138,884,602
	77,672,728	88,846,486	88,707,862	126,013,344	41,665,898	691,464,806
	14,247,161	6,999,048	13,564,593	14,566,797	27,216,064	245,466,023
	13,642,616	10,068,847	8,697,170	9,374,942	1,810,361	75,404,854
	9,026,440	9,461,524	8,397,510	14,282,233	3,001,430	122,455,510
	159,797,549	**149,400,520**	**161,237,619**	**229,170,506**	**82,618,566**	**2,036,269,867**

(in IDR million)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	17,984,801	3,943,269	35,589	76,718	147,260,053	34,236,281	11,348,683	-
	-	1,462,771	320,729	44,546	1,685	20,006,835	11,500,560	360,320	-
	-	11,121,997	4,606,752	1,170,133	14,953	68,235,985	32,174,946	5,367,948	-
	-	435,876	99,235	1,157,688	155	10,751,048	11,709,039	229,705	-
	-	271,456	43,114	-	853	441,264	71,737	106,588	-
	-	6,818,104	1,227,075	4,188,794	1,018	920,427	3,810,776	2,657,130	-
	-	83,050,965	21,975,421	314,838	157,476	153,796,433	32,807,859	33,764,641	-
	-	1,926,940	467,154	3,488	8,950	4,266,994	12,528,234	1,111,235	-
	-	3,887,408	1,524,028	4,972	21,586	10,835,831	1,396,689	2,058,956	-

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
10	Information and Communication	-	260,686	-	-	-	-	
11	Financial and Insurance Activities	-	15,010,627	-	94,915,562	-	3,694,737	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	255	-	-	-	-	
15	Government Administration, Defense and Mandatory Social Security	296,401,489	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	109,073	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	12,949,405	-	-	-	-	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	
24	Other	-	307,453	-	707,153	-	433,820	
	Total	296,401,489	164,492,959	-	95,622,715	-	4,128,557	

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
DECEMBER 31, 2024								
1	Agriculture, Forestry and Fisheries	-	6,938,020	-	-	-	-	
2	Mining and excavation	-	5,520,474	-	-	-	-	
3	Processing industry	-	8,602,007	-	-	-	-	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Air	-	27,242,022	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	-	-	-	-	-	
6	Construction	-	15,012,225	-	-	-	-	

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	540,906	124,350	-	506	261,465	174,515	153,128	-
	7,606,390	197,244	120,794	-	267	247,624	32,063,072	39,210	-
	-	945,059	625,974	25,453	7,126	3,002,345	1,607,211	399,440	-
	-	451,831	70,603	1,367	87	127,560	206,246	73,310	-
	-	1,961,298	457,535	27,841	6,311	2,075,111	2,394,427	598,553	-
	-	4,033	3,151	1,406	-	3,322	139,147	354	-
	-	212,971	251,397	-	982	274,653	448,529	77,068	-
	-	1,198,465	1,266,181	758	4,589	791,047	2,535,986	307,780	-
	-	151,885	40,016	-	477	250,513	858,401	158,196	-
	-	5,850,178	1,397,438	2,595,451	4,700,510	47,198,749	23,817,286	10,198,215	-
	-	198,985	22,700	-	1,165	261,728	93,560	112,522	-
	-	-	-	-	-	78	-	-	-
	-	23,376,607	1,348,492	-	136,272,077	77,698,345	30,167,348	7,544,085	-
	-	-	-	-	1,931	385	834	-	-
	-	28,419	11,601	-	27	3,518,377	66,589,931	15,039	104,924,987
	7,606,390	162,078,198	39,947,010	9,572,324	141,279,447	552,226,170	301,332,612	76,682,106	104,924,987

(in IDR million)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	15,508,256	3,293,699	131,800	75,410	138,099,822	23,230,807	9,648,170	-
	-	1,070,442	371,901	6,251	2,096	17,946,103	13,017,954	240,134	-
	-	9,571,378	4,665,857	1,548,850	20,573	65,190,581	24,967,943	5,078,041	-
	-	443,074	109,662	993	1,009	7,770,697	7,252,440	227,020	-
	-	311,209	101,102	-	1,402	428,472	56,555	84,228	-
	-	5,895,959	1,207,951	4,228,023	1,074	907,371	6,787,964	3,442,002	-

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	19,436,659	-	-	-	-	
8	Transportation and Warehousing	-	7,908,364	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	67,969	-	-	-	-	
10	Information and Communication	-	1,485,373	-	-	-	-	
11	Financial and Insurance Activities	-	9,701,795	-	75,458,532	-	4,411,210	
12	Real Estate	-	60,135	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	-	-	-	-	-	
15	Government Administration, Defense and Mandatory Social Security	365,573,146	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	4,264,057	-	-	-	-	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	
24	Other	-	2,410,431	-	-	-	-	
	Total	365,573,146	108,649,533	-	75,458,532	-	4,411,210	

BRI Consolidated with Subsidiaries

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
DECEMBER 31, 2025								
1	Agriculture, Forestry and Fisheries	-	**7,338,518**	-	-	-	-	
2	Mining and excavation	-	**1,970,520**	-	-	-	-	
3	Processing industry	-	**3,585,843**	-	-	-	-	

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	81,304,788	23,732,070	85,620	185,505	171,797,824	25,159,864	32,546,974	-
	-	1,971,768	433,703	840	10,882	4,788,134	8,871,216	1,161,683	-
	-	3,398,641	1,442,873	373	21,828	12,129,745	1,499,019	2,091,776	-
	-	586,007	146,323	873	374	244,409	678,363	66,704	-
	6,546,863	137,862	121,882	353,823	170	219,615	12,658,651	32,630	-
	-	897,215	588,753	48,526	10,439	2,078,092	352,149	406,754	-
	-	329,298	65,672	993	241	123,073	85,006	74,744	-
	-	1,700,237	435,816	21,166	6,948	2,099,206	1,661,757	543,636	-
	-	644	3,528	2,006	98	4,481	201,713	827	-
	-	198,957	186,034	-	791	258,847	254,050	65,964	-
	-	920,001	667,244	4,608	5,647	855,608	1,356,329	198,076	-
	-	183,311	41,332	-	772	326,583	622,092	258,663	-
	-	5,479,149	1,463,194	830,666	4,533,912	45,076,014	30,370,346	9,634,046	-
	-	216,734	43,235	-	941	303,864	77,791	114,165	-
	-	-	-	-	-	166	-	-	-
	-	9,767,666	492,050	-	133,517,376	75,470,712	29,888,288	6,799,090	-
	-	-	-	-	1,668	495	175	-	-
	-	504,478	186,260	20,031	483,734	6,833,492	50,931,765	833,430	96,167,651
	6,546,863	140,397,074	39,800,141	7,285,442	138,882,890	552,953,408	239,982,238	73,548,757	96,167,651

(in IDR million)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	17,992,569	3,946,324	35,589	76,718	160,029,893	35,592,750	11,611,996	0
	-	1,463,163	320,729	44,546	1,685	20,058,767	11,555,391	361,536	0
	-	11,134,227	4,609,738	1,170,133	14,953	69,910,580	32,765,569	5,397,868	0

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Air	-	32,042,046	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	-	-	-	-	-	
6	Construction	-	57,269,598	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	25,241,847	-	-	-	-	
8	Transportation and Warehousing	-	8,364,090	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	42,997	-	-	-	-	
10	Information and Communication	-	260,686	-	-	-	-	
11	Financial and Insurance Activities	494,569	15,010,627	-	99,880,116	-	3,694,737	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	255	-	-	-	-	
15	Government Administration, Defense and Mandatory Social Security	296,401,489	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	109,073	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	12,949,405	-	-	-	-	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	
24	Other	5,151,908	444,568	-	1,907,674	-	1,206,053	
	Total	302,047,966	164,630,075	-	101,787,790	-	4,900,790	

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	435,876	99,235	1,157,688	155	10,756,085	11,709,039	229,705	0
	-	271,456	43,114	-	853	441,267	71,737	106,961	-
	-	6,831,527	1,251,641	4,477,116	1,018	1,278,372	4,157,680	2,875,124	0
	-	83,091,444	21,986,642	314,838	157,476	183,916,842	33,102,375	33,853,362	0
	-	1,926,966	467,766	3,488	8,950	4,575,913	12,649,884	1,113,652	0
	-	3,888,587	1,524,606	4,972	21,586	10,942,198	1,402,842	2,070,010	0
	-	542,191	124,350	-	506	296,284	185,278	153,128	-
	8,899,911	200,700	125,317	-	267	2,019,048	32,125,177	47,440	106,570
	-	946,311	625,974	25,453	7,126	3,069,266	1,638,621	401,695	-
	-	453,657	71,133	1,367	87	322,973	408,671	77,596	-
	-	1,966,352	457,535	27,841	6,311	2,406,801	2,502,891	608,903	0
	-	4,033	3,151	1,406	-	189,397	139,147	532	-
	-	212,971	251,397	-	982	332,560	448,529	77,073	-
	-	1,198,566	1,266,181	758	4,589	905,819	2,535,986	310,809	0
	-	151,891	40,016	-	477	263,054	858,401	160,983	-
	-	5,856,412	1,400,498	2,595,451	4,700,510	48,700,769	23,860,348	10,214,064	0
	-	199,079	22,700	-	1,165	264,136	93,560	114,259	-
	-	-	-	-	-	78	-	-	-
	-	23,488,925	1,350,216	-	136,272,077	78,609,925	30,167,348	7,595,845	0
	-	4,277	-	-	3,044	236,148	5,617	3,208	-
	30,933	40,526	13,293	11,650	27	130,797,773	70,113,724	1,282,391	138,986,312
	8,930,844	162,301,706	40,001,557	9,872,296	141,280,561	730,323,947	308,090,563	78,668,140	139,092,882

No.	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	
DECEMBER 31, 2024								
1	Agriculture, Forestry and Fisheries	-	6,938,020	-	-	-	-	
2	Mining and excavation	-	5,520,474	-	-	-	-	
3	Processing industry	-	8,602,007	-	-	-	-	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Air	-	27,242,022	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	-	-	-	-	-	
6	Construction	-	15,012,225	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	19,436,659	-	-	-	-	
8	Transportation and Warehousing	-	7,908,364	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	67,969	-	-	-	-	
10	Information and Communication	-	1,485,373	-	-	-	-	
11	Financial and Insurance Activities	216,104	9,701,795	-	80,762,110	-	4,411,210	
12	Real Estate	-	60,135	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	-	-	-	-	-	
15	Government Administration, Defense and Mandatory Social Security	365,573,146	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	4,264,057	-	-	-	-	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	-	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	
24	Other	5,323,712	2,524,340	-	663,288	-	465,111	
	Total	371,112,962	108,763,441	-	81,425,398	-	4,876,321	

(in IDR million)

	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	15,518,855	3,296,276	131,800	75,410	149,591,847	24,402,433	10,160,762	-
	-	1,070,985	371,901	6,251	2,096	18,034,641	13,076,303	243,212	-
	-	9,585,766	4,675,332	1,548,850	20,573	66,901,890	25,671,951	5,105,662	-
	-	445,013	109,662	993	1,009	7,850,733	7,259,153	227,020	-
	-	311,209	101,102	-	1,402	428,486	56,555	84,669	-
	-	5,924,401	1,242,356	4,238,023	1,074	1,391,207	6,991,554	3,775,847	316,337
	-	81,354,193	23,747,166	85,620	185,505	204,368,896	25,397,105	32,651,858	-
	-	1,971,855	434,411	840	10,882	5,187,430	9,014,293	1,167,949	-
	-	3,400,487	1,443,773	373	21,828	12,283,668	1,499,019	2,104,091	-
	-	587,352	146,323	873	374	286,576	688,289	66,665	-
	8,234,670	143,129	127,478	353,823	170	1,446,795	12,796,753	41,716	231,282
	-	898,656	588,753	48,526	10,439	2,181,910	375,715	411,512	-
	-	331,563	66,294	993	241	477,361	144,818	77,680	-
	-	1,701,564	435,816	21,166	6,948	2,615,453	1,744,059	568,198	-
	-	644	3,528	2,006	98	348,734	201,713	404	-
	-	198,983	186,034	-	791	363,118	254,050	66,426	-
	-	924,113	667,328	4,608	5,647	1,060,726	1,358,661	203,382	-
	-	183,341	41,332	-	772	342,842	622,092	262,220	-
	-	5,492,863	1,465,184	830,666	4,533,912	46,065,307	30,370,346	9,650,425	-
	-	217,387	43,235	-	941	304,782	77,791	115,682	-
	-	-	-	-	-	166	-	-	-
	-	9,767,666	496,857	-	133,517,376	75,472,409	30,044,534	6,799,090	3,570
	-	136,104	2,300	-	1,668	959,052	7,542	76,332	-
	23,308	506,496	186,260	331,234	485,447	93,500,776	53,411,290	1,544,053	121,904,321
	8,257,979	140,672,625	39,878,701	7,606,645	138,884,603	691,464,805	245,466,023	75,404,855	122,455,510

Net Billing Disclosure Is Based on tthe Remaining Term of the Contract

BRI Individually

No.	Portfolio Category	December 31, 2025					
		Net billing based on remaining contract term					
		≤ 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	
a	b	c	d	e	f	g	
1	Claims against Government	81,096,780	47,511,977	41,454,273	80,001,063	46,337,396	
2	Claims against Public Sector Entities	29,319,616	6,391,752	6,846,704	50,575,637	71,359,250	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	
4	Claims against Banks	92,869,332	1,855,953	692,972	204,457	-	
5	Claims on Covered Bonds	-	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	1,271,010	2,250,021	607,527	-1	-	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	7,606,390	
8	Residential Property Secured Loans	86,631,419	26,242,624	23,674,379	25,183,760	346,015	
9	Commercial Property Secured Loans	22,107,786	5,232,635	6,714,303	5,785,844	106,444	
10	Loan for Land Acquisition, Land Processing and Construction	5,281,695	1,220,121	1,044,325	138,505	1,887,678	
11	Employee or Pensioner Loan	1,316,679	9,902,393	16,673,833	113,380,782	5,760	
12	Claims to Micro Businesses, Small Businesses and Retail Portfolios	84,603,297	231,019,977	95,501,541	66,371,262	74,730,093	
13	Bills on Corporations	136,411,809	30,553,042	31,782,058	64,167,077	38,418,628	
14	Claims That Have Been Due Date	16,925,262	24,665,557	15,276,487	8,980,448	10,834,353	
15	Other Assets	-	-	-	-	104,924,987	
	TOTAL	557,834,686	386,846,052	240,268,402	414,788,835	356,556,992	

(in IDR million)

		December 31, 2024					
		Net billing based on remaining contract term					
	Total	≤ 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	h	i	j	k	l	m	n
	296,401,489	66,776	-	6,097,117	-	359,409,253	365,573,146
	164,492,960	29,135,375	6,784,737	9,008,615	4,367,554	59,353,249	108,649,531
	-	-	-	-	-	-	-
	95,622,715	27,578,874	697,217	223,054	7,254	46,952,134	75,458,533
	-	-	-	-	-	-	-
	4,128,557	1,149,017	2,579,443	681,934	815	-	4,411,209
	7,606,390	-	-	-	-	6,546,863	6,546,863
	162,078,197	79,398,379	27,313,932	22,068,598	11,511,535	104,630	140,397,074
	39,947,012	23,858,983	5,432,243	6,248,149	4,251,618	9,149	39,800,141
	9,572,324	4,687,403	849,472	140,609	29,092	1,578,867	7,285,443
	141,279,447	1,359,166	9,788,474	16,565,622	111,163,495	6,132	138,882,889
	552,226,170	94,012,329	219,807,647	117,803,610	58,180,257	63,149,566	552,953,409
	301,332,613	81,911,612	33,049,610	24,071,033	55,335,088	45,614,894	239,982,238
	76,682,106	17,001,715	23,198,499	15,061,374	9,203,921	9,083,247	73,548,756
	104,924,987	-	-	-	-	96,167,651	96,167,651
	1,956,294,967	**360,159,630**	**329,501,275**	**217,969,715**	**254,050,629**	**687,975,636**	**1,849,656,885**

BRI Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2025					
		Net billing based on remaining contract term					
		≤ 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	
a	b	c	d	e	f	g	
1	Claims against Government	86,743,257	47,511,977	41,454,273	80,001,063	46,337,396	
2	Claims against Public Sector Entities	29,456,732	6,391,752	6,846,704	50,575,637	71,359,250	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	
4	Claims against Banks	98,341,316	1,855,953	692,972	328,878	568,671	
5	Claims on Covered Bonds	-	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	1,271,010	2,250,021	607,527	-1	772,233	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	78	-	1,293,521	-	7,637,246	
8	Residential Property Secured Loans	86,717,540	26,243,790	23,683,504	25,310,856	346,015	
9	Commercial Property Secured Loans	22,145,965	5,235,684	6,718,895	5,794,569	106,444	
10	Loan for Land Acquisition, Land Processing and Construction	5,312,523	1,228,636	1,044,325	399,134	1,887,678	
11	Employee or Pensioner Loan	1,316,679	9,902,393	16,673,833	113,381,895	5,760	
12	Claims to Micro Businesses, Small Businesses and Retail Portfolios	109,477,494	253,728,204	98,201,401	66,961,373	201,955,477	
13	Bills on Corporations	137,669,578	31,254,959	32,128,569	65,474,525	41,562,934	
14	Claims That Have Been Due Date	16,974,886	24,761,389	15,337,914	9,494,175	12,099,776	
15	Other Assets	266,057	128,173	1,556,883	13,279	137,128,491	
	TOTAL	595,693,113	410,492,931	246,240,321	417,735,383	521,767,370	

(in IDR million)

		December 31, 2024					
		Net billing based on remaining contract term					
	Total	≤ 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	h	i	j	k	l	m	n
	302,047,966	2,498,622	878,873	6,640,094	1,686,120	359,409,253	371,112,962
	164,630,075	29,139,660	6,894,361	9,008,615	4,367,555	59,353,249	108,763,440
	-	-	-	-	-	-	-
	101,787,790	33,518,211	724,746	223,054	7,254	46,952,134	81,425,400
	-	-	-	-	-	-	-
	4,900,790	1,149,017	2,579,443	681,934	815	465,111	4,876,320
	8,930,844	23,308	-	-	1,687,807	6,546,863	8,257,978
	162,301,704	79,460,369	27,385,412	22,087,580	11,634,634	104,630	140,672,625
	40,001,557	23,906,632	5,456,716	6,254,279	4,251,925	9,149	39,878,701
	9,872,296	4,698,269	866,864	140,609	322,037	1,578,867	7,606,646
	141,280,561	1,359,240	9,788,946	16,566,562	111,163,721	6,132	138,884,602
	730,323,948	202,616,367	243,889,099	123,191,204	58,618,569	63,149,566	691,464,806
	308,090,565	84,690,150	34,525,094	24,643,712	55,992,171	45,614,894	245,466,023
	78,668,140	17,768,960	23,391,494	15,233,058	9,928,096	9,083,247	75,404,855
	139,092,882	18,179,328	656,604	1,109,284	66,504	102,443,791	122,455,510
	2,191,929,117	**499,008,135**	**357,037,653**	**225,779,985**	**259,727,208**	**694,716,887**	**2,036,269,869**

Disclosure of Bills and Reserves by Region

BRI Individually

No.	Description	December 31, 2025				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Receivables	**1,030,829,807**	**205,934,017**	**70,489,915**	**45,304,436**	
2	Decreased Bills	**37,461,154**	**17,069,832**	**5,610,813**	**2,969,758**	
	a. Not yet due	**-**	**-**	**-**	**-**	
	b. Has Been Due Date	**37,461,154**	**17,069,832**	**5,610,813**	**2,969,758**	
3	CKPN - Stage 1	**3,139,454**	**2,905,888**	**1,089,450**	**438,504**	
4	CKPN - Stage 2	**13,890,027**	**1,980,040**	**553,946**	**315,000**	
5	CKPN - Stage 3	**9,371,165**	**3,675,022**	**1,561,843**	**587,825**	
6	Written-off Receivables	**8,825,803**	**5,166,908**	**2,340,287**	**628,977**	

No.	Description	December 31, 2024				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Receivables	999,060,235	181,166,139	65,564,555	35,457,654	
2	Decreased Bills	39,050,469	15,410,294	5,995,492	2,588,768	
	a. Not yet due	-	-	-	-	
	b. Has Been Due Date	39,050,469	15,410,294	5,995,492	2,588,768	
3	CKPN - Stage 1	2,648,527	2,795,515	1,022,382	440,738	
4	CKPN - Stage 2	15,947,120	2,225,973	754,672	340,248	
5	CKPN - Stage 3	8,511,451	2,873,759	1,151,673	492,056	
6	Written-off Receivables	5,915,293	6,154,401	1,676,679	1,080,517	

(in IDR million)

	December 31, 2025					
	Region					
	West Java	Central Java & DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	151,553,404	155,622,133	166,194,690	211,257,663	66,633,154	2,103,819,218
	21,491,311	16,907,839	15,728,742	15,793,929	503,004	133,536,381
	-	-	-	-	-	-
	21,491,311	16,907,839	15,728,742	15,793,929	503,004	133,536,381
	2,150,818	2,416,804	2,401,341	3,777,151	408,270	18,727,681
	2,261,781	1,916,594	1,668,498	2,017,184	233,502	24,836,573
	5,029,931	3,580,496	4,126,693	3,479,037	6,788	31,418,800
	4,918,808	6,077,843	6,273,926	6,562,036	-	40,794,588

(in IDR million)

	December 31, 2024					
	Region					
	West Java	Central Java & DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	141,559,795	131,629,323	143,015,339	193,423,341	97,636,312	**1,988,512,693**
	20,600,525	14,982,542	13,543,982	14,190,382	3,477,347	**129,839,801**
	-	-	-	-	-	**-**
	20,600,525	14,982,542	13,543,982	14,190,382	3,477,347	**129,839,801**
	2,096,335	2,323,568	2,425,595	3,461,409	1,366,653	**18,580,722**
	3,197,633	2,093,972	1,793,359	2,254,778	457,313	**29,065,067**
	3,804,707	2,887,405	3,156,825	2,818,191	746,002	**26,442,069**
	7,833,666	4,667,481	6,210,537	6,719,142	1,689,142	**41,946,858**

BRI Consolidated with Subsidiaries

No.	Description	December 31, 2025				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Receivables	**1,084,527,745**	**255,817,493**	**89,473,525**	**45,822,655**	
2	Decreased Bills	**41,952,176**	**20,554,152**	**6,879,916**	**2,985,227**	
	a. Not yet due	**2,883,732**	**2,974,783**	**1,089,076**	**-**	
	b. Has Been Due Date	**39,068,444**	**17,579,369**	**5,790,839**	**2,985,227**	
3	CKPN - Stage 1	**3,232,364**	**2,981,169**	**1,111,084**	**440,754**	
4	CKPN - Stage 2	**14,428,543**	**2,166,556**	**595,475**	**327,199**	
5	CKPN - Stage 3	**10,369,838**	**3,886,672**	**1,625,787**	**592,800**	
6	Written-off Receivables	**8,518,837**	**5,156,948**	**2,334,664**	**591,949**	

No.	Description	December 31, 2024				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Receivables	1,041,845,833	219,189,292	77,031,003	36,032,543	
2	Decreased Bills	43,273,309	18,748,191	6,882,092	2,619,025	
	a. Not yet due	3,420,366	2,781,240	722,585	1,087	
	b. Has Been Due Date	39,852,942	15,966,951	6,159,507	2,617,938	
3	CKPN - Stage 1	2,763,091	2,881,845	1,070,068	451,844	
4	CKPN - Stage 2	16,973,255	2,298,415	788,494	347,908	
5	CKPN - Stage 3	8,709,070	3,122,712	1,279,737	505,352	
6	Written-off Receivables	6,189,186	6,283,519	1,722,948	1,100,430	

(in IDR million)

	December 31, 2025					
	Region					
	West Java	Central Java & DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	172,883,281	177,656,715	193,516,472	254,406,128	71,000,815	2,345,104,829
	22,439,781	18,141,388	17,217,357	18,238,674	648,929	149,057,600
	789,790	1,003,690	1,225,221	1,988,730	108,569	12,063,592
	21,649,991	17,137,698	15,992,136	16,249,944	540,360	136,994,008
	2,246,810	2,501,840	2,515,384	3,922,380	620,962	19,572,748
	2,534,354	2,106,148	1,870,665	2,479,564	464,386	26,972,890
	5,571,012	3,839,038	4,491,266	4,223,532	264,596	34,864,542
	5,807,256	6,089,679	6,542,709	7,068,650	306,093	42,416,786

(in IDR million)

	December 31, 2024					
	Region					
	West Java	Central Java & DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	161,689,544	149,246,348	165,779,393	229,440,691	100,744,610	**2,180,999,258**
	21,697,715	16,195,885	14,984,875	16,461,182	3,545,880	**144,408,152**
	758,946	908,901	1,134,646	1,830,732	27,446	**11,585,950**
	20,938,769	15,286,984	13,850,229	14,630,449	3,518,433	**132,822,202**
	2,209,319	2,414,709	2,538,444	3,611,446	4,756,873	**22,697,638**
	3,461,643	2,212,590	1,912,109	2,563,562	613,116	**31,171,091**
	4,838,608	3,260,897	3,711,132	3,560,169	1,147,809	**30,135,487**
	8,037,199	4,761,730	6,422,155	6,980,137	1,864,697	**43,362,000**

Disclosure of Claims and Provisions Based on Economic Sector

BRI Individually

(in IDR million)

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
DECEMBER 31, 2025								
1	Agriculture, Forestry and Fisheries	234,932,975	-	19,480,672	4,458,042	2,151,933	5,983,827	7,294,941
2	Mining and excavation	48,393,005	-	2,924,389	269,895	721,321	1,696,815	143,821
3	Processing industry	147,642,097	-	10,353,299	1,506,383	3,132,035	1,741,016	5,777,706
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	61,675,045	-	490,474	387,661	133,562	17,961	52,906
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	999,217	-	153,399	18,520	20,030	25,742	-
6	Construction	84,609,181	-	3,855,187	224,427	1,202,007	836,130	571,716
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	379,851,963	-	51,830,592	6,408,790	6,127,784	11,625,603	19,328,121
8	Transportation and Warehousing	32,307,874	-	1,772,015	366,826	203,892	438,787	623,061
9	Provision of accommodation and provision of food and drink	21,098,439	-	3,165,265	447,886	464,667	619,891	1,174,815
10	Information and Communication	1,682,781	-	281,302	20,749	21,691	104,818	-
11	Financial and Insurance Activities	155,741,147	-	88,950	91,588	8,980	18,790	35,953
12	Real Estate	6,915,959	-	585,286	128,818	79,549	101,825	421,466
13	Professional, Scientific and Technical Activities	1,019,324	-	110,945	11,548	14,611	18,715	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	8,582,181	-	965,880	124,804	100,502	253,402	-
15	Government Administration, Defense and Mandatory Social Security	296,554,169	-	790	71,882	214	-	98
16	Education	1,300,958	-	104,914	22,639	11,538	15,536	18,911
17	Human Health Activities and Social Activities	6,729,779	-	403,717	89,543	53,666	59,589	84,669

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
18	Arts, Entertainment and Recreation	2,324,311	-	1,014,509	10,631	14,683	847,797	2,274,797
19	Other Service Activities	134,569,508	-	21,899,610	1,402,647	8,509,704	3,331,818	-
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	743,656	-	152,029	10,702	18,429	20,412	45,284
21	Activities of International Agencies and Other Extra International Agencies	78	-	-	2	-	-	-
22	Household	291,345,377	-	12,423,269	2,135,322	1,140,769	3,657,169	-
23	Non Other Business Fields	3,151	-	-	18	-	-	2,377,750
24	Other	184,797,045	-	1,479,889	518,358	705,004	3,157	568,575
	Total	**2,103,819,218**	**-**	**133,536,381**	**18,727,681**	**24,836,573**	**31,418,800**	**40,794,588**

(in IDR million)

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
DECEMBER 31, 2024								
1	Agriculture, Forestry and Fisheries	207,779,817	-	17,945,196	3,875,379	3,048,872	4,475,870	6,054,294
2	Mining and excavation	46,025,862	-	2,631,091	315,323	702,414	1,656,021	105,832
3	Processing industry	140,234,498	-	14,076,815	1,530,057	3,948,782	4,966,379	2,986,485
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	48,597,028	-	281,591	267,347	40,101	14,049	19,798
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	1,033,852	-	124,090	21,679	18,731	19,163	31,010
6	Construction	45,337,599	-	6,430,598	455,741	2,257,712	526,529	543,898

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	380,425,787	-	50,033,159	6,838,042	7,330,396	9,613,215	19,213,955
8	Transportation and Warehousing	25,927,500	-	1,871,642	300,036	396,859	291,988	459,535
9	Provision of accommodation and provision of food and drink	22,305,625	-	3,432,627	518,669	791,707	525,482	1,161,622
10	Information and Communication	3,335,700	-	96,159	29,354	11,247	16,735	79,226
11	Financial and Insurance Activities	113,102,360	-	51,633	77,488	6,430	10,849	17,646
12	Real Estate	4,706,230	-	600,238	96,353	102,866	84,803	144,071
13	Professional, Scientific and Technical Activities	751,311	-	111,045	10,529	13,317	19,709	27,316
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	7,370,697	-	766,281	121,773	113,805	102,552	214,701
15	Government Administration, Defense and Mandatory Social Security	365,794,642	-	885	39,312	58	-	-
16	Education	980,023	-	91,433	21,398	13,874	11,579	16,163
17	Human Health Activities and Social Activities	3,915,979	-	298,424	70,430	43,398	52,319	67,538
18	Arts, Entertainment and Recreation	2,595,575	-	1,191,360	20,925	902,580	29,316	40,884
19	Other Service Activities	114,733,774	-	19,007,170	1,284,868	8,234,935	1,275,235	2,652,905
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	840,855	-	167,223	13,038	24,622	26,278	46,870
21	Activities of International Agencies and Other Extra International Agencies	166	-	-	3	-	-	1
22	Household	271,557,801	-	10,581,534	1,804,885	1,054,595	2,717,920	1,482,390
23	Non Other Business Fields	2,404	-	58	11	-	35	15
24	Other	181,157,607	-	49,552	868,078	7,766	6,043	6,580,704
	Total	**1,988,512,692**	**-**	**129,839,804**	**18,580,719**	**29,065,068**	**26,442,069**	**41,946,858**

BRI Consolidated with Subsidiaries

(in IDR million)

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
DECEMBER 31, 2025								
1	Agriculture, Forestry and Fisheries	253,207,430	440,534	20,369,344	4,604,557	2,570,347	7,117,464	7,379,438
2	Mining and excavation	48,874,986	1,548	2,951,349	322,841	737,031	1,700,794	135,164
3	Processing industry	151,215,683	38,618	10,459,855	1,526,733	3,219,702	1,804,736	5,488,250
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	62,154,918	-	499,338	387,952	136,511	23,604	50,279
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	1,007,490	-	155,012	18,521	20,448	26,033	-
6	Construction	86,839,765	471,407	4,002,339	230,244	1,434,554	949,616	543,759
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	416,088,739	79,885	52,334,835	6,776,938	7,014,625	13,395,508	21,210,535
8	Transportation and Warehousing	33,021,714	35,127	1,811,648	368,521	212,235	466,562	610,129
9	Provision of accommodation and provision of food and drink	21,392,031	6,464	3,193,965	450,315	475,834	625,964	1,101,194
10	Information and Communication	1,744,155	592	283,397	21,774	22,568	105,259	529
11	Financial and Insurance Activities	161,085,317	11,073	108,597	95,919	17,404	47,861	42,781
12	Real Estate	7,074,957	12,141	593,001	129,621	82,050	105,355	395,475
13	Professional, Scientific and Technical Activities	1,441,195	8,454	117,611	13,375	16,094	23,052	869
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	9,114,860	12,459	976,200	131,455	105,588	263,359	24,057
15	Government Administration, Defense and Mandatory Social Security	296,747,041	7,403	3,333	73,017	1,627	2,483	18,419
16	Education	1,370,186	830	106,334	23,005	11,908	16,260	18,134
17	Human Health Activities and Social Activities	6,903,613	2,636	411,486	90,107	55,666	63,427	79,556
18	Arts, Entertainment and Recreation	2,359,021	-	1,023,011	11,081	16,137	850,047	2,134,600

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
19	Other Service Activities	137,310,085	8,177	22,080,595	1,430,460	8,715,050	3,377,680	50,524
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	754,000	1,899	153,341	10,835	18,960	20,524	42,540
21	Activities of International Agencies and Other Extra International Agencies	79	-	-	2	-	-	-
22	Household	294,726,711	58,588	12,584,159	2,149,255	1,173,919	3,711,315	127,850
23	Non Other Business Fields	265,138	8,083	9,495	2,992	1,438	7,456	2,225,702
24	Other	350,405,716	10,857,674	2,765,762	703,228	913,193	160,182	737,004
	Total	**2,345,104,829**	**12,063,592**	**136,994,008**	**19,572,748**	**26,972,890**	**34,864,542**	**42,416,786**

(in IDR million)

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
DECEMBER 31, 2024								
1	Agriculture, Forestry and Fisheries	224,206,139	1,186,541	18,164,849	4,007,335	3,896,656	5,011,196	6,280,703
2	Mining and excavation	46,456,825	2,437	2,664,961	365,067	711,965	1,660,660	107,931
3	Processing industry	143,872,982	50,966	14,278,670	1,561,915	4,033,099	5,031,161	3,099,844
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	49,099,982	-	284,686	271,504	42,459	20,595	20,191
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	1,041,383	587	125,572	21,901	19,175	19,215	31,686
6	Construction	47,384,883	507,879	6,605,216	468,433	2,498,765	563,910	568,291
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	419,460,033	129,458	50,667,978	7,207,325	7,984,910	12,211,601	19,728,262

No.	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-off Receivables
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
8	Transportation and Warehousing	26,689,590	29,412	1,907,695	306,265	405,005	311,856	479,186
9	Provision of accommodation and provision of food and drink	22,653,600	14,137	3,473,144	526,148	803,547	535,953	1,186,108
10	Information and Communication	3,406,795	1,933	97,521	30,405	11,635	17,796	80,798
11	Financial and Insurance Activities	115,250,511	14,247	56,097	79,816	7,971	14,385	25,224
12	Real Estate	4,873,927	8,005	608,171	98,275	104,788	87,027	148,681
13	Professional, Scientific and Technical Activities	1,182,937	11,646	114,268	11,618	14,413	22,529	30,570
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	8,077,417	29,547	785,948	132,230	119,955	143,190	243,410
15	Government Administration, Defense and Mandatory Social Security	369,068,495	9,977	4,662	40,980	1,106	5,094	3,598
16	Education	1,092,042	568	92,882	21,962	14,263	12,227	16,549
17	Human Health Activities and Social Activities	4,164,678	7,041	308,417	72,004	44,690	58,916	68,885
18	Arts, Entertainment and Recreation	2,631,287	3,756	1,204,441	21,589	915,663	34,042	41,695
19	Other Service Activities	116,682,468	11,899	19,156,507	1,314,254	8,303,937	1,329,286	2,705,538
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	851,147	1,556	169,209	13,450	25,034	26,493	47,800
21	Activities of International Agencies and Other Extra International Agencies	168	-	-	3	-	-	1
22	Household	273,672,971	91,472	10,743,489	1,832,947	1,078,480	2,757,680	1,553,728
23	Non Other Business Fields	1,198,700	7,576	6,762	2,077	932	5,098	35,253
24	Other	297,980,297	9,465,308	1,301,061	4,290,133	132,643	255,578	6,858,068
	Total	**2,180,999,258**	**11,585,950**	**132,822,205**	**22,697,635**	**31,171,092**	**30,135,487**	**43,362,000**

Disclosure of Bills Based on Days Due

BRI Individually

(in IDR million)

No.	Type of Exposure	December 31, 2025				December 31, 2024			
		Net bill based on days past due				Net bill based on days past due			
		> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total	> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total
a	b	c	d	e	f	g	h	i	j
1	Loans included in Past Due Bills	**4,955,220**	**8,544,189**	**116,663,063**	**130,162,472**	4,233,911	7,145,451	114,107,914	125,487,276
2	Securities included in Past Due Bills	-	-	-	-	-	-	-	-
	TOTAL	**4,955,220**	**8,544,189**	**116,663,063**	**130,162,472**	**4,233,911**	**7,145,451**	**114,107,914**	**125,487,276**

BRI Consolidated with Subsidiaries

(in IDR million)

No.	Type of Exposure	December 31, 2025				December 31, 2024			
		Net bill based on days past due				Net bill based on days past due			
		> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total	> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total
a	b	c	d	e	f	g	h	i	j
1	Loans included in Past Due Bills	**5,237,556**	**8,925,465**	**119,455,848**	**133,618,869**	4,499,633	7,499,040	116,470,660	128,469,333
2	Securities included in Past Due Bills	-	-	-	-	-	-	-	-
	TOTAL	**5,237,556**	**8,925,465**	**119,455,848**	**133,618,869**	**4,499,633**	**7,499,040**	**116,470,660**	**128,469,333**

Additional Disclosures Regarding the Treatment of Troubled Assets (CRB-A)

QUALITATIVE

Asset Quality:

a) Non-performing assets are assets that are of substandard, doubtful or non-performing quality as referred to in the provisions of laws and regulations and FSA provisions regarding assessing the quality of commercial bank assets. For loans with exposure above a certain value, collectibility assessments are carried out individually based on 3 (three) pillars, namely accuracy in payments, debtor's business prospects, and debtor's financial condition.

b) Overdue Loans and Securities are claims that are more than 90 (ninety) days past due, both for principal payments and/or interest payments or debtors who are in d efault. These claims include assets that have experienced impairment and a value impairment reserve (Allowance for Impairment Losses) has been established.

c) Performing Assets are assets that have current quality and are subject to special attention as intended in the provisions of laws and regulations and FSA provisions regarding assessing the quality of commercial bank assets.

d) Restructuring Assets are assets in an effort to improve debtors who are experiencing difficulties in fulfilling their obligations. Assets can be restructured if the debtor has good business prospects and is deemed capable of meeting obligations after restructuring. A restructuring asset can fall out of this category if, within the restructuring period, the debtor's business conditions have returned to normal so that the debtor can fulfill its obligations according to normal conditions.

1) Loan segmentation:
Categorization of loan segments based on the type of loans and the size of the loan facility

QUANTITATIVE

Disclosure of Performing and Non-Performing Assets

BRI Individually

(in IDR million)

No.	Description	Performing (L and DPK Quality)		Non Performing (KL, D, M Quality)					
				Impaired Bills		Bills That Are Not Impaired in Value			
						Have Arrears > 90 Days		Have Arrears < 90 Days	
		Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
		a	b	c	d	e	f	g	h
1	Securities	320,880,955	89,420	-	-	-	-	-	-
2	Loan	1,298,527,440	41,657,261	44,146,271	31,246,461	-	-	-	-
	a. Corporation	404,539,729	15,206,175	8,616,022	8,149,877	-	-	-	-
	b. Retail	441,722,376	10,237,722	17,023,893	11,110,423	-	-	-	-
	c. Micro	452,265,335	16,213,364	18,506,356	11,986,160	-	-	-	-
3	Administrative Account Transactions	211,361,870	663,045	3,373,909	1,282,207	-	-	-	-

BRI Consolidated with Subsidiaries

(in IDR million)

No.	Description	Performing (L and DPK Quality)		Non Performing (KL, D, M Quality)					
				Impaired Bills		Bills That Are Not Impaired in Value			
						Have Arrears > 90 Days		Have Arrears < 90 Days	
		Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
		a	b	c	d	e	f	g	h
1	Securities	372,732,801	89,519	-	-	-	-	-	-
2	Loan	1,411,580,656	43,832,122	49,148,761	35,496,497	-	-	-	-
	a. Corporation	409,843,565	15,635,313	9,312,988	8,839,881	-	-	-	-
	b. Retail	442,875,691	10,279,413	17,341,855	11,356,731	-	-	-	-
	c. Micro	558,861,400	17,917,396	22,493,918	15,299,885	-	-	-	-
3	Administrative Account Transactions	211,451,390	663,097	3,400,062	1,283,038	-	-	-	-

Disclosure of Performing and Non-Performing Restructuring Assets

BRI Individually

No.	Description	Performing (L and DPK Quality)		Non Performing (KL, D, M quality)	
		Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
		a	b	c	d
1	Securities	-	-	-	-
2	Loan	65,724,482	19,106,215	16,282,881	11,951,033
	a. Corporation	18,412,007	12,461,711	5,245,667	4,920,698
	b. Retail	26,759,559	3,382,592	5,543,764	3,480,711
	c. Micro	20,552,917	3,261,912	5,493,450	3,549,624
3	Administrative Account Transactions	443,039	63,409	51,705	-

BRI Consolidated with Subsidiaries

No.	Description	Performing (L and DPK Quality)		Non Performing (KL, D, M quality)	
		Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
		a	b	c	d
1	Surat Berharga	-	-	-	-
2	Kredit	69,633,597	21,764,670	17,510,490	13,123,750
	a. Korporasi	18,711,548	12,467,990	5,258,221	4,952,422
	b. Ritel	27,756,484	3,768,351	6,522,131	4,391,740
	c. Mikro	23,165,564	5,528,329	5,730,138	3,779,589
3	Transaksi Rekening Administratif	446,971	63,458	51,705	-

Qualitative Disclosures Regarding MRK Techniques (CRC)

In calculating credit risk RWA using a standard approach, the Bank considers the use of Credit Risk Mitigation Techniques (Enterprise Risk Management-ERM) in accordance with FSA regulations. The ERM techniques used by the Bank are the ERM-Collateral technique and the ERM-Guarantee or Credit Insurance technique. The ERMCollateral technique used is collateral in the form of cash (cash collateral) stored at the Bank and gold stored at the Subsidiary. Meanwhile, the ERM-Guarantee or Credit Insurance technique is used for loan guaranteed by credit insurance from an Insurance Company with SOEs status. Loans guaranteed by an insurance company which is a Bank Subsidiary is not counted as a guarantor in the ERM technique because it is a party affiliated with the Bank.

Acceptable collateral criteria include:
1. Collateral is tied to mortgage rights, power of attorney to sell, current accounts, savings, time deposits or other collateral generally accepted by banks as well as collateral in the form of gold (subsidiaries).
2. Determining the value of collateral must be based on considerations of appraisal, binding, control, security and utilization.

(in IDR million)

	Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
	e	f	g	h	i	j
	-	-	-	-	-	-
	-	-	65,632,382	19,052,383	16,374,981	12,004,865
	-	-	18,412,007	12,461,711	5,245,667	4,920,698
	-	-	26,676,663	3,334,422	5,626,660	3,528,882
	-	-	20,543,712	3,256,250	5,502,655	3,555,286
	-	-	440,556	63,409	54,188	-

(in IDR million)

	Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
	e	f	g	h	i	j
	-	-	-	-	-	-
	41,728	629	67,865,849	20,264,883	19,236,510	14,622,907
	-	-	18,711,548	12,486,991	5,258,221	4,933,420
	41,728	629	27,631,861	3,719,551	6,605,027	4,439,910
	-	-	21,522,440	4,058,341	7,373,262	5,249,577
	-	-	444,488	63,458	54,188	-

3. Collateral appraisal must be carried out objectively, honestly, responsibly and present a fair value.
4. Collateral reviews are carried out to see the adequacy of collateral compared to the debtor's total obligations, including:
   a. Collateral condition at the time of review
   b. Collateral value
   c. Securing collateral (storage, binding and validity of collateral)
   d. Other information relevant to assessing collateral adequacy
5. The collateral review period is carried out as stated in the loan terms and conditions, but must be carried out at least once a year along with the loan review as regulated in each business sector. The collateral review period can be set differently if specifically regulated by the regulator (BI, FSA or other related agencies). For the purposes of calculating RWA, specifically for consumer loans backed by residential homes, collateral valuation must be carried out periodically for a minimum of 30 (thirty) months.

Quantitative Disclosures Related to MRK Techniques (CR3)

BRI Individually

(in IDR million)

		Bills That Are Not Guaranteed Using MRK Techniques	Bills Guaranteed with MRK Techniques	Bills Secured by Collateral	Bills Secured by Guarantee, Guarantee and/or Credit Insurance	Bills Secured by Credit Derivatives
		a	b	c	d	e
1	Loans	1,043,693,760	226,076,231	20,700,877	205,375,354	-
2	Securities	320,791,535	-	-	-	-
3	**Total**	**1,364,485,296**	**226,076,231**	**20,700,877**	**205,375,354**	-
4	Maturity Credit and Securities	74,640,376	548,932	249,591	299,341	**-**

BRI Consolidated with Subsidiaries

(in IDR million)

		Bills That Are Not Guaranteed Using MRK Techniques	Bills Guaranteed with MRK Techniques	Bills Secured by Collateral	Bills Secured by Guarantee, Guarantee and/or Credit Insurance	Bills Secured by Credit Derivatives
		a	b	c	d	e
1	Loans	1,056,788,606	324,612,192	110,395,892	214,216,299	-
2	Securities	372,643,283	-	-	-	-
3	**Total**	**1,429,431,889**	**324,612,192**	**110,395,892**	**214,216,299**	-
4	Maturity Credit and Securities	76,625,591	549,663	250,322	299,341	**-**

Additional Disclosure

Disclosure on the Use of External Credit Ratings (CRD)

The rating agencies used are rating agencies recognized by the Financial Services Authority, namely Moody's Investor Service, Standard and Poor's, Fitch Ratings and PT. Indonesian Securities Rating (Pefindo). If there are Marketable Securities that have more than 1 (one) rating, then the worst rating will be used. Portfolio Categories that use ratings are Receivables to the Government, Receivables to Public Sector Entities, Receivables to Banks, Receivables to Securities & Financial Services Companies, and Receivables to Corporations. Meanwhile, other bills use unrated (without rating) because rating data is not available.

Disclosure of Credit Risk Exposure and Impact of MRK Techniques (CR4)

BRI Individually

(in IDR million)

Portfolio Category		Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
		Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
1	Claims against Government	296,401,489	-	296,401,489	-	-	0.00%
2	Claims against Public Sector Entities	145,936,006	35,215,050	145,288,414	18,556,954	82,470,516	50.33%
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	0.00%
4	Claims against Banks	94,915,562	707,153	94,915,562	707,153	49,613,182	51.88%
	Claims to Securities Companies and Other Financial Services Institutions[1)*]	3,671,242	457,315	3,671,242	457,315	5,174,273	125.33%
5	Claims on Covered Bonds	-	-	-	-	-	0.00%
6	Claims on Corporations - General Corporate Exposures[2)]	213,820,978	89,754,967	198,453,876	63,942,115	256,559,020	97.78%
	Receivables from securities companies and other financial services institutions[3)]	-	-	-	-	-	0.00%
	Special Financing Exposure[4)]	23,207,302	905,546	21,675,367	362,218	23,134,148	104.98%
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	7,606,390	-	7,606,390	-	18,985,975	249.61%
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	522,696,499	66,480,674	371,365,692	29,529,671	321,089,432	80.09%
9	Property Backed Loans	195,735,870	15,723,347	181,777,895	6,289,339	98,832,216	52.55%
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	157,599,923	11,195,684	145,371,957	4,478,274	69,353,111	46.28%
	Residential Property-Backaged Loans whose Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%

Portfolio Category		Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
		Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
	Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	38,135,947	4,527,663	36,405,938	1,811,065	29,479,105	77.14%
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
	Land Acquisition, Land Processing and Construction Loan	8,725,499	2,117,063	7,048,813	846,825	11,379,248	144.12%
10	Claims That Have Been Due Date	75,189,308	2,091,702	74,700,244	1,492,798	82,428,645	108.18%
11	Other Assets	104,924,987	-	104,924,987	-	72,975,370	69.55%
12	**Total**	**1,692,831,132**	**213,452,817**	**1,507,829,972**	**122,184,388**	**1,022,642,025**	**62.74%**

2) BRI Consolidated with Subsidiaries

(in IDR million)

Portfolio Category		Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
		Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
1	Claims against Government	302,047,966	-	302,047,966	-	0	0.00%
2	Claims against Public Sector Entities	146,073,121	35,215,050	145,425,529	18,556,954	82,497,939	50.31%
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	0	0.00%
4	Claims against Banks	101,080,637	707,153	100,508,096	707,153	50,898,078	50.29%
	Claims to Securities Companies and Other Financial Services Institutions[1)"]	4,443,475	457,315	4,443,475	457,315	5,328,719	108.73%
5	Claims on Covered Bonds	-	-	-	-	0	0.00%
6	Claims on Corporations - General Corporate Exposures[2)]	220,565,099	90,332,870	203,524,402	63,955,945	261,543,830	97.78%
	Receivables from securities companies and other financial services institutions[3)]	-	-	-	-	-	0.00%

Portfolio Category		Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
		Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
	Special Financing Exposure[4)]	23,207,302	362,218	21,675,367	362,218	23,134,148	104.98%
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	8,930,844	-	8,930,844	-	22,266,255	249.32%
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	700,772,392	66,535,385	411,280,817	29,551,555	356,985,857	80.98%
9	Property Backed Loans	196,008,227	15,737,584	182,049,697	6,295,034	99,051,008	52.59%
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	157,818,425	11,208,198	145,589,904	4,483,279	69,526,726	46.33%
	Residential Property-Backaged Loans whose Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
	Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	38,189,802	4,529,386	36,459,793	1,811,755	29,524,282	77.14%
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
	Land Acquisition, Land Processing and Construction Loan	9,020,700	2,128,991	7,338,829	851,596	11,821,428	144.33%
10	Claims That Have Been Due Date	77,175,254	2,091,922	76,685,459	1,492,886	83,676,186	107.03%
11	Other Assets	139,092,882	-	139,092,882	-	106,676,786	76.69%
12	**Total**	**1,928,417,901**	**213,568,488**	**1,603,003,363**	**122,230,656**	**1,103,880,235**	**63.98%**

Additional Disclosure

TRA exposure is converted into equivalent Loan exposure using FKK. The smallest FKK used by the Bank is 20% for TRA exposure in the form of commitment obligations in the form of L/C, 40% FKK is given for TRA exposure in the form of commitment obligations (draw allowance) while 100% FKK is given for TRA exposure in the form of issued guarantees in order to take over the risk of default. CKPN taken into account for calculating net receivables is CKPN on assets identified as experiencing impairment, namely CKPN at stage 2 and stage 3. Credit Risk Mitigation Techniques used by the Bank are collateral and loan guarantees/insurance, collateral in the form of cash collateral, while guarantees/ Loan Insurance is an insurance company with SOE status. Loans guaranteed by insurance companies which are Bank Subsidiaries are not counted as guarantors in the MRK technique because they are parties affiliated with the Bank.

Exposure Disclosure Based on Asset Class and Risk Weight (CR5)

BRI Individually

	Portfolio Category	0%	20%	50%	
1	Claims against Government	296,401,489	-	-	

	Portfolio Category	20%	50%	
2	Claims against Public Sector Entities	323,332	162,232,372	

	Portfolio Category	0%	20%	30%	50%	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	

	Portfolio Category	20%	30%	40%	50%	75%	
4	Claims against Banks	-	425,042	-	93,123,720	219,546	
	Claims to Securities Companies and Other Financial Services Institutions [1]	-	295,104	-	526,877	145,852	

	Portfolio Category	10%	15%	20%	25%	35%	
5	Claims on Covered Bonds	-	-	-	-	-	

	Portfolio Category	20%	50%	65% [5]	75%	80%	85%	100%	
6	Receivables to General Corporations [2]		216,978		385,873		49,221,962	225,298,912	
	Receivables from securities companies and other financial services institutions [3]								
	Special Financing Exposure [4]		-					19,855,167	

	Portfolio Category	100%	150%	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	20,000	-	

(in IDR million)

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
	-	-		**296,401,489**

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
	1,289,664	-		**163,845,368**

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
	-	-		-

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
	44,921	1,809,486		**95,622,715**
	56,344	3,104,380		**4,128,557**

	50%	100%	Other	Net Bills After FKK and MRK Techhnique
	-	-	-	-

	130%	150%	Other	Net Bills After FKK and MRK Techhnique
		2,639,367		**262,395,990**
	3,714,354			**262,395,990**

	250%	400% 5)	Other	Net Bills After FKK and MRK Techhnique
	7,586,390	-		**7,606,390**

	Portfolio Category	100%	150%	
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	3,303,209	445,741,332	

	Portfolio Category	0%	20%	25%	30%	35%	40%	45%	50%	60%	65%	
9	Property Backed Loans	-	30,360,260	8,313,932	25,529,688	-	27,312,224	-	22,406,621	6,715,213	-	
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	-	30,360,260	8,313,932	25,529,688		27,312,224		22,406,621		-	
	without credit sharing approach											
	using a credit sharing approach (guaranteed)											
	using a credit sharing approach (guaranteed)											
	Residential Property-Backaged Loans whose Payments Depend Materially on the Property's Cash Flows											
	Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	-	-		-		-		-	6,715,213	-	
	without credit sharing approach											
	using a credit sharing approach (guaranteed)											
	using a credit sharing approach (guaranteed)											
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows											
	Land Acquisition, Land Processing and Construction Loan											

	Portfolio Category	0%	20%	
10	Claims That Have Been Due	13,415,250	36,877,912	

	Portfolio Category	0%	20%	100%	
11	Other Assets	31,975,036	-	72,899,114	

	250%	400% [5)]	Other	Net Bills After FKK and MRK Techhnique
	90,312,284	12,869,345		**400,895,363**

	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Techhnique
	38,688,008	23,795,834	14,995,165	-	3,908,264	-	-	-		**188,067,234**
	38,688,008	6,092,073	274,288		3,101,102			-		**149,850,230**
										-
										-
										-
										-
		17,703,761	14,720,876		807,162,20					**38,217,003**
										-
										-
										-
										-
					927,641			6,967,997		**7,895,639**

	100%	Other	Net Bills After FKK and MRK Techhnique
	26,388,944		**76,193,042**

	150%	1250% [5)]	Other	Net Bills After FKK and MRK Techhnique
	50,837	-		**104,924,987**

No	Risk Weight	Net Bills Report Financial Position	TRA Net Bill (before imposition of FKK)	Average FKK	Net Bill (After imposition of FKK and MRK Tech)
1	< 40%	390,684,819	7,347,659	2,939,064	388,301,499
2	40%-70%	345,926,457	43,649,715	5,023,213	362,610,310
3	75%	464,082,707	14,966,228	1,034,288	316,677,033
4	85%	130,565,824	59,908,968	4,792,717	151,405,486
5	90%-100%	309,056,603	85,008,966	4,066,290	359,270,407
6	105%-130%	3,655,286	147,669	59,068	3,655,212
7	150%	41,273,045	2,423,612	431,564	40,508,021
8	250%	7,586,390	-	-	7,586,390
9	400%	-	-	-	-
10	1250%	-	-	-	-
11	**Total Net Bills**	1,692,831,131	213,452,817	18,346,204	1,630,014,358

BRI Consolidated with Subsidiaries

	Portfolio Category	0%	20%	50%	
1	Claims against Government	302,047,966			

	Portfolio Category	20%	50%	
2	Claims against Public Sector Entities	460,447	162,879,964	

	Portfolio Category	0%	20%	30%	50%	
3	Claims against Multilateral Development Banks and International Institutions					

	Portfolio Category	20%	30%	40%	50%	75%	
4	Claims against Banks	5,606,575	425,042	-	93,682,220	219,546	
	Claims to Securities Companies and Other Financial Services Institutions [1)]	772,233	295,104	-	526,877	145,852	

	Portfolio Category	10%	15%	20%	25%	35%	
5	Claims on Covered Bonds						

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
				296,401,489

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
	1,289,664	0		163,845,368

	100%	150%	Other	Net Bills After FKK and MRK Techhnique

	100%	150%	Other	Net Bills After FKK and MRK Techhnique
	44,921	1,809,486		95,622,715
	56,344	3,104,380		4,128,557

	50%	100%	Other	Net Bills After FKK and MRK Techhnique

	Portfolio Category	20%	50%	65% 5)	75%	80%	85%	100%	
6	Receivables to General Corporations [2]	107,189	260,282	-	400,449	0	49221962,4	231,868,791	
	Receivables from securities companies and other financial services institutions [3]								
	Special Financing Exposure [4]	-	-	-	-	0	0	19,855,167	

	Portfolio Category	100%	150%	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	20,000	30,856	

	Portfolio Category	100%	150%	
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	20,000	30,856	

	Portfolio Category	0% 5)	20%	25%	30%	35%	40%	45%	50%	60%	65% 5)	
9	Property Backed Loans		30,360,260	8,313,932	25,529,688		27,312,224	0	22,406,621	6,715,213		
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow		30,360,260	8,313,932	25,529,688		27,312,224	0	22,406,621	0		
	without credit sharing approach									0		
	using a credit sharing approach (guaranteed)									0		
	using a credit sharing approach (guaranteed)									0		
	Residential Property-Backaged Loans whose Payments Depend Materially on the Property's Cash Flows									0		
	Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows									6,715,213		
	without credit sharing approach											
	using a credit sharing approach (guaranteed)											
	using a credit sharing approach (guaranteed)											

	130%	150%	Other	Net Bills After FKK and MRK Techhnique
	-	2,662,371		262,395,990
	3,714,354	-		22,037,585

	250%	400% 5)	Other	Net Bills After FKK and MRK Techhnique
	8,879,988	0		7,606,390

	250%	400% 5)	Other	Net Bills After FKK and MRK Techhnique
	8,879,988	0		7,606,390

	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Techhnique
	38,688,008	23,966,640	15,102,411		3,908,264					188,067,234
	38,688,008	6,251,024	338,846		3,101,102					149,850,230
		0	0		0					
		0	0		0					
		0	0		0					
		0	0		0					
		17,715,616	14,763,565		807,162					38,217,003

	Portfolio Category	0% 5)	20%	25%	30%	35%	40%	45%	50%	60%	65% 5)	
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows											
	Land Acquisition, Land Processing and Construction Loan											

	Portfolio Category	0%	20%	
10	Claims That Have Been Due	14,983,234	37,204,233	

	Portfolio Category	0%	20%	100%	
11	Other Assets	32,443,932		106,593,276	

No	Risk Weight	Net Bills Report Financial Position	TRA Net Bill (before imposition of FKK)	Average FKK	Net Bill (After imposition of FKK and MRK Tech)
1	< 40%	403,423,305	13,483,380	2,707,300	397,532,250
2	40%-70%	348,096,246	134,251,880	5,446,265	342,113,891
3	75%	642,343,656	-	589,844	350,571,483
4	85%	130,667,702	-	2,612,255	127,543,222
5	90%-100%	349,633,134	65,833,228	3,673,551	333,112,703
6	105%-130%	3,655,286	-	300,621	3,596,144
7	150%	41,718,583	-	259,280	39,653,682
8	250%	8,879,988	-	-	8,879,988
9	400%	-	-	-	-
10	1250%	-	-	-	-
11	**Total Net Bills**	1,928,417,901	213,568,488	15,589,116	1,603,003,363

Additional Disclosure

Qualitative Disclosure on Counterparty Credit Risk (CCRA)

Counterparty credit risk is the credit risk arising from certain types of transactions that generally have the following characteristics:

a. The transaction is affected by movements in fair value or market value;
b. The fair value of the transaction is influenced by movements in certain market variables;
c. The transaction results in the exchange of cash flows or financial instruments; and
d. The risk characteristics are bilateral, namely::
   1) If the fair value of the contract is positive, the Bank is exposed to credit risk from the counterparty; or If
   2) the fair value of the contract is negative, the counterparty is exposed to credit risk from the Bank.

	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Techhnique
					997,600			8,574,724		**7,895,639**

	100%	Other	Net Bills After FKK and MRK Techhnique
	26,480,673		**76,193,042**

	150%	1250% 5)	Other	Net Bills After FKK and MRK Techhnique
	55,674			**104,924,987**

Credit risk arising from counterparty default may occur in repo transactions, reverse repo transactions, and derivative transactions. In the calculation of the Minimum Capital Adequacy Requirement (KPMM), BRI applies the Standardized Approach to calculate credit risk arising from counterparty default (counterparty credit risk).

Counterparty Credit Risk Exposure Analysis (CCR1)

	Indonesia	a	b	c	d	e	f
		Replacement Cost (RC)	Potential Future Exposure (PFE)	EEPE	Alpha Used for Regulatory EAD Calculation	Net Claims (1.4 × [RC + PFE])	RWA
1	SA-CCR (for Derivatives)	**2,385,112**	**5,022,245**		**1.4**	**10,464,397**	**3,409,250**
2	Internal Model Method (for Derivatives and SFTs)						
3	Simple Approach for Credit Risk Mitigation (for SFTs)						
4	Comprehensive Approach for Credit Risk Mitigation (for SFTs)						
5	VaR for SFT						
6	**Total**						**3,409,250**

Qualitative Analysis
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CCR Exposure by Portfolio Category and Risk Weight (CCR3)

Portfolio Category	Risk Weight								
	a	b	c	d	e	f	g	h	i
	0%	10%	20%	50%	75%	100%	150%	Others	Total Net Claims
Claims on Government and Central Bank	-	-	-	-	-	-	-	-	**594**
Claims on Public Sector Entities	-	-	-	-	-	-	-	-	-
Claims on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-
Claims on Other Banks	-	-	-	**243,002**	**664,920**	-	-	-	**907,922**
Claims on Securities Companies	-	-	-	-	-	-	-	-	-
Claims on Corporates	-	-	-	-	-	-	-	-	-
Claims on Micro, Small Enterprises, and Retail Portfolio	-	-	-	-	-	-	-	-	-
Claims on Other Assets	-	-	-	-	-	-	-	-	-
Total	**594**	-	-	**243,002**	**664,920**	-	-	-	**908,516**

Qualitative Analysis

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Net Credit Derivative Claims (CCR6)

	a	b
	Purchased Protection	Sold Protection
Notional	-	-
Single-name credit default swaps	-	-
Index credit default swaps	-	-
Total return swaps	-	-
Credit options	-	-
Other Credit Derivatives	-	-
Total notional	-	-
Fair Value	-	-
Positive Fair Value (Assets)	-	-
Negative Fair Value (Liabilities)	-	-

Qualitative Analysis

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Qualitative Disclosure on Securitization Exposures (SECA)

BRI Has No Securitization Exposures (SECA)

Securitization Exposures in the Banking Book (SEC1)

		a	b	c	e	f	g	i	j	k
		Bank as Originator			Bank as Sponsor			Bank as Investor		
		Traditional	Synthetic	Subtotal	Traditional	Synthetic	Subtotal	Traditional	Synthetic	Sub-total
1	Retail (Total) – Among Others	-	-	-	-	-	-	-	-	-
2	Housing Loans	-	-	-	-	-	-	-	-	-
3	Credit Cards	-	-	-	-	-	-	-	-	-
4	Other Retail Exposures	-	-	-	-	-	-	-	-	-
5	Resecuritization	-	-	-	-	-	-	-	-	-
6	Wholesale (total) – of which	-	-	-	-	-	-	-	-	-
7	Corporate Loans	-	-	-	-	-	-	-	-	-
8	Commercial Loans	-	-	-	-	-	-	-	-	-
9	Leases and Receivables	-	-	-	-	-	-	-	-	-
10	Other wholesale	-	-	-	-	-	-	-	-	-
11	Resecuritization	-	-	-	-	-	-	-	-	-

Qualitative Analysis
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Securitization Exposures in the Trading Book (SEC2)

		a	b	c	e	f	g	i	j	k
		Bank as Originator			Bank as Sponsor			Bank as Investor		
		Traditional	Synthetic	Subtotal	Traditional	Synthetic	Subtotal	Traditional	Synthetic	Sub-total
1	Retail (Total) – Among Others	-	-	-	-	-	-	-	-	-
2	Housing Loans	-	-	-	-	-	-	-	-	-
3	Credit Cards	-	-	-	-	-	-	-	-	-
4	Other Retail Exposures	-	-	-	-	-	-	-	-	-
5	Resecuritization	-	-	-	-	-	-	-	-	-
6	Wholesale (total) – of which	-	-	-	-	-	-	-	-	-
7	Corporate Loans	-	-	-	-	-	-	-	-	-
8	Commercial Loans	-	-	-	-	-	-	-	-	-

		a	b	c	e	f	g	i	j	k
		Bank as Originator			Bank as Sponsor			Bank as Investor		
		Traditional	Synthetic	Subtotal	Traditional	Synthetic	Subtotal	Traditional	Synthetic	Sub-total
9	Leases and Receivables	-	-	-	-	-	-	-	-	-
10	Other wholesale	-	-	-	-	-	-	-	-	-
11	Resecuritization	-	-	-	-	-	-	-	-	-

Qualitative Analysis

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Securitization Exposures in the Banking Book and Related Capital Requirements – Banks Acting as Originator or Sponsor (SEC3)

		a	b	c	d	e	f	g	
		Exposure Value (Based on Risk Weighted) /					Exposure Values (Based on Regulatory Approach)		
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	IRB RBA (including IAA)	IRB SFA	
1	Total Exposure	0	0	0	0	0	0	0	
2	Traditional Securitization	0	0	0	0	0	0	0	
3	Dimana Securitization	0	0	0	0	0	0	0	
4	With Retail Underlying	0	0	0	0	0	0	0	
5	With wholesale	0	0	0	0	0	0	0	
6	Dimana Resecuritization	0	0	0	0	0	0	0	
7	Senior	0	0	0	0	0	0	0	
8	Non-senior	0	0	0	0	0	0	0	
9	Synthetic Securitization	0	0	0	0	0	0	0	
10	Dimana Securitization	0	0	0	0	0	0	0	
11	With Retail Underlying	0	0	0	0	0	0	0	
12	With wholesale	0	0	0	0	0	0	0	
13	Dimana Resecuritization	0	0	0	0	0	0	0	
14	Senior	0	0	0	0	0	0	0	
15	Non-senior	0	0	0	0	0	0	0	

Qualitative Analysis

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	h	i	j	k	l	m	n	o	p	q
	Exposure Values (Based on Regulatory Approach)		RWA (Based on Regulatory Approach)				Capital charge after cap			
	SA/SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Securitization Exposures in the Banking Book and Related Capital Requirements – Banks Acting as Investor (SEC4)

		a	b	c	d	e	f	g	
		Exposure Value (Based on Risk Weighted) /					Exposure Values (Based on Regulatory Approach)		
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	IRB RBA (including IAA)	IRB SFA	
1	Total Exposure	0	0	0	0	0	0	0	
2	Traditional Securitization	0	0	0	0	0	0	0	
3	Dimana Securitization	0	0	0	0	0	0	0	
4	With Retail Underlying	0	0	0	0	0	0	0	
5	With wholesale	0	0	0	0	0	0	0	
6	Dimana Resecuritization	0	0	0	0	0	0	0	
7	Senior	0	0	0	0	0	0	0	
8	Non-senior	0	0	0	0	0	0	0	
9	Synthetic Securitization	0	0	0	0	0	0	0	
10	Dimana Securitization	0	0	0	0	0	0	0	
11	With Retail Underlying	0	0	0	0	0	0	0	
12	With wholesale	0	0	0	0	0	0	0	
13	Dimana Resecuritization	0	0	0	0	0	0	0	
14	Senior	0	0	0	0	0	0	0	
15	Non-senior	0	0	0	0	0	0	0	

Qualitative Analysis

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	h	i	j	k	l	m	n	o	p	q
	Exposure Values (Based on Regulatory Approach)		RWA (Based on Regulatory Approach)				Capital charge after cap			
	SA/SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Market Risk

Disclosure of Market Risk Using Standard Methods (MR1)

BRI Individually

(in IDR million)

Risk	Standard Approach Capital Expense December 31, 2025	Standard Approach Capital Expense December 31, 2024
GIRR Risk	**745,043.75**	701,934.44
Non-securitization CSR Risk	**357,838.72**	479,718.24
Non-CTP Securitization CSR Risk	**-**	-
CTP Securitization CSR Risk	**-**	-
Equity Risk	**-**	-
Commodity Risk	**-**	-
Foreign Exchange Risk	**671,105.94**	805,030.47
DRC - non-securitization	**17,065.94**	178,841.92
DRC - non-CTP securitization	**-**	-
DRC - CTP securitization	**-**	-
Total	**1,791,054.35**	**2,165,525.07**

BRI Consolidated with Subsidiaries

(in IDR million)

Risk	Standard Approach Capital Expense December 31, 2025	Standard Approach Capital Expense December 31, 2024
GIRR Risk	**751,280.43**	705,991.02
Non-securitization CSR Risk	**362,341.47**	484,460.46
Non-CTP Securitization CSR Risk	**-**	-
CTP Securitization CSR Risk	**-**	-
Equity Risk	**104,789.35**	96,027.85
Commodity Risk	**550,746.61**	256,100.61
Foreign Exchange Risk	**697,356.10**	943,671.17
DRC - non-securitization	**35,043.15**	201,434.23
DRC - non-CTP securitization	**0**	-
DRC - CTP securitization	**0**	-
Total	**2,501,557.11**	**2,687,685.34**

CVA Risk

1. **CVA Risk Management Process**
   CVA risk is the risk of loss arising from changes in the CVA value as a result of changes in the counterparty's loan spread and market risk factors that affect the price of derivative transactions.

   BRI has implemented a market risk management process including for CVA risk in accordance with the principles of implementing risk management regulated in the general risk management policy and based on the Three Lines Model where the Board of Commissioners and Board of Directors act as the governing body and the Three Lines of Defense consisting of the Operational Business Unit, Risk Management Business Unit and Internal Audit Business Unit.

   Derivative transaction activities were carried out by the Business Treasury Unit and monitored by the Risk Management Unit (Market, Portfolio and Enterprise Risk). BRI regularly sets and reviews limits for derivative transactions through pre-settlement risk limits, treasury activity transaction limits and market risk limits.

2. **CVA Method**
   BRI uses the simplified basic approach method (BA-CVA) in calculating the capital burden for CVA risk. The BA-CVA approach calculates and sums up all counterparties included in the scope of the CVA Calculation in accordance with regulatory provisions.

Simplified BA-CVA (CVA 1)

BRI Individually

(in IDR million)

Risk	Component	ATMR BA-CVA
	a	b
CVA Systematic Component Aggregation	117,886.08	
Idiosyncratic CVA Risk Component Aggregation	48,864.92	
Total		589,559.13

BRI Consolidated with Subsidiaries

(in IDR million)

Risk	Component	ATMR BA-CVA
	a	b
CVA Systematic Component Aggregation	117,886.08	
Idiosyncratic CVA Risk Component Aggregation	48,864.92	
Total		589,559.13

Interest Rate Risk In Banking Book

IRRBB Calculation Report – Individual

(in IDR million)

Period	Δ EVE		Δ NII	
	T	T - 1	T	T - 1
Parallel Up	(19,199,538)	(18,067,862)	(16,826,008)	(17,128,710)
Parallel Down	19,872,671	18,712,549	16,598,169	16,786,955
Steepener	(10,359,422)	(9,889,637)		
Flattener	5,716,514	5,517,805		
Short Rate Up	(3,721,658)	(3,394,319)		
Short Rate Down	3,734,584	3,406,230		
Negative Maximum Value (absolute)	19,199,538	18,067,862	16,826,008	17,128,710
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	244,158,213	251,199,234	107,923,941	100,347,386
Maximum Value divided by Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	7.86%	7.19%	15.59%	17.07%

Implementation of Risk Management for IRRBB Report – Individual

	Qualitative Analysis
1	Interest Rate Risk in the Banking Book (IRRBB) is a risk resulting from movements in interest rates in the market that are contrary to the position of the Banking Book, which has the potential to have an impact on BRI's capital and profitability both now and in the future. The risk of movement in BRI interest rates occurs because asset interest rates adjust more slowly than liability interest rates. This risk is due to BRI's asset composition which is dominated by fixed interest rates and has longer repricing maturities.
2	In mitigating IRRBB risk, BRI formulates a strategy for managing the impact of interest rate movements through the Asset and Liability Management (ALCO) and Risk Management Committee (RMC) committees. ALCO is held every month to discuss asset and liability management strategies, including balanced pricing, assets allocation, funding mix, gap management and capital management. RMC is carried out regularly every month with discussion of updated market conditions, market risk profiles and the latest risk issues.
3	BRI calculates IRRBB quarterly using the Economic Value of Equity (EVE) and Net Interest Income (NII) methods. The EVE method used a longterm perspective in calculating the sensitivity of interest rates to BRI Tier 1 capital. This EVE method has been in accordance with the guidelines from the Otoritas Jasa Keuangan. Meanwhile, the NII method applies a short-term perspective in calculating the sensitivity of interest rates to BRI's estimated income in the next year.
4	The scenario used in calculating IRRBB was as follows: a) Parallel Up (400 bps) b) Parallel Down (400 bps) c) Steepener (350 bps) d) Flattener (350 bps) e) Short Rate Up (500 bps) f) Short Rate Down (500 bps)
5	In calculating IRRBB, BRI applies the following main modeling and parametric assumptions: a) Cash flow calculations, instruments with floating interest rates use risk free sourced from Government Bonds IDR and Government Bonds USD. The margin used was sourced from the average margin of each instrument. Meanwhile, instruments with fixed interest rates used the effective interest rate as the basis for determining cash flow. b) Non Maturity Deposit (NMD) accounts consisting of current accounts and savings were placed in the overnight time bucket, 3 - 4 year time bucket and 4 - 5 year time bucket in accordance with the maximum caps determined by the regulator. NMD placed in the longest time bucket becomes a BRI core fund which has a lower interest rate sensitivity than non-core funds placed in the overnight time bucket. c) Determining prepayment risk based on historical data according to loan segments and products within a period considered adequate. The baseline calculation of the prepayment percentage is the average of the total loan balances paid off before maturity to the total loan balances in each segment. Meanwhile, in determining early redemption, the method uses a historical approach to the report position to determine the deposit balance paid off before maturity within a certain period of time against the total deposit balance for the current month. d) Apart from modeling prepayment risk and early redemption, BRI also determines internal modeling for NPL accounts. Commercial Retail NPL with a maximum ceiling of IDR5 billion was placed in a time bucket of 3.5 years. Meanwhile, Medium Corporate NPLs with a ceiling above IDR5 billion were placed in the 3 year time bucket. NPL accounts were non-rate where the estimated cash flow did not take interest into account. e) IRRBB calculations used rupiah and USD. Foreign currencies other than these currencies were aggregated into the USD calculation.

	Quantitative Analysis
1	Current accounts and savings are savings that do not have a term and contractually have an overnight maturity. Meanwhile, behaviorally, BRI places current and savings accounts in the overnight time bucket, 3 - 4 year time bucket and 4 - 5 year time bucket. Distribution of BRI Non Maturity Deposits according to the time period of December 31, 2025: a. **Current Account**; Overnight time bucket (60.78%), 3 - 4 year time bucket (31.04%) and 4 - 5 year time bucket (8.18%). b. **Savings**; Overnight time bucket (22.28%) and 4 - 5 year time bucket (77.72%).

IRRBB Calculation Report – Consolidated

(in IDR million)

Period	Δ EVE		Δ NII	
	T	T - 1	T	T - 1
Parallel Up	(19,435,984)	(18,397,018)	(17,071,059)	(16,732,105)
Parallel Down	20,115,300	19,065,641	16,843,221	16,317,933
Steepener	(10,465,005)	(10,136,731)		
Flattener	5,764,642	5,689,086		
Short Rate Up	(3,785,481)	(3,402,258)		
Short Rate Down	3,798,708	3,413,896		

Period	Δ EVE		Δ NII	
	T	T - 1	T	T - 1
Negative Maximum Value (absolute)	19,435,984	18,397,018	17,071,059	16,732,105
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	247,532,865	241,789,319	108,920,762	102,780,852
Maximum Value divided by Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	7.85%	7.61%	15.67%	16.28%

Implementation of Risk Management for IRRBB Report – Consolidated

	Qualitative Analysis
1	Interest Rate Risk in The Banking Book (IRRBB) is a risk due to interest rate movements in the market due to being contrary to the Banking Book position which has the potential to impact BRI's capital and profitability both now and in the future. BRI's interest rate movement risk occurs because the adjustment of asset interest rates is slower than the adjustment of liability interest rates due to BRI's asset composition, which is dominated by fixed interest rates and has longer re-pricing maturities.
2	In mitigating IRRBB risk, BRI formulates a strategy for managing the impact of interest rate movements through the Assets and Liability Management (ALCO) committee and the Integrated Risk Management Committee (RMC). ALCO is held every month to discuss asset and liability management strategies, including balanced pricing, assets allocation, funding mix, gap management and capital management. Meanwhile, Integrated RMC is carried out bank wide with subsidiary companies to discuss market risk profile assessments and the latest risk issues.
3	BRI calculates the Consolidated IRRBB semi-annually using the Economic Value of Equity (EVE) and Net Interest Income (NII) methods. The EVE method uses a long-term perspective in calculating interest rate sensitivity to BRI Tier 1 capital and has been adjusted to the guidelines from the Otoritas Jasa Keuangan. Meanwhile, the NII method uses a short-term perspective in calculating the sensitivity of interest rates to BRI's estimated income in one year.
4	The scenario used in calculating BRI's IRRBB is as follow: a) Parallel Up (400 bps) b) Parallel Down (400 bps) c) Steepener (350 bps) d) Flattener (350 bps) e) Short Rate Up (500 bps) f) Short Rate Down (500 bps)
5	a) In calculating cash flows, instruments for assets and liabilities with floating interest rates use risk free sources from Government Bonds IDR and Government Bonds USD. The margin used comes from the average margin of each instrument segment. Asset and liability instruments with fixed interest rates use the yield reference charged on the instrument as the basis for determining cash flow. b) Non Maturity Deposit (NMD) accounts, namely current and savings accounts placed on an overnight period, a time scale of 3 - 4 years and 4 - 5 years in accordance with the maximum caps determined by the regulator. NMD placed on the longest time scale is a BRI core fund which has a lower interest rate sensitivity than non-core funds placed on an overnight time scale. c) Determining prepayment risk based on historical data according to loan segments and products within a period that is considered adequate. The baseline calculation of the prepayment percentage is the average of the total loan balances paid off before maturity to the total loan balances per each segment. Meanwhile, in determining early redemption, use a historical approach with adequate data sources and other relevant approaches. The baseline percentage used in early redemption is the deposit balance that is paid off before maturity within a certain period of time against the total deposit balance for the current month. d) IRRBB calculations use rupiah and USD. All currencies other than these currencies are aggregated into the USD calculation.

	Quantitative Analysis
1	Current accounts and savings are savings that do not have a term and contractually have an overnight maturity. Behaviorally, BRI consolidatedly places current and savings accounts as of December 31, 2025 in 3 separate time buckets, namely: a. Overnight (non corefund), Current Account (60.80%) and Savings (22.43%) b. 3 - 4 years (corefund), Current Account (31.04%) and Savings (0.01%) c. 4 - 5 years (corefund), Current Account (8.16%) and Savings (77.57%)

Liquidity Risk

Liquidity Coverage Ratio (LCR) Calculation Report

No	Component	Individual				
		Reporting Date Standing		Previously Reporting Date Standing		
		Outstanding value of obligations and commitments/ value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/ value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	
1	Number of data points used in LCR calculations		**92 days**		92 days	
HIGH QUALITY LIQUID ASSET (HQLA)						
2	Total High Quality Liquid Asset (HQLA)		**333,549,806**		362,148,941	
CASH OUTFLOW						
3	Individual customer deposits and funding from Micro Business and Small Business customers, consisting of:	**654,593,819**	**37,483,070**	646,103,606	37,087,749	
	a. Stable savings/funding	**559,526,234**	**27,976,312**	550,452,241	27,522,612	
	b. Less stable Savings/ Funding	**95,067,585**	**9,506,759**	95,651,364	9,565,136	
4	Funding from corporate customers consists of:	**653,530,350**	**201,734,182**	645,543,335	205,994,234	
	a. Operational savings	**411,559,620**	**102,060,310**	363,450,601	90,178,439	
	b. Non-operational savings and/or other non-operational liabilities	**240,263,530**	**97,966,672**	281,166,932	114,889,992	
	c. Securities in the form of debt securities issued by banks	**1,707,200**	**1,707,200**	925,802	925,802	
5	Funding with collateral (secured funding)	**27,759,165**	**0**	18,852,207	0	
6	Other cash outflows (additional requirements), consisting of:	**396,344,461**	**103,934,239**	362,505,165	73,965,071	
	a. Cash outflow on derivative transactions	**74,289,306**	**74,289,306**	50,280,364	50,280,364	
	b. Cash outflow due to increased liquidity needs	**0**	**0**	0	0	
	c. Cash outflow due to loss of funding	**0**	**0**	0	0	
	d. Cash outflow from drawdown of loan facility commitments and liquidity facilities	**120,731,120**	**10,965,221**	116,295,742	10,539,018	
	e. Cash outflow for other contractual obligations related to distribution of funds	**0**	**0**	0	0	
	f. Cash outflow of other funding contingent liabilities	**188,293,117**	**5,648,794**	188,436,465	5,653,094	
	g. Other contractual cash outflows	**13,030,917**	**13,030,917**	7,492,595	7,492,595	
7	TOTAL CASH OUTFLOW		**343,151,491**		317,047,053	

(in IDR million)

	Consolidation			
	Reporting Date Standing		Previously Reporting Date Standing	
	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by runoff rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.
		92 days		92 days
		339,473,424		367,870,393
	658,020,323	**37,735,031**	649,029,115	37,295,000
	561,340,020	**28,067,001**	552,158,239	27,607,912
	96,680,303	**9,668,030**	96,870,876	9,687,088
	656,913,431	**203,376,542**	649,406,942	207,826,403
	412,047,855	**102,177,649**	364,195,952	90,359,856
	243,158,376	**99,491,694**	284,285,189	116,540,745
	1,707,200	**1,707,200**	925,802	925,802
	27,759,165	**0**	18,865,756	0
	396,910,231	**104,352,924**	363,271,887	74,596,385
	74,289,306	**74,289,306**	50,280,364	50,280,364
	0	**0**	0	0
	0	**0**	0	0
	120,901,214	**10,988,230**	116,455,394	10,563,263
	395,676	**395,676**	607,069	607,069
	188,293,117	**5,648,794**	188,436,465	5,653,094
	13,030,917	**13,030,917**	7,492,595	7,492,595
		345,464,497		319,717,787

No	Component	Individual				
		Reporting Date Standing		Previously Reporting Date Standing		
		Outstanding value of obligations and commitments/ value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/ value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	
CASH INFLOW						
8	Loans with collateral Secured lending	**803,739**	**0**	4,450,466	0	
9	Bill from the counterparty	**44,794,582**	**22,397,307**	44,861,497	22,430,768	
10	Other cash inflows	**74,065,720**	**74,065,720**	50,417,915	50,417,915	
11	TOTAL CASH INFLOW		**96,463,027**		72,848,682	
			TOTAL ADJUSTED VALUE		**TOTAL ADJUSTED VALUE**	
12	TOTAL HQLA		**333,549,806**		362,148,941	
13	TOTAL NET CASH OUTFLOWS		**246,688,464**		244,198,371	
14	LCR (%)		**135.21%**		148.30%	

Information:
1 Adjusted values are calculated after applying haircuts, run-off rates and inflow rates as well as maximum limits for HQLA components, for example the maximum limit for HQLA Level 2B and HQLA Level 2 as well as the maximum limit for cash inflow that can be considered in the LCR.

Individual Analysis

- The Liquidity Coverage Ratio (LCR) of BRI on an individual basis for Q4 2025 stood at 135.21%, representing a decrease of 13.09% compared to the Q3 2025 position of 148.30%. The decline in this ratio was primarily attributable to:
  a. A decrease in High Quality Liquid Assets (HQLA) of IDR28.60 trillion or 7.90%, primarily driven by a decline in placements with Bank Indonesia, securities issued by the Central Government and Bank Indonesia amounting to IDR29.38 trillion, partially offset by an increase in Level 2 HQLA components of IDR0.55 trillion.
  b. An increase in Net Cash Outflow (NCO) of IDR2.49 trillion or 1.02%, representing the difference between Cash Outflows and Cash Inflows. Total Cash Outflows increased, mainly due to higher withdrawals related to other cash outflows (additional requirements) amounting to IDR29.97 trillion, increased withdrawals for micro and small business financing of IDR0.23 trillion, and increased withdrawals of retail customer deposits of IDR0.16 trillion. Meanwhile, Total Cash Inflows also increased, primarily due to higher other cash inflows arising from derivative transactions amounting to IDR23.65 trillion.

- The composition of BRI's HQLA is predominantly comprised of Level 1 assets amounting to Rp331.05 trillion or 99.25%, consisting of cash, liquidity reserves with Bank Indonesia (statutory reserves and placements with Bank Indonesia), and securities classified as Level 1 assets. Meanwhile, Level 2 assets accounted for Rp2.50 trillion or 0.75% of the total HQLA composition.

- The majority of BRI's funding sources (Bank Only) during Quarter IV 2025 came from CASA amounting to 70.89% with the following composition:

Funding Source Components	Composition
Demand Deposits	**30.83%**
Savings	**40.06%**
CASA	**70.89%**
Deposits	**29.11%**
Total	**100.00%**

- BRI has established liquidity management strategies, early warning indicators, and a contingency funding plan in relation to liquidity risk. Liquidity risk management, the establishment and monitoring of limits as liquidity early warning indicators, as well as the periodic implementation of liquidity stress testing are carried out by the Risk Management working unit. BRI has also established a documented action plan (recovery plan) as part of the implementation of sound risk management in accordance with regulatory requirements.

	Consolidation			
	Reporting Date Standing		Previously Reporting Date Standing	
	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by runoff rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.
	803,739	**0**	4,450,466	0
	46,890,241	**23,448,873**	46,681,171	23,347,544
	74,093,897	**74,079,809**	50,443,595	50,430,755
		97,528,682		73,778,299
		TOTAL ADJUSTED VALUE1		**TOTAL ADJUSTED VALUE1**
		339,473,424		367,870,393
		247,935,815		245,939,488
		136.92%		149.58%

Consolidated Analysis

- The Liquidity Coverage Ratio (LCR) of BRI on a consolidated basis for Q4 2025 stood at 136.92%, representing a decrease of 12.66% compared to the Q3 2025 position of 149.58%. The decline in this ratio was primarily attributable to:
  a. A decrease in High Quality Liquid Assets (HQLA) of IDR28.40 trillion or 7.72%, primarily driven by a decline in placements with Bank Indonesia and securities issued by the Central Government and Bank Indonesia amounting to IDR29.20 trillion, partially offset by an increase in Level 2 HQLA components of IDR0.57 trillion.
  b. An increase in Net Cash Outflow (NCO) of IDR2.00 trillion or 0.81%, representing the difference between Cash Outflows and Cash Inflows. Total Cash Outflows increased, mainly due to higher withdrawals related to other cash outflows (additional requirements) amounting to IDR29.76 trillion, increased withdrawals for micro and small business financing of IDR0.24 trillion, and increased withdrawals of retail customer deposits of IDR0.20 trillion. Meanwhile, Total Cash Inflows decreased, primarily due to lower other cash inflows arising from derivative transactions amounting to IDR23.65 trillion.
- The composition of BRI's consolidated HQLA is predominantly comprised of Level 1 assets amounting to Rp336.67 trillion or 99.17%, consisting of cash, liquidity reserves with Bank Indonesia (statutory reserves and placements with Bank Indonesia), and securities classified as Level 1 assets. Meanwhile, Level 2 assets accounted for Rp2.80 trillion or 0.83% of the total HQLA composition.
- The majority of BRI (Consolidated) funding sources during Quarter IV 2025 came from CASA amounting to 70.65% with the following composition:

Funding Source Components	Composition
Demand Deposits	**30.69%**
Savings	**39.96%**
CASA	**70.65%**
Deposits	**29.35%**
Total	**100.00%**

- BRI has consolidatedly set limits related to liquidity risk. Liquidity risk management was carried out by monitoring the liquidity risk limits of BRI and Subsidiaries as well as carrying out periodic liquidity stress testing.
- BRI regularly coordinated with Subsidiaries regarding monitoring of predetermined liquidity risk limits. In addition, BRI regularly holds meetings with Subsidiaries in the Integrated Risk Management Committee forum in which one of the agendas was to discuss BRI's liquidity conditions on a consolidated basis and discussing follow-up plans for liquidity issues that impact BRI on a consolidated basis.

NSFR Report – Individual

ASF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
1	CAPITAL					
1.1	Capital for Commercial Banks Headquartered in Indonesia	0		0		
1.1.1	Core Capital (Tier 1)	297,456,566	100%	0	n.a	
1.1.2	Supplementary Capital (Tier 2)	13,886,214	100%	0	0%	
1.2	Capital for KCBA	0	100%	0	0%	
1.3	Other Capital Instruments	0	100%	0	0%	
2	DEPOSITS FROM INDIVIDUAL CUSTOMERS:					
2.1	Stable Deposits	0		0		
2.1.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	501,521,144	95%	0	n.a	
2.1.2	Time Deposits	0	n.a	85,835,705	95%	
2.2	Less Stable Deposits	0		0		
2.2.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	31,093,151	90%	0	n.a	
2.2.2	Time Deposits	0	n.a	46,806,118	90%	
3	FUNDING FROM MICRO AND SMALL BUSINESS CUSTOMERS:					
3.1	Stable Deposits	0		0		
3.1.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	49,337,236	95%	0	n.a	
3.1.2	Time Deposits	0	n.a	2,976,027	95%	
3.2	Less Stable Deposits	0		0		
3.2.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	6,111,529	90%	0	n.a	
3.2.2	Time Deposits	0	n.a	1,317,110	90%	
4	FUNDING FROM CORPORATE CUSTOMERS:					
4.1	Operational Deposits	434,163,209	50%	0	50%	
4.2	Non-operational Deposits and/or Other Non-operational Liabilities Derived from:	0		0		
4.2.1	Non-financial Corporates	0	0%	192,344,379	50%	
4.2.2	Government of Indonesia	0	0%	81,819	50%	
4.2.3	Foreign Governments	0	0%	0	50%	
4.2.4	Public Sector Entities	0	0%	6,801,914	50%	
4.2.5	Multilateral Development Banks	0	0%	0	50%	
4.2.6	Bank Indonesia	0	0%	0	0%	
4.2.7	Foreign Central Banks	0	0%	0	0%	
4.2.8	Financial Institutions	0	0%	68,310,489	0%	
4.2.9	Others	0	0%	879,430	0%	

(in IDR million)

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
					311,342,780
	0		0		
	0	n.a	0	n.a	297,456,566
	0	0%	0	100%	13,886,214
	0	0%	0	100%	
	0	0%	0	100%	
					634,842,288
	0		0		
	0	n.a	0	n.a	476,445,087
	3,136,847	95%	661,632	100%	85,185,557
	0		0		
	0	n.a	0	n.a	27,983,836
	2,263,920	90%	1,064,774	100%	45,227,808
					56,775,684
	0		0		
	0	n.a	0	n.a	46,870,374
	264,552	95%	71,705	100%	3,150,255
	0		0		
	0	n.a	0	n.a	5,500,376
	57,520	90%	17,512	100%	1,254,679
					333,393,870
	0	50%	0	100%	217,081,605
	0		0		116,312,266
	4,906,152	50%	1,499,970	100%	100,125,235
	23,609	50%	0	100%	52,714
	0	50%	0	100%	0
	6,757	50%	361,025	100%	3,765,360
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	50%	0	100%	0
	2,078,003	50%	830,365	100%	1,869,367
	500,000	50%	10,249,590	100%	10,499,590

ASF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
5	LIABILITIES THAT HAVE A DEPENDENCY RELATIONSHIP WITH SPECIFIC ASSETS	0	0%	0	0%	
6	OTHER LIABILITIES AND EQUITY:					
6.1	Derivative Liabilities (NSFR)	0				
6.2	Deferred Tax Liabilities	0	100%	9,358,987	0%	
6.3	Non-controlling Interests that do not meet the criteria to be included as Common Equity Tier 1 (Tier 1)	0	100%	0	0%	
6.4	Trade Date Payables	0	0%	0	0%	
6.5	Other equity and liabilities not included in the above categories, including other liabilities without maturity*)	62,894,598	0%	41,489,701	0%	
7	TOTAL ASF					

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
ON-BALANCE SHEET ASSETS						
3.1	**Performing Loans (Current and Special Mention) Granted to:**					
3.1.1	Financial Institutions Secured by Eligible Level 1 HQLA	0		24,422		
3.1.1.1	Unencumbered	0	n.a	24,422	10%	
3.1.1.2	Encumbered	0		0		
3.1.1.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	10%	
3.1.1.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.1.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.2	Financial Institutions Secured by Eligible Non-Level 1 HQLA	0		0		
3.1.2.1	Unencumbered	0	n.a	0	15%	
3.1.2.2	Encumbered	0		0		
3.1.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	15%	
3.1.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0	0%	0	0%	0
					9,743,335
	0			0%	0
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	0%	0	0%	0
	0	50%	9,743,335	100%	9,743,335
					1,346,097,957

(in IDR million)

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
					968,745,172
	0		0		2,442
	0	50%	0	100%	2,442
	0		0		
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0
	0		0		0
	0	50%	0	100%	0
	0		0		
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
3.1.3	Financial Institutions and Unsecured Exposures, Including Placements (Without Maturity and With Maturity) with Other Financial Institutions and Not for Operational Purposes	0		0		
3.1.3.1	Unencumbered	0	15%	0	15%	
3.1.3.2	Encumbered	0		0		
3.1.3.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	15%	
3.1.3.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.3.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.4	Non-Financial Corporates, Retail Customers and Micro and Small Business Customers, the Government of Indonesia, Foreign Governments, Public Sector Entities, and Other Loans, Including:	0		85,997,534		
3.1.4.1	Subject to a Risk Weight ≤ 35% under the Standardized Approach for Credit Risk RWA	0		0		
3.1.4.1.1	Unencumbered	0	n.a	0	50%	
3.1.4.1.2	Encumbered	0		0		
3.1.4.1.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.4.1.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.4.1.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.4.2	Subject to a Risk Weight > 35% under the Standardized Approach for Credit Risk RWA	0		85,997,534		
3.1.4.2.1	Unencumbered	0	n.a	85,997,534	50%	
3.1.4.2.2	Encumbered	0		0		
3.1.4.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.4.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.4.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.5	Claims (Including Loans) on Bank Indonesia and Other Central Banks with Remaining Maturity of Less Than 1 Year, Other Than Securities Issued or Guaranteed by Bank Indonesia and Other Central Banks	0		0		
3.1.5.1	Unencumbered	0	n.a	0	0%	
3.1.5.2	Encumbered	0		0		
3.1.5.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	0%	
3.1.5.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.5.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0		0		0
	0	50%	0	100%	0
	0		0		0
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0
	129,756,037		894,230,956		867,973,098
	0		0		0
	0	50%	0	65%	0
	0		0		0
	0	50%	0	65%	0
	0	50%	0	65%	0
	0	100%	0	100%	0
	129,756,037		894,230,956		867,973,098
	129,756,037	50%	894,230,956	85%	867,973,098
	0		0		0
	0	50%	0	85%	0
	0	50%	0	85%	0
	0	100%	0	100%	0
	0		0		0
	0	50%			0
	0				0
	0	50%			0
	0	50%			0
	0	100%			0

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
3.1.6	Claims on Bank Indonesia and Other Central Banks (e.g., Securities Issued by Bank Indonesia and Other Central Banks)	0		0		
3.1.6.1	Unencumbered	0	n.a	0	0%	
3.1.6.2	Encumbered	0		0		
3.1.6.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	0%	
3.1.6.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.6.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.7	Residential Mortgage Loans, Including:	0		29,408,897		
3.1.7.1	Subject to a Risk Weight ≤ 35% under the Standardized Approach for Credit Risk RWA	0		7,544,434		
3.1.7.1.1	Unencumbered	0	n.a	7,544,434	50%	
3.1.7.1.2	Encumbered	0		0		
3.1.7.1.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.7.1.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.7.1.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.7.2	Subject to a Risk Weight > 35% under the Standardized Approach for Credit Risk RWA	0		21,864,464		
3.1.7.2.1	Unencumbered	0	n.a	21,864,464	50%	
3.1.7.2.2	Encumbered	0		0		
3.1.7.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.7.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.7.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.2	**Securities that have not defaulted and are non-HQLA, and equities traded on exchanges and classified as non-HQLA, subject to certain conditions**					
3.2.1	Unencumbered	0	n.a	1,431,818	50%	
3.2.2	Encumbered	0		0		
3.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0		0		
	0	5%	0	5%	0
	0		0		
	0	5%	0	5%	0
	0	50%	0	50%	0
	0	100%	0	100%	0
	40,736,196		87,320,689		100,769,632
	11,801,732		42,627,499		37,380,957
	11,801,732	50%	42,627,499	65%	37,380,957
	0		0		0
	0	50%	0	65%	0
	0	50%	0	65%	0
	0	100%	0	100%	0
	28,934,464		44,693,190		63,388,675
	28,934,464	50%	44,693,190	85%	63,388,675
	0		0		0
	0	50%	0	85%	0
	0	50%	0	85%	0
	0	100%	0	100%	0
					9,000,506
	989,890	50%	9,164,297	85%	9,000,506
	0		0		0
	0	50%	0	85%	0
	0	50%	0	85%	0

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
3.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
4	**Assets with Matching Interdependent Liabilities**					
5	**Other Assets**					
5.1	Physical traded commodities, including gold	0	85%			
5.2	Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets contributed as default fund to a central counterparty (CCP)			0	Max (85% ,faktor RSF aset)	
5.3	NSFR Derivative Assets			55,690	100%	
5.4	20% of derivative liabilities before deduction of variation margin			0	100%	
5.5	Trade Date Receivables	0	0%	0	0%	
5.6	Loans or financing classified as Substandard, Doubtful, and Loss (Non-Performing Loans)	0	100%	3,775,719	100%	
5.7	Equities not traded on an exchange	0	n.a	0	100%	
5.8	Fixed Assets	0	n.a	0	100%	
5.9	Regulatory Capital Deductions	0	n.a	0	100%	
5.10	Defaulted Securities	0	n.a	0	100%	
5.11	Other encumbered assets	0	mengikuti RSF aset saat bebas dari segala klaim	0		
5.12	Other assets not included in the above categories)	13,639,828	100%	0	100%	
6	**Total Assets**	0		0		
	Off-Balance Sheet Transactions					
7	Commitment obligations in the form of credit facilities and liquidity facilities that are irrevocable or conditionally revocable			27,266,638	5%	
8	Credit facilities and liquidity facilities that are unconditionally revocable			0	0%	
9	Obligations arising from trade finance instruments (including guarantees and Letters of Credit (L/C))			2,428,004	3%	
10	Letters of Credit (L/C) and guarantees unrelated to trade finance obligations			0	5%	
11	Non-contractual obligations			0	5%	
12	Total Off-Balance Sheet Transactions	0		0		
13	**Total RSF**					
14	**Net Stable Funding Ratio (%)**					

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0	100%	0	100%	0
					127,368,222
					0
	0	Max (85% ,faktor RSF aset)	52,970	Max (85%,faktor RSF aset)	45,025
	0	100%	0	100%	55,690
	0	100%	0	100%	0
	0	0%	0	0%	0
	891,041	100%	7,970,890	100%	12,637,650
	0	100%	4,463,270	100%	4,463,270
	0	100%	45,366,125	100%	45,366,125
	0	100%	51,160,634	100%	51,160,634
	0	100%	0	100%	0
	0		0	100%	0
	0	100%	0	100%	13,639,828
	0		0		1,136,768,481
	22,014,389	5%	85,423,348	5%	6,735,219
	0	0%	0	0%	0
	0	3%	0	3%	72,840
	0	5%	0	5%	0
	0	5%	0	5%	0
	0		0		6,808,059
					1,143,576,540
					117.71%

Individual Analysis

(in IDR million)

Ratio	Component	September 2025	December 2025
Net Stable Funding Ratio (NSFR)	Available Stable Funding (ASF)	1,353,728,575	**1,346,097,957**
	Required Stable Funding (RSF)	1,101,459,497	**1,143,576,540**
NSFR		**122.90%**	**117.71%**

The Net Stable Funding Ratio (NSFR) of PT Bank Rakyat Indonesia (Persero) Tbk as of December 2025 was recorded at 117.71%, representing a decrease of 5.19% compared to the position in September 2025 of 122.90%. The decline was attributable to a decrease in the Available Stable Funding (ASF) component of IDR7.63 trillion or 0.56%, while the Required Stable Funding (RSF) component increased by IDR42.12 trillion or 3.82%.

Net Stable Funding Ratio (NSFR) Report – Consolidated

ASF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
1	**CAPITAL**					
1.1	Capital for Commercial Banks Headquartered in Indonesia					
1.1.1	Core Capital (Tier 1)	**300,965,536**	**100%**		**n.a**	
1.1.2	Supplementary Capital (Tier 2)	**13,956,615**	**100%**	**0**	**0%**	
1.2	Capital for KCBA	**0**	**100%**	**0**	**0%**	
1.3	Other Capital Instruments	**0**	**100%**	**0**	**0%**	
2	**DEPOSITS FROM INDIVIDUAL CUSTOMERS:**					
2.1	Stable Deposits					
2.1.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	**502,354,948**	**95%**		**n.a**	
2.1.2	Time Deposits		**n.a**	**85,879,197**	**95%**	
2.2	Less Stable Deposits					
2.2.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	**32,539,891**	**90%**		**n.a**	
2.2.2	Time Deposits		**n.a**	**47,122,592**	**90%**	
3	**FUNDING FROM MICRO AND SMALL BUSINESS CUSTOMERS:**					
3.1	Stable Deposits					
3.1.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	**49,537,811**	**95%**		**n.a**	
3.1.2	Time Deposits		**n.a**	**2,998,262**	**95%**	
3.2	Less Stable Deposits					
3.2.1	Demand Deposits and Savings Accounts (Current Accounts, Savings Accounts)	**6,131,042**	**90%**		**n.a**	

(in IDR million)

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
					314,922,151
			0		
		n.a	0	n.a	300,965,536
	0	0%	0	100%	13,956,615
	0	0%	0	100%	
	0	0%	0	100%	
					637,269,205
		n.a		n.a	477,237,201
	3,137,575	95%	661,955	100%	85,227,888
		n.a		n.a	29,285,901
	2,270,120	90%	1,064,774	100%	45,518,215
					58,639,821
		n.a		n.a	47,060,920
	264,612	95%	71,705	100%	3,171,435
		n.a		n.a	5,517,938

ASF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
3.2.2	Time Deposits		n.a	3,131,108	90%	
4	FUNDING FROM CORPORATE CUSTOMERS:					
4.1	Operational Deposits	434,879,398	50%	0	50%	
4.2	Non-operational Deposits and/or Other Non-operational Liabilities Derived from:					
4.2.1	Non-financial Corporates	0	0%	195,237,313	50%	
4.2.2	Government of Indonesia	0	0%	81,819	50%	
4.2.3	Foreign Governments	0	0%	0	50%	
4.2.4	Public Sector Entities	0	0%	7,124,414	50%	
4.2.5	Multilateral Development Banks	0	0%	0	50%	
4.2.6	Bank Indonesia	0	0%	0	0%	
4.2.7	Foreign Central Banks	0	0%	0	0%	
4.2.8	Financial Institutions	0	0%	69,217,976	0%	
4.2.9	Others	0	0%	886,430	0%	
5	LIABILITIES THAT HAVE A DEPENDENCY RELATIONSHIP WITH SPECIFIC ASSETS		0%		0%	
6	OTHER LIABILITIES AND EQUITY:					
6.1	Derivative Liabilities (NSFR)					
6.2	Deferred Tax Liabilities	0	100%	9,358,987	0%	
6.3	Non-controlling Interests that do not meet the criteria to be included as Common Equity Tier 1 (Tier 1)	0	100%	0	0%	
6.4	Trade Date Payables	0	0%	0	0%	
6.5	Other equity and liabilities not included in the above categories, including other liabilities without maturity*)	63,099,209	0%	41,824,762	0%	
7	TOTAL ASF					

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
ON-BALANCE SHEET ASSETS						
1	**Total HQLA for NSFR Calculation**					
1.1	HQLA Level 1					
1.1.1	Cash and Cash Equivalents	31,984,262	0%		n.a	

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	60,020	90%	17,512	100%	2,889,527
					335,359,681
	0	50%	0	100%	217,439,699
					117,919,982
	4,906,152	50%	1,499,970	100%	101,571,702
	23,609	50%	0	100%	52,714
	0	50%	0	100%	0
	6,757	50%	361,025	100%	3,926,610
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	50%	0	100%	0
	2,078,003	50%	830,365	100%	1,869,367
	500,000	50%	10,249,590	100%	10,499,590
		0%		0%	0
					9,743,335
	0			0%	0
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	0%	0	0%	0
	0	50%	9,743,335	100%	9,743,335
					1,355,934,194

(Dalam Jutaan Rupiah)

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
					10,458,584
					10,299,032
		n.a		n.a	0

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
1.1.2	Placement with Bank Indonesia	**35,437,374**	**0%**	**677,613**	**0%**	
1.1.3	HQLA Level 1 excluding assets that receive an RSF factor of 0%					
1.1.3.1	Unencumbered	**0**	**n.a**	**36,175,775**	**5%**	
1.1.3.2	Encumbered, based on the remaining maturity of the asset encumbrance	**0**	**n.a**	**21,390,000**	**5%**	
1.2	HQLA Level 2A					
1.2.1	Unencumbered	**0**	**n.a**	**388,217**	**15%**	
1.2.2	Encumbered, based on the remaining maturity of the asset encumbrance	**0**	**n.a**	**0**	**15%**	
1.3	HQLA Level 2B					
1.3.1	Unencumbered	**0**	**n.a**	**0**	**50%**	
1.3.2	Encumbered, based on the remaining maturity of the asset encumbrance	**0**	**n.a**	**10,000**	**50%**	
2	**Deposits or placements with other financial institutions for operational activities**					
2.1	Unencumbered	**42,988,117**	**50%**	**507,429**	**50%**	
2.2	Encumbered					
2.2.1	Remaining maturity of asset encumbrance < 6 months	**0**	**50%**	**0**	**50%**	
2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	**0**	**50%**	**0**	**50%**	
2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	**0**	**100%**	**0**	**100%**	
3	**Loans classified as Current and Special Mention (performing) and securities that are not in default**					
3.1	Loans classified as Current and Special Mention (performing) granted to:					
3.1.1	Financial institutions secured by eligible HQLA Level 1					
3.1.1.1	Unencumbered	**0**	**n.a**	**24,422**	**10%**	
3.1.1.2	Encumbered	**0**		**0**		
3.1.1.2.1	Remaining maturity of asset encumbrance < 6 months	**0**	**n.a**	**0**	**10%**	
3.1.1.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	**0**	**n.a**	**0**	**50%**	
3.1.1.2.3	Remaining maturity of asset encumbrance ≥ 1 year	**0**	**n.a**	**0**	**100%**	
3.1.2	Financial institutions secured by eligible non-HQLA Level 1					
3.1.2.1	Unencumbered	**0**	**n.a**	**0**	**15%**	
3.1.2.2	Encumbered	**0**		**0**		

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0	0%	0	0%	0
	2,651,224	5%	40,586,638	5%	3,970,682
	0	50%	5,258,850	100%	6,328,350
					154,552
	127,923	15%	514,205	15%	154,552
	0	50%	0	100%	0
					5,000
	0	50%	0	50%	0
	0	50%	0	100%	5,000
					21,747,773
	0	50%	0	100%	21,747,773
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0
					982,147,347
					973,146,841
					2,442
	0	50%	0	100%	2,442
	0		0		
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0
					0
	0	50%	0	100%	0
	0		0		

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
3.1.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	15%	
3.1.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.3	Financial institutions and unsecured exposures, including placements (without maturity and with maturity) with other financial institutions that are not for operational activities					
3.1.3.1	Unencumbered	0	15%	0	15%	
3.1.3.2	Encumbered	0		0		
3.1.3.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	15%	
3.1.3.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.3.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.4	Non-financial corporations, retail customers, and micro and small enterprise customers, the Government of Indonesia, foreign governments, public sector entities, and other loans, including among others:					
3.1.4.1	Subject to a risk weight ≤ 35% in the calculation of Risk-Weighted Assets (RWA) for credit risk under the standardized approach					
3.1.4.1.1	Unencumbered	0	n.a	0	50%	
3.1.4.1.2	Encumbered	0		0		
3.1.4.1.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.4.1.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.4.1.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.4.2	Subject to a risk weight > 35% in the calculation of Risk-Weighted Assets (RWA) for credit risk under the standardized approach					
3.1.4.2.1	Unencumbered	0	n.a	87,539,240	50%	
3.1.4.2.2	Encumbered	0		0		
3.1.4.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.4.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.4.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.5	Claims (including loans) on Bank Indonesia and central banks of other countries with remaining maturities of less than 1 year, excluding securities issued or guaranteed by Bank Indonesia and central banks of other countries					
3.1.5.1	Unencumbered	0	n.a	0	0%	
3.1.5.2	Encumbered	0		0		

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0
					0
	0	50%	0	100%	0
	0		0		0
	0	50%	0	100%	0
	0	50%	0	100%	0
	0	100%	0	100%	0
					871,900,682
					0
	0	50%	0	65%	0
	0		0		0
	0	50%	0	65%	0
	0	50%	0	65%	0
	0	100%	0	100%	0
					871,900,682
	131,101,450	50%	897,153,338	85%	871,900,682
	0		0		0
	0	50%	0	85%	0
	0	50%	0	85%	0
	0	100%	0	100%	0
					0
	0	50%			0
	0				0

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
3.1.5.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	0%	
3.1.5.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.5.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.6	Claims on Bank Indonesia and central banks of other countries (for example: securities issued by Bank Indonesia and central banks of other countries)					
3.1.6.1	Unencumbered	0	n.a	0	0%	
3.1.6.2	Encumbered	0		0		
3.1.6.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	0%	
3.1.6.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.6.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.7	Residential mortgage loans, including among others:					
3.1.7.1	Subject to a risk weight ≤ 35% in the calculation of Risk-Weighted Assets (RWA) for credit risk under the standardized approach					
3.1.7.1.1	Unencumbered	0	n.a	7,544,434	50%	
3.1.7.1.2	Encumbered	0		0		
3.1.7.1.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.7.1.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.7.1.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.1.7.2	Subject to a risk weight > 35% in the calculation of Risk-Weighted Assets (RWA) for credit risk under the standardized approach					
3.1.7.2.1	Unencumbered	0	n.a	21,924,093	50%	
3.1.7.2.2	Encumbered	0		0		
3.1.7.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.1.7.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.1.7.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	
3.2	Securities that are not in default and are non-HQLA, as well as exchange-traded equities that are non-HQLA, subject to certain conditions					
3.2.1	Unencumbered	0	n.a	1,431,818	50%	
3.2.2	Encumbered	0		0		
3.2.2.1	Remaining maturity of asset encumbrance < 6 months	0	n.a	0	50%	
3.2.2.2	Remaining maturity of asset encumbrance ≥ 6 months to < 1 year	0	n.a	0	50%	
3.2.2.3	Remaining maturity of asset encumbrance ≥ 1 year	0	n.a	0	100%	

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
	0	50%			0
	0	50%			0
	0	100%			0
	0	5%	0	5%	0
	0		0		
	0	5%	0	5%	0
	0	50%	0	50%	0
	0	100%	0	100%	0
					101,243,717
					37,380,957
	11,801,732	50%	42,627,499	65%	37,380,957
	0		0		0
	0	50%	0	65%	0
	0	50%	0	65%	0
	0	100%	0	100%	0
					63,862,760
	29,007,659	50%	45,172,805	85%	63,862,760
	0		0		0
	0	50%	0	85%	0
	0	50%	0	85%	0
	0	100%	0	100%	0
					9,000,506
	989,890	50%	9,164,297	85%	9,000,506
	0		0		0
	0	50%	0	85%	0
	0	50%	0	85%	0
	0	100%	0	100%	0

RSF Component		Carrying Amount Based on Remaining Maturity				
		Without Maturity		< 6 months		
		Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
4	**Assets with interdependent liabilities**					
5	**Other assets**					
5.1	Physical traded commodities, including gold		**85%**			
5.2	Cash, securities, and other assets recorded as initial margin for derivative contracts and cash or other assets provided as default fund contributions to a central counterparty (CCP)			**0**	**Max (85% ,faktor RSF aset)**	
5.3	NSFR derivative assets			**55,690**	**100%**	
5.4	20% of derivative liabilities before deduction of variation margin			**0**	**100%**	
5.5	Trade date receivables	**0**	**0%**	**0**	**0%**	
5.6	Loans or financing classified as Substandard, Doubtful, and Loss (Non-Performing Loans)	**0**	**100%**	**3,846,969**	**100%**	
5.7	Unlisted equities	**0**	**n.a**	**0**	**100%**	
5.8	Fixed assets	**0**	**n.a**	**0**	**100%**	
5.9	Capital deduction factors	**0**	**n.a**	**0**	**100%**	
5.1	Defaulted securities	**0**	**n.a**	**0**	**100%**	
5.11	Other assets that are encumbered	**0**	**mengikuti RSF aset saat bebas dari segala klaim**			
5.12	Other assets not included in the above categories**)	**13,730,740**	**100%**	**96,534**	**100%**	
	Total assets	**124,140,493**		**3,187,525**		
	Off-Balance Sheet Transactions					
6	Commitment obligations in the form of credit facilities and liquidity facilities that are irrevocable or conditionally revocable			**27,266,638**	**5%**	
7	Credit facilities and liquidity facilities that are unconditionally revocable			**0**	**0%**	
8	Obligations arising from trade finance instruments (including guarantees and letters of credit (L/C))			**2,428,004**	**3%**	
9	Letters of credit (L/C) and guarantees not related to trade finance obligations			**0**	**5%**	
10	Non-contractual obligations			**0**	**5%**	
	Total off-balance sheet transactions			**0**		
	Total RSF					
	Net Stable Funding Ratio (%)					

Carrying Amount Based on Remaining Maturity					Total Weighted Value
	6 months - < 1 year		≥ 1 year		
	Carrying Amount	ASF Factor	Carrying Amount	ASF Factor	
					128,333,020
					0
	0	Max (85% ,faktor RSF aset)	52,970	Max (85% ,faktor RSF aset)	45,025
	0	100%	0	100%	55,690
	0	100%	0	100%	0
	0	0%	0	0%	0
	907,108	100%	8,244,053	100%	12,998,129
	0	100%	4,463,270	100%	4,463,270
	0	100%	45,780,153	100%	45,780,153
	0	100%	51,163,479	100%	51,163,479
	0	100%	0	100%	0
				100%	0
	0	100%	0	100%	13,827,274
	176,586,985		1,150,181,556		1,142,686,724
	22,014,389	5%	85,423,348	5%	6,735,219
	0	0%	0	0%	0
	0	3%	0	3%	72,840
	0	5%	0	5%	0
	0	5%	0	5%	0
	0		0		6,808,059
					1,149,494,783
					117.96%

Consolidated Analysis

(in IDR million)

Ratio	Component	September 2025	December 2025
Net Stable Funding Ratio (NSFR)	Available Stable Funding (ASF)	1,363,031,478	**1,355,934,194**
	Required Stable Funding (RSF)	1,107,115,182	**1,149,494,783**
NSFR		**123.12%**	**117.96%**

The Net Stable Funding Ratio (NSFR) on a consolidated basis as of December 2025 was recorded at 117.96%, representing a decrease of 5.16% compared to the position in September 2025 of 123.12%. The decline was attributable to a decrease in the Available Stable Funding (ASF) component of Rp7.10 trillion or 0.52%, while the Required Stable Funding (RSF) component increased by Rp42.38 trillion or 3.83%.

Encumbered Assets (ENC)

	a	b	c	d
	Encumbered Assets	Assets that are stored or contracted with the Central Bank but not used to generate liquidity	Unencumbered assets	Total
Assets in the statement of financial position can be presented in detail as needed	25,145,761,177,300	40,404,372,286,215	217,835,373,667,259	283,385,507,130,774

Qualitative Analysis

In accordance with SEOJK Number 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports. In the table above, data related to liquidity risk is presented which is divided into several criteria, namely restricted assets, assets stored or agreed with the Central Bank but not yet used for liquidity and non-restricted assets. These assets are liquid assets that are used for liquidity needs in accordance with POJK No. 42/POJK.03/2015 regarding the Minimum Liquidity Coverage Ratio (LCR) Requirement.

Total assets that meet the qualifications in the table above as of December 31, 2025 are IDR283.39 trillion. Based on the distribution, the total value of the assets consisted of:
- Restricted assets amounted to IDR25.15 trillion or 8.87% of total liquid assets.
- Assets stored or agreed with the Central Bank but not yet used to generate liquidity amounted to IDR40.40 trillion or 14.26% of total liquid assets.
- Unrestricted assets amounted to IDR217.84 trillion or 76.87% of total liquid assets.

Liquidity Risk Management (LIQA)

Information regarding liquidity risk management is presented as follows:

1. **Risk Governance**
   - BRI manages liquidity risk as part of its risk mitigation efforts arising from banking products and activities that may affect sources and uses of funds, both for current risk exposures and those that may arise in the future.
   - The formulation of the level of risk to be assumed (risk appetite) and risk tolerance related to liquidity risk has been established in line with the Bank's overall strategic and business objectives.
   - BRI periodically reviews the Risk Appetite Statement and the limit parameters related to liquidity risk as stipulated in the Board of Directors Decree on the Establishment of Risk Taxonomy and Parameters & Limits for Risk Appetite, Risk Profile, Profitability and Capital in the Risk-Based Bank Soundness Rating and Integrated Risk Profile Assessment of PT Bank Rakyat Indonesia (Persero) Tbk.

- In managing liquidity risk, the Liquidity & Funding Management Group and the Treasury Business Group are responsible for managing national liquidity, while the Market, Portfolio & Enterprise Risk Group is responsible for formulating and reviewing liquidity risk management policies as well as monitoring liquidity risk limits.

2. Funding Strategy

- Funding Diversification
  This is carried out by taking into account the characteristics of funding sources and funding maturities as well as the Bank's Business Plan (RBB), while considering counterparties, the availability of collateral, types of instruments, currencies, and the geographical location of funding markets.
- Stabilization of Funding Growth
  This refers to maintaining the stability of Third-Party Funds (DPK) to ensure a positive growth trend, among others through pricing strategies, the issuance and/or development of deposit products, enhancement of quality marketing initiatives that support the stability of funding growth, as well as periodic reviews of policies related to product development and marketing.
- Evaluation and Analysis of Funding Strategy
  This activity is carried out periodically through ALCO meetings and/or other relevant forums, taking into account changes in both internal and external factors. The Liquidity & Funding Management Group and the Treasury Business Group, together with related groups, conduct identification, monitoring, and evaluation of key factors that affect BRI's ability to obtain funding, including alternative funding sources that may strengthen the Bank's resilience during crisis conditions.
- Maintaining Market Access
  Maintaining access to the Rupiah and foreign exchange markets includes expanding markets for asset sales or increasing the availability of standby facilities with or without collateral, actively conducting transactions in markets aligned with the funding strategy, and maintaining good relationships with funding providers in order to ensure effective diversification of funding sources.

3. Risk Management Process

- Liquidity risk identification activities are carried out by each operational working unit by identifying liquidity risks arising from banking products and activities that may affect sources and uses of funds, both in the positions of assets and liabilities as well as off-balance sheet accounts, including other risks that may increase liquidity risk (such as credit risk, market risk, and operational risk).
- Liquidity risk measurement is conducted periodically through the use of daily liquidity dashboards and early warning indicators, cash flow projections, liquidity ratios, and liquidity stress testing.
- Monitoring and control of the results of risk measurements are performed by the Liquidity & Funding Management Group (for example, monitoring the statutory reserve requirement/GWM and evaluating the achievement of the national cash ratio on a quarterly basis) and the Market, Portfolio & Enterprise Risk Group (for example, monitoring the Liquidity Coverage Ratio and Net Stable Funding Ratio) to ensure compliance with the established limits. The results of monitoring and liquidity risk assessments are presented in the form of periodic reports (Liquidity Risk Dashboard) submitted to the Board of Directors and the Board of Commissioners of BRI. When monitoring results indicate a potential increase in liquidity risk, recommendations for mitigating liquidity risk exposure and decisions regarding follow-up control actions implemented.
- A liquidity risk profile dashboard is prepared periodically or adjusted in accordance with business strategy needs. The information technology systems used to provide timely and up-to-date information on BRI's liquidity include BI-RTGS, BRINets, BRISIM, the Treasury and Market Risk System, SKNBI, Swift, as well as other applications developed to monitor BRI's assets and liabilities.

4. Contingency Funding Plan

- The Contingency Funding Plan (CFP) is a plan and strategy designed to address crisis conditions that may impact liquidity, in order to ensure BRI's ability to obtain the required funding sources in a timely manner and at a reasonable cost.
- The Contingency Funding Plan has been established and aligned with Book 5 – Early Warning Indicators and Contingency Funding Plan in accordance with the Liquidity Risk Management Circular Letter No. SE.68-DIR/MPE/12/2022, which governs the General Provisions, CFP Implementation, CFP Management Actions, as well as Authorities and Responsibilities. CFP testing is conducted regularly at least once a year and is coordinated by the Liquidity & Funding Management (LFM) Group as the Secretary of ALCO.
- Testing of the Contingency Funding Plan is conducted using the walk-on-paper-based method, whereby all working units related to emergency funding (the Liquidity Crisis Management Team) convene to execute testing scenarios on paper without conducting transactions in the financial markets.
- The Market, Portfolio & Enterprise Risk Group monitors the parameters of the Contingency Funding Plan as reflected in the Early Warning Indicators dashboard.

5. **Liquidity Risk Stress Testing**
   - Stress testing is conducted to measure BRI's capability and resilience in meeting liquidity needs under crisis conditions (stress conditions).
   - Liquidity risk stress testing is carried out in accordance with BRI's internal policies and requirements and/or regulatory requests. The results of the stress testing are also reported periodically to the Board of Directors through the Risk Management Committee (RMC).
   - The stress testing process utilizes stress test scenarios developed by taking into account business aspects and the level of risk managed by BRI.
   - The results of the stress tests demonstrate the implications of each scenario used in assessing BRI's liquidity resilience.

6. **Funding Concentration**
   - BRI has established a limit parameter for the Rupiah Loan to Deposit Ratio (LDR) with an appetite limit of 94.50%–96.50% under the moderate risk profile and >98.50% under the high risk profile.
   - BRI has also set a limit parameter for the Macroprudential Intermediation Ratio (RIM) with a limit of 89.50%–92.50% under the moderate risk profile and >94.00% under the high risk profile.
   - To mitigate concentration risk, BRI monitors the composition of core depositors, the non-core funding ratio, and the non-third-party funding ratio.

7. **Maturity Profile**
   - Potential liquidity risks that may be faced by BRI in the future are measured through liquidity gap analysis, which represents projections of liquidity surpluses and shortages based on the maturity profiles of assets and liabilities, after taking into account funding needs for business expansion. This information serves as a key consideration in liquidity planning and management, including the funding requirements for business expansion. Through effective liquidity management, BRI aims to minimize liquidity risk while enhancing the overall stability of the banking system.
   - BRI has established a maturity profile limit for maturities of less than one year (assets maturing in < 1 year / liabilities maturing in < 1 year) with limits of >86.50%–73.00% under the moderate risk profile and <59.50% under the high risk profile.

Operational Risk

Operational Risk Calculation

In accordance with SEOJK No. 6/SEOJK.03/2020, the calculation of Risk-Weighted Assets (RWA) for Operational Risk using the Standardized Approach has been implemented since January 2023. The following table presents the calculation of Operational Risk RWA using the Standardized Approach in accordance with the provisions set by the Financial Services Authority.

Table of Operational Risk Quantitative Disclosure – Bank Only (Individual)

No	Approach Applied	December 31, 2025						
		Business Indicator (BI)	Business Indicator Component (BIC)	Operational Risk Loss Rate (ORLR)	Operational Risk Loss Component (ORLC)	Internal Loss Multiplier (ILM)	Minimum Capital for Operational Risk (MCOR)	Operational Risk RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	Standard Approach	87,347,205,74	12,652,080,86	234,910,52	3,523,657,73	0,73136725	8,253,317,59	115,666,459,88
Total		87,347,205,74	12,652,080,86	234,910,52	3,523,657,73	0,73136725	8,253,317,59	115,666,459,88

(in IDR million)

	December 31, 2024					
	Business Indicator (BI)	Business Indicator Component (BIC)	Operational Risk Loss Component (ORLC)	Internal Loss Multiplier (ILM)	Minimum Capital for Operational Risk (MCOR)	Operational Risk RWA
	(9)	(10)	(11)	(12)	(13)	(14)
	74,722,853	10,758,428	3,415,878	0.75	8,072,261	100,903,262
	74,722,853	**10,758,428**	**3,415,878**	**0.75**	**8,072,261**	**100,903,262**

Table of Operational Risk Quantitative Disclosure – Consolidated

No	Approach Applied	December 31, 2025						
		Business Indicator (BI)	Business Indicator Component (BIC)	Operational Risk Loss Rate (ORLR)	Operational Risk Loss Component (ORLC)	Internal Loss Multiplier (ILM)	Minimum Capital for Operational Risk (MCOR)	Operational Risk RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	Standard Approach	102,982,628,98	14,997,394,35	290,933,25	4,363,998,69	0,73752526	11,060,957,17	138,261,964,63
Total		102,982,628,98	14,997,394,35	290,933,25	4,363,998,69	0,73752526	11,060,957,17	138,261,964,63

Table of Operational Risk Quantitative Disclosure – Operational Risk Losses (ORL) – Individual

Loss Recognition Year	Column T Validation	Column T-1 Validation	Column T-2 Validation	
MINIMUM THRESHOLD FOR AN OPERATIONAL LOSS EVENT OF IDR300,000,000.00 (THREE HUNDRED MILLION RUPIAH) OR MORE				
Net Operational Loss after Recoveries (without exception)	-	-	-	
Number of Operational Risk Loss Events	-	-	-	
Amount of Excluded Operational Risk Losses	-	-	-	
Number of Excluded Operational Risk Loss Events	-	-	-	
Net Operational Loss Amount after Taking into Account Recoveries and Excluded Operational Risk Losses	-	-	-	
MINIMUM THRESHOLD FOR AN OPERATIONAL LOSS EVENT OF IDR1,500,000,000.00 (ONE BILLION FIVE HUNDRED MILLION RUPIAH) OR MORE				
Net Operational Loss after Recoveries (without exception)	**50,602.70**	**245,878.28**	**193,863.13**	
Number of Operational Risk Loss Events	**16.00**	**27.00**	**25.00**	
Amount of Excluded Operational Risk Losses	**0.00**	**0.00**	**0.00**	
Number of Excluded Operational Risk Loss Events	**0.00**	**0.00**	**0.00**	
Net Operational Loss Amount after Taking into Account Recoveries and Excluded Operational Risk Losses	**50,602.70**	**245,878.28**	**193,863.13**	
DETAILED CALCULATION OF CAPITAL FOR OPERATIONAL RISK				
Are Losses Used in the Calculation of Regulatory Capital for Operational Risk (Yes/No)?	**Y**			
If Row 11 is marked "No," is the Non-Use of Internal Loss Data Due to Non-Compliance with Minimum Standards for Loss Data? (Yes/No)				
Threshold Used in the Calculation of Capital for Operational Risk (in Full Rupiah Amounts)	**1,500,000,000.00**			
Additional Information (If Any)	***Optional***			

(in IDR million)

	December 31, 2024					
	Business Indicator (BI)	Business Indicator Component (BIC)	Operational Risk Loss Component (ORLC)	Internal Loss Multiplier (ILM)	Minimum Capital for Operational Risk (MCOR)	Operational Risk RWA
	(9)	(10)	(11)	(12)	(13)	(14)
	92,934,419	13,490,163	4,175,920	0.75	10,070,719	125,883,982
	92,934,419	**13,490,163**	**4,175,920**	**0.75**	**10,070,719**	**125,883,982**

	Column T-3 Validation	Column T-4 Validation	Column T-5 Validation	Column T-6 Validation	Column T-7 Validation	Column T-8 Validation	Column T-9 Validation	10-Year Average Column Validation
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	1,303,607.96	**356,890.82**	**89,009.39**	**46,053.27**	**41278.16**	**19,649.44**	**2,272.00**	**234,910.52**
	15.00	**15.00**	**13.00**	**5.00**	**5.00**	**12.00**	**1.00**	**13**
	0.00	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	0.00	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	1,303,607.96	**356,890.82**	**89,009.39**	**46,053.27**	**41,278.16**	**19,649.44**	**2,272.00**	**234,910.52**

Operational Risk Quantitative Disclosure Table – Operational Risk Losses (ORL) – Consolidated

Loss Recognition Year	Column T Validation	Column T-1 Validation	Column T-2 Validation	
MINIMUM THRESHOLD FOR AN OPERATIONAL LOSS EVENT OF IDR300,000,000.00 (THREE HUNDRED MILLION RUPIAH) OR MORE				
Net Operational Loss after Recoveries (without exception)	-	-	-	
Number of Operational Risk Loss Events	-	-	-	
Amount of Excluded Operational Risk Losses	-	-	-	
Number of Excluded Operational Risk Loss Events	-	-	-	
Net Operational Loss Amount after Taking into Account Recoveries and Excluded Operational Risk Losses	-	-	-	
MINIMUM THRESHOLD FOR AN OPERATIONAL LOSS EVENT OF IDR1,500,000,000.00 (ONE BILLION FIVE HUNDRED MILLION RUPIAH) OR MORE				
Net Operational Loss after Recoveries (without exception)	**104,135.30**	**269,361.84**	**479,130.50**	
Number of Operational Risk Loss Events	**26.00**	**31.00**	**36.00**	
Amount of Excluded Operational Risk Losses	**0.00**	**0.00**	**0.00**	
Number of Excluded Operational Risk Loss Events	**0.00**	**0.00**	**0.00**	
Net Operational Loss Amount after Taking into Account Recoveries and Excluded Operational Risk Losses	**104,135.3**	**269,361.84**	**479,130.5**	
DETAILED CALCULATION OF CAPITAL FOR OPERATIONAL RISK				
Are Losses Used in the Calculation of Regulatory Capital for Operational Risk (Yes/No)?	**Y**			
If Row 11 is marked "No," is the Non-Use of Internal Loss Data Due to Non-Compliance with Minimum Standards for Loss Data? (Yes/No)				
Threshold Used in the Calculation of Capital for Operational Risk (in Full Rupiah Amounts)	**1,500,000,000.00**			
Additional Information (If Any)	***Optional***			

Table of Operational Risk Quantitative Disclosure – Business Indicator (BI) – Individual

No	Business Indicator (BI) and BI Components	Validasi Kolom T	Validasi Kolom T-1	Validasi Kolom T-2
1	Interest, Lease, and Dividend Component (ILDC)	**43,329,169.87**		
2	Interest Income	**162,321,720.00**	**147,036,619.00**	**124,066,051.00**
3	Interest Expense	**57,367,303.00**	**43,862,637.00**	**27,358,663.00**
4	Earning Assets	**1,893,132,061.00**	**1,887,747,049.00**	**1,809,218,606.00**
5	Dividend Income	**2574899.00**	**95,133.00**	**1,540,279.00**
6	Services Component (SC)	**40,117,741.00**		
7	Fee and Commission Income	**20,407,827.00**	**20,292,184.00**	**18,469,908.00**
8	Fee and Commission Expenses	**4,00**	**0.00**	**0.00**
9	Other Operating Income	**26,149,285.00**	**19,317,946.00**	**15,716,073.00**
10	Other Operating Expenses	**6,719,537.00**	**5,054,770.00**	**4,712,281.00**

	Column T-3 Validation	Column T-4 Validation	Column T-5 Validation	Column T-6 Validation	Column T-7 Validation	Column T-8 Validation	Column T-9 Validation	10-Year Average Column Validation
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	1,314,889.84	362,717.48	114,107.64	46790.26	41,278.16	19,649.44	157,272.00	290,933.25
	21.00	23.00	17.00	8.00	5.00	12.00	2.00	18.10
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1,314,889.84	362,717.48	114,107.64	46790.26	41,278.16	19,649.44	157,272	290,933.25

No	Business Indicator (BI) and BI Components	Validasi Kolom T	Validasi Kolom T-1	Validasi Kolom T-2
11	Financial Component (FC)	3,900,295.00		
12	Net Profit or Loss from the Trading Book	2,385,394.00	165,364.00	4,297,084.00
13	Net Profit or Loss from the Banking Book	884,221.00	2,145,259.00	1,823,563.00
14	Business Indicator (BI)	87,347,205.87		
15	Business Indicator Component (BIC)	12,652,080.88		
16	**IB Disclosure**			
17	Total IB Including Divested Activities	87,347,205.87		
18	IB Reduction Due to Exemption for Divested Activities	0.00		
19	Additional Information	*Optional*		

Table of Operational Risk Quantitative Disclosure – Business Indicator (BI) – Consolidated

No	Business Indicators (BI) and BI components	Validasi Kolom T	Validasi Kolom T-1	Validasi Kolom T-2
1	Interest, Lease, and Dividend Component (ILDC)	43,767,158.32		
2	Interest Income	198,271,440.00	179,154,986.00	152,111,973.00
3	Interest Expense	65,394,717.00	50,909,627.00	33,380,542.00
4	Earning Assets	1,975,608,961.00	1,965,316,664.74	1,879,580,239.00
5	Dividend Income	165,162.00	84,301.00	90,630.00
6	Services Component (SC)	55,022,390.41		
7	Fee and Commission Income	21,309,342.00	21,563,040.00	19,635,398.00
8	Fee and Commission Expenses	39,348.00	228,572.00	182,841.00
9	Other Operating Income	46,679,385.00	29,595,461.22	26,284,545.00
10	Other Operating Expenses	26,359,831.00	16,170,555.00	15,719,350.00
11	Financial Component (FC)	4,193,080.00		
12	Net Profit or Loss from the Trading Book	2,876,351.00	341,696.00	4,400,337.00
13	Net Profit or Loss from the Banking Book	1,005,410.00	2,251,038.00	1,704,408.00
14	Business Indicator (BI)	102,982,628.73		
15	Business Indicator Component (BIC)	14,997,394.31		
16	**IB Disclosure**			
17	Total IB Including Divested Activities	102,982,628.73		
18	IB Reduction Due to Exemption for Divested Activities	0.00		
19	Additional Information	*Optional*		

Operational Risk Quantitative Disclosure Table – Operational Risk RWA (Individual)

No	Details	Column T Validation
1	Business Indicator Component (BIC)	12,652,080.88
2	Internal Loss Multiplier (ILM)	0,731,367.25
3	Minimum Capital for Operational Risk (MCOR)	9,253,317.60
4	Operational Risk RWA	115,666,470.00

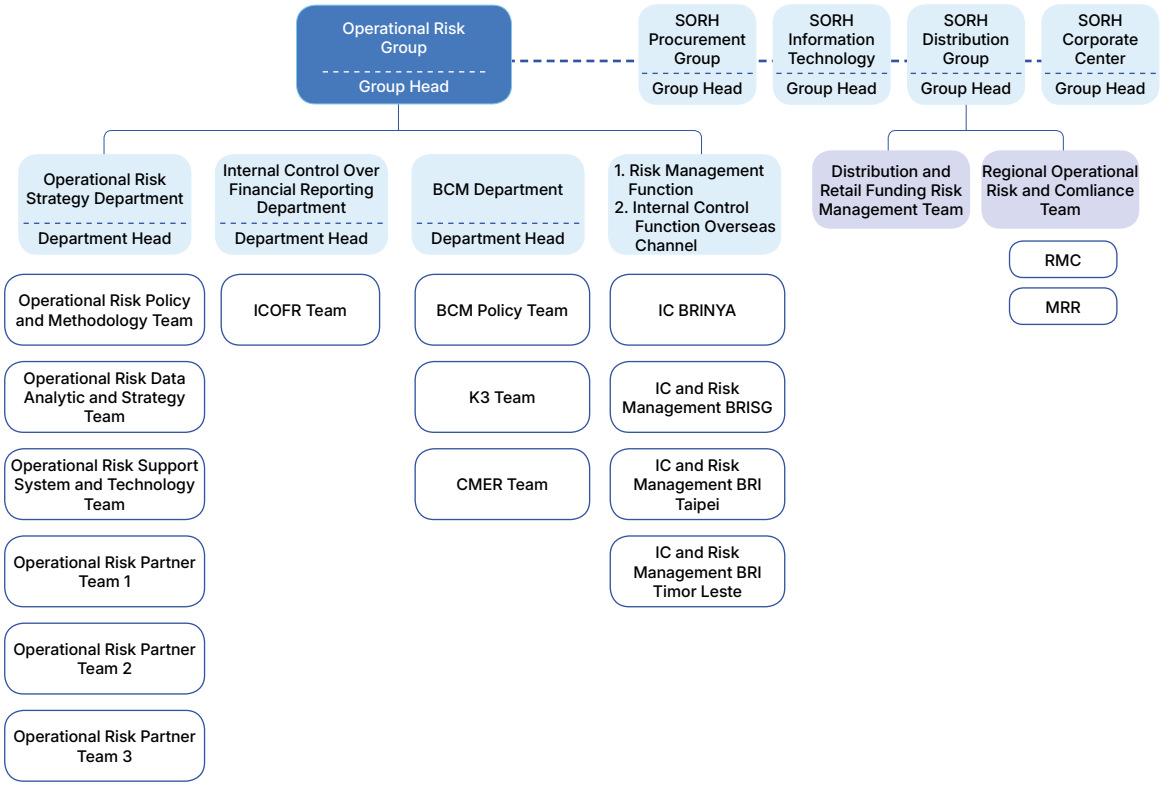
Operational Risk Quantitative Disclosure Table – Operational Risk RWA (Consolidated)

No	Details	Column T Validation
1	Business Indicator Component (BIC)	14,997,394.31
2	Internal Loss Multiplier (ILM)	0,737,525.26
3	Minimum Capital for Operational Risk (MCOR)	11,060,957.14
4	Operational Risk RWA	138,261,964.25

General Qualitative Disclosure

	Qualitative Analysis
1	The preparation of BRI's operational risk management framework refers to Financial Service Authority (OJK) Regulation on the Implementation of Commercial Bank Risk Management Number 18/POJK.03/2016 dated March 16, 2016 concerning the Implementation of Commercial Bank Risk Management and best practices. In BRI's internal regulations, this framework is outlined in the Risk Management Policy regulated in the Board of Directors' Decree Number KU.02-DIR/MPE/04/2024 dated April 30, 2024, regulating the principles of the Bank's risk management policy. Specifically for operational risk management, the Bank has prepared the Guidelines for the Implementation of Operational Risk Management referring to BRI Risk Management Policy regulated in Circular Letter Number SE.58-DIR/ORD/11/2022 dated November 22, 2022 with coverage: a. Operational risk management framework. b. Anti-fraud strategy c. Risk Management Function in Units. In addition, the implementation of operational risk management is also regulated in the form of Circulars, Decree Letters, and other Standard Operating Procedures, including: a. Circular No. SE.17-DIR/MOP/03/2020 concerning operational risk management tools. b. Circular No. SE.04-DIR/CTR/01/2023 concerning Corporate Culture which includes Risk Culture. c. Circular No. SE.30-DIR/PPM/11/2024 concerning Product Management which includes Product Implementation Risk Management. d. Circular No. SE.66-DIR/MPE/12/2022 concerning Guidelines for Calculating Risk Weighted Assets (RWA) which includes Operational RWA Calculations. e. Circular No. SE.50-DIR/MPE/12/2023 concerning Business Continuity Management which includes Business Continuity Management (BCM). f. SOP Number SO.36-ORD/12/2024 concerning Regional Risk Management SOP. g. SOP No. SO.09-ORD/03/2025 concerning Business Continuity Management.
2	The structure and organization of management and control functions related to operational risk at BRI are established by taking into account the development of operational risks in the banking and financial services industry as well as the complexity of BRI's business. In this regard, the Operational Risk Management Unit (Satuan Kerja Manajemen Risiko Operasional/SKMRO) has been established to focus on managing operational risk at BRI. SKMRO reports directly to the Director of Risk Management and comprises the Operational Risk Group, Digital Risk Group, and IT & Fraud Risk Group. Along with the development of digital transactions and services and to anticipate increasing cyber threats, the Digital Risk Group has the task of managing digital risks, including formulating policies, implementing risk management processes, and monitoring and evaluating digital risks and their control throughout the Bank's activities. In addition, to strengthen the implementation of Good Corporate Governance (GCG) and the application of POJK No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, the Bank established the IT & Fraud Risk Group in accordance with the Board of Directors Decree No. 2989-DIR/PPM/06/2025 dated June 24, 2025. The IT & Fraud Risk Group is responsible for formulating anti-fraud strategy policies, ensuring the implementation of anti-fraud strategies covering prevention, detection, investigation, reporting, and sanctions, as well as monitoring, evaluation, and follow-up actions aimed at preventing fraud risk incidents and undertaking recovery efforts for losses arising from fraud. In line with organizational developments and the strengthening of operational risk management, in 2025 the Bank established four (4) Senior Operational Risk Head (SORH) positions at the Head Office level, namely SORH Procurement, SORH Distribution, SORH Information Technology, and SORH Corporate Center. Each SORH is responsible for the implementation of operational risk management within the respective Directorates under their supervision. The Operational Risk Group focuses on operational risk management, including the development and implementation of an operational risk management framework, policy formulation, and Business Continuity Management (BCM) and SMK3 implementation. Operational risk management implementation is strengthened by the establishment of SORH Distribution with the Regional Operational Risk & Compliance (RORC) organization. The RORC at the Regional Office acts as a Control Tower that ensures the implementation of operational risk management at the Regional level and is led by an Assistant Vice President (AVP) level official called the RORC Team Leader. The RORC organizational structure consists of the RORC Team Leader who supervises Risk Management and Compliance (RMC) and Micro & Retail Risk & Compliance (MRR). The RMC is based at the Regional Office, supervises the MRR which is based at the Branch Office and supervises the Retail and Micro work units. BRI recognizes the importance of implementing Internal Control over Financial Reporting (ICoFR) to support the integrity, reliability, and transparency of financial reporting as well as compliance with applicable regulations. The implementation of ICoFR at BRI refers to the Ministry of State-Owned Enterprises Decree No. SK-5/DKU.MBU/11/2024 concerning the Technical Guidelines for Internal Control over Financial Reporting of State-Owned Enterprises and POJK No. 15 of 2024 concerning the Integrity of Bank Financial Reporting, which require banks to develop, establish, and ensure the implementation of internal control policies and procedures in the financial reporting process. The ICoFR program is designed to provide reasonable assurance to Management, shareholders, and stakeholders that the financial statements have been prepared in a complete and accurate manner, in accordance with applicable accounting standards, and are consistently applied across all accounting entities up to the consolidated level. The implementation of ICoFR has been carried out in phases, beginning in 2021 with the initial scope covering Micro Loans, Retail & Middle Market Loans, Customer Deposits, and Financial Reporting, and subsequently expanded in later phases to include Consumer Loans, Corporate Loans, Treasury, Trade Finance, and Fixed Assets. In accordance with NOKEP No. 3927-DIR/PPM/11/2024, the ICoFR function has been integrated into the Operational Risk Group (ORD) to strengthen governance and cross-functional coordination. In 2025, BRI implemented the Phase 3.5 transition stage, which involved a deeper review of nine key scope areas in response to changes in business processes and to comply with the provisions of SK-5/DKU.MBU/11/2024, which require ICoFR coverage of at least two-thirds of the materiality of the financial statements. This was carried out through the updating of Business Process Maps (BPM) and Risk Control Matrices (RCM), the implementation of Control Self-Assessment (CSA), and the testing of control design to ensure the continuous effectiveness of internal controls. The current organizational structure of the Operational Risk Group is as follows:

Qualitative Analysis



To implement the Three Lines Model, the form of collaboration with the Internal Audit Unit (IAU) as the third line model has an important meaning in implementing operational risk management. IAU functions as an enabler which is tasked with providing assurance in the implementation of risk management. In addition, IAU also contributed in providing support in the form of tools to facilitate the RRM Team in conducting control testing and fraud detection. Furthermore, SKMRO as the second line was also asked to provide data and information sources in the form of risk maps to assist the IAU in implementing risk-based audits.

3

Explanation of the measurement system for operational risk (covering the system and data used to calculate operational risk in order to estimate the capital burden for operational risk). Regarding the Bank's obligation to estimate the capital charges for operational risk by calculating of Operational Risk RWA using the Standard Approach in accordance with OJK Circular Number 6/SEOJK.03/2020, BRI carried out measurement and calculation of operational risk as a part of the operational risk management process, namely identification, measurement, control, and monitoring.

The operational risk management process was carried out in accordance with the governance set out in the operational risk management framework and used tools in accordance with regulatory provisions and best practices. The process of measuring and calculating operational risk was carried out through the following activities:

a. **Risk and Control Self Assessment (RCSA)**
   Risk and Control Self Assessment is a qualitative and predictive risk management tool used to identify and measure risk based on the dimensions of impact and likelihood. RCSA in BRI was implemented at the BRI Head Office Division/Desk, regional offices, special branch offices, Overseas Business Units, regional internal audit, regional campus, branch offices that also represented BRI Units, sub-branch offices and BRI Prioritas service centers. Risk and Control Self Assessment was intended to assist business units in independently identifying and measuring operational risk in every operational and business activity, including monitoring and determining corrective steps/follow-up future plans. Risk issue and control updates on RCSA were carried out by considering BRI's business developments which included the implementation of new products and or activities, new market segments and business competition, changes in internal/external regulations, and other changes that affected BRI's risk exposure. The assessment was carried out by considering Incident Management/Loss Event Database data, Key Risk Indicators (KRI) and Audit Reports (LHA). RCSA was carried out periodically every semester, and the frequency increased if there was a significant change in risk exposure.
b. **Self Assessment of New Bank Products' Risk**
   The application of the risk management process for each New Bank Products issuance plan at BRI was carried out through the implementation of New Bank Products Risk Self Assessment by the Product Owner and requesting an adequacy assessment of New Bank Products risk management from the Risk Management Unit to then be recommended to the BRI Risk Management Director in order to obtain approval.
c. **Recording Operational Risk Losses in the Loss Event Database (LED)**
   Loss Event Database (LED) BRI included the process of recording loss event data for each type of financial and non-financial loss which included actual loss, potential loss including corrective measures and incident handling. Based on the loss event data on LEDs, an analysis of loss events could be performed based on the cause, functional activity, event category (event type) and BRI's business lines. This information system could be used to determine preventive risk control measures based on documenting incident handling/settlement processes both from a non-financial perspective, financial losses and loss recovery as well as litigation processes. To calculate the capital charge and Operational RWA, BRI used the Basic Indicator Approach (BIA) method implemented since 2010 in accordance with regulatory provisions. However, BRI made preparations for implementing the Standard Approach Minimum Operational Risk Capital Measurement (MMRO) guided by the Basel III Framework. Provisions for Operational Risk RWA with a standard approach are regulated through Directors' Circular Letter No. SE.10-DIR/MPE/08/2025 Book 2 concerning Operational RWA Calculations.

	Qualitative Analysis
	d. **Key Risk Indicator Monitoring (KRI)** Key Risk Indicator (KRI) is a Risk Management tool in the form of a quantitative indicator to provide early information on increasing or decreasing risk and or decreasing the effectiveness of controls against predetermined thresholds. KRI could be leading or lagging. Risk monitoring through KRI aimed to determine follow-up plans related to risk control so as to prevent or minimize the impact of losses. BRI identified key risk indicators for all types of risk and established risk limits that reflected BRI's risk appetite and conditions. Identification of key risk indicators and determination of KRI thresholds was carried out using best judgment by considering BRI's risk exposure and risk appetite. The threshold determination involved internal audit, risk owners and other related units. BRI's main risk indicators were reflected in the bankwide risk profile report and regional office risk profile monitored regularly and reported to management every month. e. **Risk Assessment Plan (RAP)** Risk Assessment Plan (RAP) is a form of risk strategy preparation activity carried out by RRM with output in the form of a list of main risks, business unit priorities based on risk and risk control activity plans. f. **Disaster Threat Risk Assessment** BRI carried out Disaster Threat Risk Assessment as an implementation of Business Continuity Management (BCM) to protect the security and safety of employees' lives, protect the lives of customers and other stakeholders within BRI's operational units (disaster management plan), and maintain the continuity of business/operational activities. most importantly, safeguarding BRI's assets and having an adequate response in disruption/disaster situations (business continuity plan). Disaster Threat Risk Assessment aimed to identify the resources needed in order to prepare for threats/disasters in each unit. As one of the implementations of BCM, BRI already had guidelines for an Emergency Response Plan (ER Plan) and a Business Continuity Plan (BC Plan) policy for Critical Business Units. g. **Internal Control Over Financial Reporting (ICOFR)** The measurement of operational risk arising from weaknesses in internal control over financial reporting is conducted through the Internal Control over Financial Reporting (ICoFR) framework. The identification of control weaknesses is carried out through multiple layers of assessment to ensure the adequacy of control design and the operational effectiveness of internal controls. i. **Walkthrough and Design Validation – Second Line** The ICoFR team conducts business process walkthroughs to map transaction flows into the Business Process Mapping (BPM) and Risk Control Matrix (RCM), identify risks at the assertion level, and assess the adequacy of control design, including key controls, control types (manual/ITAC/ITDM), and the reliability of supporting information (IPE/EUC). ii. **Control Self-Assessment (CSA) – First Line** Process owners perform self-assessments of control implementation in accordance with the attributes set out in the RCM, test evidence of control execution, assess data reliability, and determine the root cause and remediation plans. CSA serves as an early detection mechanism for operational control weaknesses. iii. **Evaluation and Test of One – Second Line** The Second Line performs quality assurance on CSA results through Test of One to verify the alignment between control design and actual practice, the accuracy of the classification of findings (design or operating deficiency), and the adequacy of remediation plans. iv. **TOD and TOE – Third Line (SKAI)** SKAI performs independent testing consisting of Test of Design (TOD) to assess the adequacy of control design and Test of Operating Effectiveness (TOE) to ensure consistent implementation during the reporting period. The results form the basis for determining the level of deficiencies, quantifying the Degree of Deficiencies (DoD), and concluding on the effectiveness of ICoFR.
4	Operational risk management was reported regularly to management, business unit heads, and other interested parties as a monitoring tool. The ORD Group submitted operational risk reports, both mandatory and for internal reporting purposes. The scope and form of operational risk management reports included: a. **Bank Operational Risk Profile** The Bank's operational risk profile was submitted to Regulators, Directors and Commissioners on a quarterly basis coordinated by the MPE Group. The operational risk profile included risk parameters which became the focus of monitoring the Bank's operational risk exposure. The Bank's operational risk profile report was also submitted to the Risk Management Committee (RMC) and the Risk Management Oversight Committee. b. **Regional Risk Profile** The regional risk profile contained parameters for 7 (seven) types of risk, one of which was operational risk. The preparation of the operational risk profile was coordinated by RRM and submitted to the Regional Chief Executive Officer (RCEO) through the Governance, Risk and Compliance (GRC) forum every month. c. **Operational Risk News (OPEN)** Operational Risk News (OPEN) was submitted to the Director of Risk Management and other Directors on a monthly basis. The scope of OPEN included operational risk profile reports, achievement of risk appetite statements (RAS), incidents of human error and fraud incidents, as well as improvements to implemented controls, risk management forum activities, BCM and OHS activities, regional risk management activities, risk assessment of Bank products New (UN), RRM SMART, and external event information. d. **MRR Risk Analysis Report** The MRR Risk Analysis Report contains a list of control weaknesses that still occur within the respective Work Units based on the verification results conducted by MRR. The report is submitted by MRR to the Heads of Work Units and presented in the Work Unit MR Forum on a monthly basis. In addition, for verification results by MRR that indicate potential fraud, the report is submitted to the RCEO and the Operational Risk Group for further follow-up by the IT & Fraud Risk Group.

	Qualitative Analysis
5	The risk mitigation process was part of the risk management process, namely risk control. Risk control was carried out in order to prevent risk events and minimize the impact of risks. Risk mitigation measures were adjusted according to the results of an analysis of the causes of events or potential risks. In accordance with this, risk mitigation was generally grouped into 3 (three) subs, namely: a. **People** Mitigation of the people aspect was carried out in terms of quantity and quality, including: i. Determining and reviewing the need for employee formation to carry out business processes in the Business Unit. ii. Determining the requirements, mechanisms, and background checks in the employee recruitment process. iii. Fulfilling employee formation in the Business Unit. iv. Improving worker capabilities, including by: - Conducting education and training of workers according to position level. - Reviewing the curriculum and educational methods. - Providing certification for workers with certain specializations. v. Encouraging the implementation of risk culture through risk culture internalization programs, including: - Culture Activation Program (CAP). Each business unit has established a CAP to form the behavior needed to achieve KPIs prudently through activities specified in the CAP. - Building Risk Awareness of Workers in Business Units Risk Management Unit routinely delivers risk awareness media in the form of letters, infographic media, webinars, podcasts, e-learning, official Bank social media accounts and email/WA/SMS blasts. - Empowering Risk Officer. The involvement of the Risk Officer as the Transformation Driving Team is required in internalizing and ensuring that the implementation of risk culture is implemented. Thus, the RM function is strengthened through adjusting operational procedures and upgrading knowledge and technical skills through education/socialization. - Early Detection. The implementation of a risk culture needs to be supported by Early Warning System tools which can help mitigate or correct risk events earlier. - Business Process Review. Risk culture activities are reflected through the implementation of daily banking operational procedures. Hence, it is necessary to review the adequacy of control over operational procedures. b. **Process** Risk mitigation in the process aspect, namely: i. Develop policies and standard operating procedures (SOP) for each product and activity of the Bank which includes business processes, internal control, and the duties and responsibilities of workers as makers, checkers, signers. Each draft policy and SOP before being ratified must obtain an assessment of the adequacy of risk management from the Risk Management Unit. ii. Risk mitigation was also carried out by transferring risk to a third party, namely an insurance company that bore the Bank's losses or to a labor service provider which of course had taken into account the principles of bona fide and integrity of the service provider as regulated in the Cooperation Agreement (PKS) in every cooperation with third parties. c. **Technology** In principle, digital risk control was closely related to the Bank's efforts to secure its assets, including providing protection for customer data/iinformation. Digital risk management in IT management activities/IT services includes, but was not limited to: i. Development, updating and deletion of electronic/digital banking services. ii. Development, updating, and deletion of IT infrastructure (computing, network, satellite) and security. iii. Development, renewal and deletion of the Bank's internal services. iv. Procurement of IT service providers. v. IT service provider by the Bank. vi. IT operational activities. vii. Development and/or review of Fraud Detection System (FDS) rules. Furthermore, to strengthen digital risk control, each application development was accompanied by the Digital Risk Group.

Material Bonds Related to Capital Goods Investment

Objective of the Bonds

In capital goods procurement engagements using investment budget with a Work Order Letter (SPK) and Agreement in accordance with the tiering of procurement value and term of procurement period. The purpose of holding an engagement is so that it can be detailed in description of the implementation of procurement work to the provider of goods that are binding, the rights and obligations of the parties and contains terms and conditions that must be met by the parties.

To speed up the process of procuring goods primarily by using direct purchase and self-management methods following best practices without requiring an SPK, the procurement committee only needs to issue a Purchase Order (PO) or a letter of request for quotation, or simply prove it with a purchase receipt.

The general principles of procurement of goods within the company must refer to the guides of efficiency, effectiveness, competitiveness, transparency, fairness and reasonableness, accountability, standardization of goods, centralization, decentralization and have been determined in the Company's Work Budget Plan (RKAP).

Source of Funds

The source of funds uses the budget within the BRI Company that has been allocated (breakdown) following the budget items specified in the Company's Work Budget Plan (RKAP).

Denominated Currency and Planned Steps to Hedge Risk from Foreign Currency Positions

All procurement uses rupiah currency, and it is required that all procurements that have been agreed in foreign currency will be adjusted in the SPK or PKS to use rupiah currency. Thus, BRI will not hedge due to changes in foreign exchange rates.

Capital Goods Investment

Types and Value of Capital Goods Investment

Types and investments of BRI Bank Only capital goods are presented in the following table.

Table of Types and Values of Capital Goods Investment

(In Million IDR)

Types	Investment in 2025	Investment in 2024
Land and Building	**1,819,017**	1,948,290
Furniture and Inventory	**321,790**	207,163
Vehicle	**147,067**	651,221
Machinery and Equipment	**184,990**	132,537

Objective of Capital Goods Investment

Apart from supporting Company's operations, procurement of goods also aims to encourage the growth of domestic industry. Users of goods can give preference to the use of domestic production while observing the provisions of applicable laws and regulations.

Users of goods and/or services prioritize synergy between SOEs, SOE Subsidiaries, BRI Subsidiaries, and/or Subsidiaries of entities established by BRI as long as the goods and/or services are the result of production of the SOEs, SOE Subsidiaries, BRI Subsidiaries and/or Subsidiaries of entities established by BRI in question, and as long as the quality, price, and purpose are accountable and take into account arm's length principle.

Commitments and Contingencies

Assessment of commitments and contingencies transactions that have individual credit risk using objective evidence, except for commitments and contingencies belonging BRIS (a subsidiary based on sharia principles) is carried out using the Bank Indonesia collectability guidelines.

Table of Commitment and Contingency

(In Million IDR)

Description	2025	2024
COMMITMENT		
Commitment Bill		
Spot purchases and foreign currency	**57,618,468**	49,309,688
Commitment Liability		
Loan facilities provided to unused debtors	**134,386,017**	123,492,574
Spot sales and foreign currency	**157,153,569**	94,874,355
Irrevocable L/C ongoing to import	**13,549,757**	11,775,920
Commitment-net	**(247,470,875)**	(180,833,161)
CONTINGENCIES		
Contingent liability		
Warranty issued in the form		
Bank guaranty	**52,556,615**	46,148,254
Standby L/C	**14,359,061**	20,706,982
Contingencies – net	**(66,915,676)**	**(66,855,236)**

Material Information and Facts After the Accountant's Report Date

Up to the date of this Annual Report, no significant events have occurred after the auditor's report date that would affect future business performance or risk.

Business Prospects and Future Strategies

Entering 2026, the global economy is projected to remain in an adjustment phase with persistently high levels of uncertainty. Although easing global inflationary pressures have created room for monetary policy relaxation in several countries, U.S. trade policies, rising geopolitical risks, and the fragmentation of global supply chains continue to be sources of financial market volatility. The elevated indicators of uncertainty and geopolitical risk, which remain well above historical norms, suggest that the potential for accelerating global economic growth in the near future is likely limited.

Within this context, Indonesia's economy in 2026 is expected to demonstrate relatively solid resilience, albeit with more moderate growth momentum. BRI projects Indonesia's economic growth to be in the range of 5.00–5.24%, primarily supported by domestic demand. Nevertheless, this growth rate reflects a phase of economic cycle normalization, during which growth drivers are not as strong as during the post-pandemic recovery period. The weakening of economic momentum observed since the end of 2025, as reflected in BRI's Macroeconomic Index moving toward a neutral zone and the declining realization of tax revenues, indicates that real economic activity and household income have not yet fully recovered across the board.

From the domestic demand perspective, household consumption is expected to grow more gradually in 2026. The recovery in consumption remains unevenly distributed, with

household spending and credit demand primarily supported by the upper-middle and high-income segments, while the purchasing power of the lower-middle income groups remains constrained. This situation aligns with the labor market structure, which is still dominated by the informal sector, thereby limiting income stability and restraining the acceleration of mass-market consumption. On the other hand, investment and government expenditure continue to play an important role in sustaining growth momentum, although the scope for fiscal stimulus is expected to become increasingly selective amid fiscal policy normalization and dynamics in state revenue.

In line with these dynamics, Indonesia's inflation in 2026 is projected to range between 2.48% and 3.22%, remaining within Bank Indonesia's target range of 2.5% ± 1%. Although relatively contained, inflationary pressures may increase moderately due to external factors, such as rising energy prices and exchange rate volatility amid heightened global uncertainty. Under these conditions, monetary policy is expected to remain focused on maintaining a balance between macroeconomic stability and support for economic growth.

BRI projects the BI Rate in 2026 to range between 4.00% and 4.50%, reflecting the continuation of a gradual and prudent monetary easing policy. The scope for further reductions in the BI Rate is expected to be limited, considering the need to maintain exchange rate stability amid external pressures and the constrained room for global interest rate easing. In line with this outlook, the average Rupiah exchange rate against the U.S. Dollar in 2026 is projected to range between IDR16,609 and IDR16,853 per U.S. Dollar. The Rupiah may continue to face pressure in the first half of 2026 amid a strengthening U.S. Dollar and heightened global geopolitical tensions, while the potential for appreciation in the second half of the year is expected to remain relatively limited.

Against this macroeconomic backdrop, banking intermediation performance in 2026 is projected to continue growing on a sustainable yet more selective basis. National banking credit growth is estimated to reach 8.15%–11.09%, reflecting credit demand that is likely to remain supported by the corporate segment and sectors with relatively strong fundamentals, while retail and MSME lending growth is expected to proceed more cautiously amid the incomplete recovery of overall household purchasing power. On the funding side, Third-Party Funds (TPF) are projected to grow within the range of 7.19%–9.06%, with banking liquidity conditions expected to remain within a relatively normal regime, albeit still facing potential tightening risks in the second half of 2026 due to fiscal dynamics and the possibility of government fund withdrawals.

Overall, while remaining attentive to global dynamics characterized by heightened uncertainty and the ongoing normalization process of the domestic economy, BRI views Indonesia's economic outlook for 2026 as remaining conducive, albeit requiring adaptive and prudent strategies. Strengthening risk management, maintaining disciplined liquidity management, and focusing on segments and sectors with sustainable growth quality will be key to preserving business performance and banking resilience amid a still dynamic economic landscape.

Challenging macroeconomic conditions and increasingly intense competition in the banking industry have prompted BRI to implement a focused strategy to sustain growth and strengthen market share. BRI is confident that the strategies developed will deliver strong performance in the future. Challenging macroeconomic conditions and intensifying competition within the banking industry have prompted BRI to implement targeted strategies aimed at sustaining growth and strengthening market leadership. Taking into account external dynamics and the Company's long-term development direction, BRI's strategy in 2026 is centered on reinforcing business fundamentals and generating sustainable growth. In line with this framework, BRI's strategy for 2026 focuses on three main strategic areas as follows:

- **Transform the Funding Franchise**
  Strengthening low-cost funding by accelerating sustainable CASA growth, optimizing digital channels, and enhancing transaction banking services across retail, SME, and wholesale segments.
- **Revamp Existing Core, Build New Core**
  Reinforcing core businesses, particularly the micro segment, through the refinement of business processes and improvement of financing quality, while simultaneously accelerating new growth engines in consumer banking, gold pawn services, and value chain–based commercial and corporate segments.
- **Build World-Class Foundations**
  Strengthening organizational foundations through human capital development, robust risk management, enhanced utilization of technology and data, improved operational efficiency, and the reinforcement of network presence and brand identity.

Sources:
- World Economic Outlook, International Monetary Fund (IMF), January 2026
- Indonesian Banking Statistics, Financial Services Authority (OJK), December 2025
- Office of Chief Economist BRI

Achievement of Targets and Future Targets

Target Achievement 2025

Comparison of Target and Financial Realization

Comparison of targets and financial realizations can be described as follows:

Table Comparison of Financial Targets and Realizations

(Consolidated, in IDR Billion)

Description	Target	Realization	Achievement
Loans and Financing Granted (IDR Billion)	1,462,009	1,521,486	104.1%
CASA Ratio	67.28%	70.61%	105.0%
Net Interest Income (IDR Billion)	150,053	150,498	100.3%
Operating Profit Before Provisions for Loan Losses (PPOP) (IDR Billion)	118,607	119,430	100.7%
Loan at Risk (LAR)*)	10.36%	9.61%	107.8%

*) The calculation of LAR achievement is based on the formula: Target / Actual.

In 2025, BRI recorded total loans and financing of IDR1,521.5 trillion, representing 12.3% year-on-year growth compared to IDR1,354.6 trillion in 2024 and achieving 104.1% of the target. All business segments recorded positive growth, with BRI Bank Only growing 10.43% year-on-year or IDR126.8 trillion. On the liabilities side, BRI recorded total third-party funds (DPK) of IDR1,466.8 trillion, an increase of 7.43% year-on-year compared to IDR1,365.45 trillion in 2024. The highest deposit growth was driven by CASA, which grew 12.71% year-on-year or IDR116.8 trillion, in line with the Funding Franchise Transformation implemented throughout 2025. Strong CASA growth pushed the Company's CASA ratio to an all-time high of 70.61%, exceeding the target at 105.0%.

Healthy growth in loans and financing, along with improvements in the liabilities structure impacting Cost of Fund efficiency, was also reflected in profitability improvements. This is particularly evident in Net Interest Income, which reached IDR150.5 trillion, up 5.5% year-on-year from IDR142.7 trillion in 2024, achieving 100.3% of the target. The healthy growth of Net Interest Income, combined with disciplined cost management, enabled BRI to generate Pre-Provision Operating Profit (PPOP) of IDR119.4 trillion, up 2.6% year-on-year from IDR116.8 trillion in 2024, achieving 100.7% of the target.

The acceleration of non-performing loan resolution throughout 2026 was also reflected in the improvement of the consolidated LAR ratio, which was recorded at 9.61%, lower than the target of 10.36%, representing an achievement of 107.8%.

Comparison of Target and Capital Structure Realization

As of 31 December 2025, BRI maintained its capital structure in line with both target levels and regulatory minimum requirements. The Total Minimum Capital Requirement (KPPM) or Capital Adequacy Ratio (CAR) for BRI Bank Only stood at 21.06%, and 23.52% on a consolidated basis, with the Main Core Capital Ratios 1 (CET1) and Tier-1 Capital Ratio recorded at 19.93%. Both Tier-1 and CET1 remain well above the regulatory minimum requirements of 6.0% and 4.5%, respectively, with the details as follows:

Table Comparison of Target and Realized Capital Structure

(bank only, in %)

Description	2025		
	Target	Realization	Achievement
CAR Ratio	**22.08%**	**21.06%**	**95.24%**
CET Ratio 1	**20.95%**	**19.93%**	**94.95%**
Tier 1 Ratio	**20.95%**	**19.93%**	**94.95%**
Tier 2 Ratio	**1.12%**	**1.13%**	**100.89%**
Tier 1 Minimum Ratio	**-**	**8.57%**	**-**
CET 1 Minimum Ratio	**-**	**8.57%**	**-**
Minimum CAR Based on Risk Profile	**-**	**9.70%**	**-**

Comparison of Target and Marketing Realization

Table of Marketing Targets and Realization Comparison

(Consolidated, in IDR Billion)

Description	Target	Realization	Achievement
CASA	**987,227**	1,035,790	104.9%

Throughout 2025, BRI will consistently implement various marketing activities to encourage the use of banking products and services, particularly in the third-party funds, transactions, and digital services segments. These activities will focus on increasing the use of savings products, non-cash transactions, and optimizing digital banking services as part of the Funding Franchise Transformation to support sustainable business growth.

In order to strengthen the use of digital banking services, BRI continued various programs aimed at increasing the adoption of BRImo as the primary customer transaction channel. These initiatives are designed to boost savings balances, transaction frequency, and the utilization of payment products through BRImo, BRI Debit, BRI Credit Cards, and others. Customer loyalty and appreciation programs remain an integral part of the marketing strategy, delivered through campaigns and rewards for customers.

These efforts have had a positive impact on BRI's Third Party Funds performance throughout 2025, particularly on the CASA side, which was recorded at IDR1,035.8 trillion, growing 12.71% yoy or IDR116.8 trillion, or posting an achievement of 104.9%.

Comparison of Targets and Realization of HR Development

Employee competency development remains a top priority for the Company, implemented through various programs, including education and certification initiatives delivered through both offline and online channels. These programs are facilitated through the Company's digital learning platform (BRISMART) and external learning platforms (LinkedIn Learning, GoFluent, and so on). In 2025, the realization of human capital development initiatives exceeded the established target, achieving 109% of the annual target. (382.11% for education development and 104,16% for education enhancement).

Table of Comparison HR Development Targets and Realizations

(In People)

Description	2025		
	Target	Realization	Achievement
Development *	1,800	6,878	382.11%
Enhancement**	101,500	105,724	104.16%
Total	**103,300**	**112,602**	**109.00%**

Notes:
* BRILiaN Future Leader Program (BFLP), BRILiaN Next Leader Program (BNLP). BRILiaN Leadership Development Program (BLDP), BRILiaN Banking Associate Program (BBAP),
** Enhancement Education including BRILiaN Specialist Development Program (BSDP) 0, BSDP (1,2,3), Public Course, Certification, BRILiaN Leader Retirement Program (BLRP), BRILiaN Bright Scholarship Program (BBSP), BRILiaN Improvement Forum (BIF), Green Program, and Socialization.

Targets in the Future (Projection)

BRI Management has prepared the Bank's Business Plan by considering current economic conditions and economic projections in 2026, both from macro and micro perspective

Table of Assumption in Compiling Projections

No	Assumption	2026
MACRO ASSUMPTIONS		
1.	GDP Growth (%)	**4.98 – 5.22**
2.	Inflation (%)	**2.41 – 3.13**
3.	IDR/USD Rates	**16,609 – 16,853**
4.	BI Rate	**4.00 – 4.50**

No	Assumption	2026
MICRO ASSUMPTIONS		
1.	National Loan Growth (%)	**8.15 – 11.09**
2.	TPF Growth (%)	**7.19 – 9.06**

Source: BRI Economist Team

Financial Projections

The financial projections for BRI in 2026 are as follows:

Table of Financial Projections

	Proyeksi 2026
Loans & Financing Growth (YoY)	**7% - 9%**
Net Interest Margin (NIM)	**7.4% - 7.8%**
Credit Cost (CoC)	**2.9% - 3.2%**
Cost to Income Ratio (CIR)	**41% - 43%**

In 2026, PT Bank Rakyat Indonesia (Persero) Tbk projects consolidated loans and financing growth to be in the range of 7%–9%. This growth is expected to continue to be dominated by the Micro, Consumer, and CSME segments, in line with the Company's commitment to remain a key contributor to the development of Indonesia's MSME sector, a primary pillar of economic growth. The Corporate segment is projected to continue growing healthily, with a focus on acquiring optimal business value chains. This growth in loans and financing will be supported by increasingly robust business process initiatives and agile risk management, aimed at maintaining credit and financing quality at a high level.

On the profitability side, the Company targets a consolidated Net Interest Margin (NIM) of 7.4%–7.8%, relatively stable compared to the 2025 NIM of 7.8%. In 2026, third-party funds collection, with a focus on CASA, is projected to sustain NIM at optimal levels, while taking into account potential liquidity challenges arising from global economic uncertainties. Furthermore, healthier credit disbursement is expected to maintain loan profitability levels, supporting the stability of NIM.

The Credit Cost in 2026 is projected to be in the range of 2.9%–3.2%, improving from 3.3% in 2025, reflecting the Company's commitment to continue the positive trend in asset quality improvement observed in mid-2025. To ensure profitability remains well-maintained, the Company also aims to continue prudent cost management, as reflected in the Cost-to-Income Ratio (CIR), which is projected to be in the range of 41%–43% in 2026.

Capital Structure Projection

KPMM capital as of December 2026 is projected to always be maintained above the minimum provisions of the banking and financial services regulator's Minimum Capital Adequacy Ratio (CAR). The description of BRI's capital projection and CAR fulfillment in summary is as follows:

Table of BRI Capital Projection

(In %)

Description	Regulatory Minimum Requirements	2026 BRI Projection
Capital Adequacy Ratio (CAR)	**15%**	24.74%

Sustainable business growth and optimal capital management are key to maintaining capital ratios in line with regulatory requirements.

Dividend Policy Projection

Considering the current capital position, BRI has established a dividend distribution policy by maintaining a Dividend Payout Ratio (DPR) of at least 60% of the net profit attributable to owners of the parent entity, unless otherwise determined at the General Meeting of Shareholders (GMS). BRI may determine a higher or lower DPR by taking into account sustainable business growth projections, capital adequacy requirements, and efforts to maintain an optimal return on equity over the medium to long term. In accordance with prevailing regulations, dividend distribution may be made in the form of cash or non-cash dividends.

Going forward, dividend payments will be made while taking into account factors such as business growth strategy, financial stability, and regulatory compliance. Dividend payments are also made with due regard to applicable regulations, including POJK 17/2023 on the Implementation of Governance for Commercial Banks.

Marketing Projections

In line with its marketing communication strategy, in 2025, BRI implemented a rebranding initiative as part of strengthening its corporate identity and aligning brand communication comprehensively. This rebranding effort was aimed at ensuring consistency in visual identity, messaging, and BRI's brand values across all products and services communicated to customers and stakeholders.

To support the effectiveness of integrated marketing communications, BRI's rebranding also encompassed the restructuring and reinforcement of the brand architecture across its key products and services. This alignment was intended to clarify the positioning of each brand, enhance the clarity of the value proposition delivered to customers, and ensure a consistent brand experience across all communication channels, both digital and non-digital.

In this regard, the rebranded product, service, and solution brands of BRI will become the primary focus of marketing communications in 2026, aimed at supporting the comprehensive fulfillment of customers' financial needs. In accordance with BRI's Bank Business Plan, the marketing communication initiatives projected for 2026 include the following:

1. Amplification of BRI's Rebranding Initiative, through strengthened positioning and enhanced brand value delivered via product, service, and solution marketing communications. These efforts are aimed at increasing brand awareness, consideration, and product evaluation across various media platforms.
2. Campaign activation through a digital campaign funnel as one of BRI's clear and measurable media strategy transformations in reaching target customers that are in line with BRI's product development journey.

HR Development Projection

HR development projections in 2026 are as follows:

Table of HR Development Projection

(In Person)

Description	2026 Projection
Development *	1,700 – 2,100
Enhancement**	90,000 – 105,000

Notes:
* BRILiaN Future Leader Program (BFLP), BRILiaN Next Leader Program (BNLP). BRILiaN Leadership Development Program (BLDP), BRILiaN Banking Associate Program (BBAP).
** Education Enhancement includes, BRILiaN Specialist Development Program (BSDP) 0, BSDP (1,2,3), Public Course, Certification, BRILiaN Leader Retirement Program (BLRP), BRILiaN Bright Scholarship Program (BBSP), BRILiaN Improvement Forum (BIF), Green Program, and Socialization.

Long Term Plans (RJP) Evaluation

In order to ensure the effective implementation of the Long-Term Plan (Rencana Jangka Panjang/RJP), BRI consistently conducts annual evaluations of all strategic initiatives within the relevant planning period. This evaluation is carried out not only to assess the alignment between strategic realization and the established targets and milestones, but also to serve as a basis for adjustments and the formulation of BRI's forward-looking strategic direction. In 2025, the evaluation focused on the realization of the Corporate Plan, encompassing all Business Units (Segments) and Enablers throughout the 2025 period. The results of this evaluation subsequently formed the foundation for the preparation of the 2026–2030 Long-Term Plan, aligned with the aspirations of Danantara Asset Management.

Dividend

Dividend Policy

The dividend distribution policy is internally regulated under Circular Letter No. SE.70.b–DIR/CMG/12/2022 Book 6 concerning Dividend Management. This policy sets out the principles governing dividend management, including ensuring the fulfillment of shareholders' rights in the distribution of dividends in accordance with corporate governance principles applicable to commercial banks and prevailing laws and regulations, as well as enhancing shareholder value.

Dividend distribution is determined by taking into account both BRI's internal considerations and external factors, including the Company's historical performance, business prospects, and the forward-looking economic outlook. The determination of the dividend payout ratio is based on the reasonableness of profitability performance, rate of return/yield levels, and the overall contribution to shareholders. The approval mechanism for dividend distribution is carried out through the GMS, in compliance with applicable regulatory requirements, while the technical provisions governing dividend distribution are further stipulated under BRI's internal policies.

BRI's dividend policy may be reviewed by the Board of Directors, without prejudice to the authority of the GMS to determine otherwise in accordance with BRI's Articles of Association and the prevailing laws and regulations in the banking sector.

Based on the Annual General Meeting of Shareholders (AGMS) held on 25 March 2025, BRI distributed dividends of IDR51.73 trillion, equivalent to 86% of the 2024 net income attributable to the owners of BRI's parent entity of IDR60.15 trillion. The total cash dividend per share amounted to IDR343.4, comprising an interim dividend of IDR135 and a remaining cash dividend of IDR208.4. The interim dividend was paid on 15 January 2025 to shareholders recorded in the Company's recording date on 30 December 2024, while the remaining cash dividend was paid on 23 April 2025 to shareholders recorded on 14 April 2025. In accordance with regulations, dividends were paid within 30 days from the announcement date.

In the previous year, the AGMS held on 1 March 2024 approved a dividend distribution of IDR48.10 trillion, representing 80.04% of the 2023 net income attributable to the owners of BRI's parent entity of IDR60.09 trillion. The cash dividend per share amounted to IDR319.00, consisting of an interim dividend of IDR84 and a remaining cash dividend of IDR235. The interim dividend was paid on 18 January 2024 to shareholders recorded on 3 January 2024, while the remaining cash dividend was paid on 28 March 2024 to shareholders recorded on 15 March 2024. Dividends were paid within 30 days from the announcement date.

The financial performance for the 2025 financial year will be decided at the 2026 AGMS.

Announcements, Payment, and Amounts of Dividend

Information on announcements, payments and dividend amounts in the last 3 (three) financial years is as follows.

Table of Dividend Announcement and Payment

Description	2024 Fiscal Year	2023 Fiscal Year	2022 Fiscal Year
Profit After Tax and Minority Interest (PATMI) (IDR billion)	**60,154.89**	60,099.86	51,170.31
Cash Dividend (IDR billion)	**51,726.77**	48,102.28	43,494.76
Non-Cash Dividend	**-**	-	-
Cash Dividend Per Share (IDR)	**343.4**	319.00	288.22
Non-Cash Dividend Per Share	**-**	-	-
Dividend Pay Out Ratio (%)	**86% of the attributable profit for the year 2024**	80,04% of the attributable profit for the year 2023	85% of the attributable profit for the year 2022
Announcement Date (AGMS)	**March 25, 2025**	March 1, 2024	March 13, 2023
Cash Dividend Payment Date	**April 23, 2025**	March 28, 2024	April 12, 2023
Non-Cash Dividend Payment Date*)	**-**	-	-

Notes:
1 The dividend paid includes the interim dividend
2 PATMI refers to basic earnings attributable to equity holders of the parent entity

Historically, the details of dividend payments for the fiscal year 2003-2024 are described as follows.

Table of Dividends Announcement and Payment History

Description		Announcement Date	Cum Dividend (Regular and Negotiation Market)	Cum Dividend (Cash Market)	Recording Date	
2024	Final	March 25, 2025	April 10, 2025	April 14, 2024	April 14, 2024	
2024	Interim	December 16, 2024	December 24, 2024	December 30, 2024	December 30, 2024	
2023	Final	March 1, 2024	March 13, 2024	March 15, 2024	March 15, 2024	
2023	Interim	December 19, 2023	December 29, 2023	January 3, 2024	January 3, 2024	
2022**	Final	March 13, 2023	March 21, 2023	March 27, 2023	March 27, 2023	
2022	Interim	December 30, 2022	January 9, 2023	January 11, 2023	January 11, 2023	
2021	Final	March 1, 2022	March 10, 2022	March 14, 2022	March 14, 2022	
2020	Final	March 25, 2021	April 5, 2021	April 7, 2021	April 7, 2021	
2019	Final	February 18, 2020	February 26, 2020	February 28, 2020	February 28, 2020	
2018	Final	May 17, 2019	May 23, 2019	May 27, 2019	May 27, 2019	
2017	Final	March 26, 2018	March 29, 2018	April 4, 2018	April 4, 2018	
2016	Final	March 17, 2017	March 22, 2017	March 27, 2017	March 27, 2017	
2015	Final	March 24, 2016	March 31, 2016	April 5, 2016	April 5, 2016	
2014	Final	March 23, 2015	March 26, 2015	March 31, 2015	March 31, 2015	
2013	Final	March 27, 2014	April 28, 2014	May 2, 2014	May 2, 2014	
2012	Final	March 5, 2013	March 26, 2013	April 1, 2013	April 1, 2013	
2011	Final	April 2, 2012	April 26, 2012	May 1, 2012	May 1, 2012	
2010	Final	May 2, 2011	May 27, 2011	June 1, 2011	June 1, 2011	
2010	Interim	November 30, 2010	December 19, 2010	December 22, 2010	December 22, 2010	
2009	Final	May 24, 2010	June 28, 2010	July 1, 2010	July 1, 2010	
2009	Interim	November 4, 2009	November 30, 2009	December 3, 2009	December 3, 2009	
2008	Final	May 22, 2009	June 16, 2009	June 19, 2009	June 19, 2009	
2007	Final	May 28, 2008	June 18, 2008	June 23, 2008	June 23, 2008	
2006	Final	May 22, 2007	June 13, 2007	June 18, 2007	June 18, 2007	
2005	Final	June 2, 2006	June 21, 2006	June 26, 2006	June 26, 2006	
2004	Final	May 27, 2005	June 16, 2005	June 21, 2005	June 21, 2005	
2003	Final	June 1, 2004	July 6, 2004	July 9, 2004	July 9, 2004	

*) All dividend figures have been adjusted to a stock split of 1:2 in January 2011, a stock split of 1:5 in October 2017 and a rights issue factor of 1:0.98 in September 2021.
**) The figures for the dividend payment ratio have taken into account the interim dividend of IDR57 per share.

Payment Date	Dividend Payout Ratio (%)	Dividends Paid (IDR billion)	Dividend Per Share (IDR)
April 23, 2025	86	31,389.14	208.4
January 15, 2025	-	20,337.63	135.00
March 28, 2024	80,04	35,435.85	235.00
January 18, 2024	-	12,666.43	84.00
April 12, 2023	85	34,891.94	231.22
January 27, 2023	-	8,602.82	57.00
April 1, 2022	85	26,406.60	174.25
April 28, 2021	65	12,125.59	96.49
March 18, 2020	60	20,623.56	164.10
June 13, 2019	50	16,175.57	128.95
April 25, 2018	45	13,048.44	104.14
April 13, 2017	40	10,478.31	83.63
April 22, 2016	30	7,619.32	60.81
April 22, 2015	30	7,272.49	57.52
May 14, 2014	30	6,348.05	50.21
April 15, 2013	30	5,556.28	43.95
May 15, 2012	20	3,016.59	23.86
June 15, 2011	20	2,294.48	13.67
December 30, 2010	-	566.53	4.48
July 15, 2010	30	2,192.49	12.89
December 16, 2009	-	563.94	4.46
July 3, 2009	35	2,085.43	16.50
July 7, 2008	50	2,419.00	19.15
July 2, 2007	50	2,128.79	16.88
July 10, 2006	50	1,904.29	15.24
July 5, 2005	50	1,816.61	14.92
July 23, 2004	75	990.47	8.21

Realization of the Use of Public Offering Funds

In accordance with the OJK Regulation (POJK] Number 30/POJK.04/2015 concerning Report on the Realization of Use of Funds from Public Offerings, BRI has reported the Realization of Use of Funds from Public Offerings as follows.

Public Offering of Sustainable Environmentally Friendly Bonds I Bank BRI Phase I 2025

The proceeds from the Public Offering of Bank BRI Phase I Sustainable Environmentally-Friendly Bonds I in 2025 have been used in full and have been reported to the Financial Services Authority (OJK).

Table of Fund Use Realization Report for Public Offering of Sustainable Environmentally Friendly Bonds I Bank BRI Phase I 2025

No	Description	Effective Date	Realized Value of Public Offering Results			
			Amount of Public Offering Proceeds (in IDR)	Cost (in IDR)	Net Proceeds (in IDR)	
1	2	3	4	5	6	
1	Sustainable Social Bond I Bank BRI Phase I Year 2025	June 20, 2025	5,000,000,000,000	12,411,731,540	4,987,588,268,460	
	Jumlah		**5,000,000,000,000**	**12,411,731,540**	**4,987,588,268,460**	

Material Information Regarding Investment, Expansion, Divestment, Acquisition, or Debt and Capital Restructuring

BRI has rules and procedures governing acquisitions, takeovers, and extraordinary transactions such as mergers and sales of substantial corporate assets to ensure that transactions occur transparently and under fair conditions and protect the rights of all shareholders according to their class.

Investment

Securities

BRI invested in a number of securities, the details of BRI's investments as of December 31, 2025 and 2024 are presented as follows.

	Planned Use of Funds According to Additional Information		Realization Use of Funds According to Additional Information		Remaining Funds from Public Offering
	Exclusively for the refinancing, in whole or in part, of existing social projects that support or promote the following categories: affordable basic infrastructure (in terms of both access and cost), access to essential services, affordable housing, job creation, and programs designed to prevent and/or alleviate unemployment, including small and medium enterprise financing and microfinance, food security and sustainable food systems, as well as socio-economic advancement and empowerment (in IDR).	Total (in IDR)	Exclusively for the refinancing, in whole or in part, of existing social projects that support or promote the following categories: affordable basic infrastructure (in terms of both access and cost), access to essential services, affordable housing, job creation, and programs designed to prevent and/or alleviate unemployment, including small and medium enterprise financing and microfinance, food security and sustainable food systems, as well as socio-economic advancement and empowerment (in IDR).	Total (in IDR)	(in IDR)
	7	8	9	10	11
	4,987,588,268,460	4,987,588,268,460	4,987,588,268,460	4,987,588,268,460	0
	4,987,588,268,460	**4,987,588,268,460**	**4,987,588,268,460**	**4,987,588,268,460**	**0**

Table of Securities Investment Details

(In Million IDR)

Description	2025	2024
Fair value through profit or loss	**24,963,703**	23,418,752
Fair value through other comprehensive income	**166,052,833**	167,876,286
Amortized cost	**181,716,266**	135,240,662
Total Securities	**372,732,802**	**326,535,700**

Expansion

BRI carried out branch network expansion as presented in the table below:

Table of Expansion

Office Network	December 31, 2025	December 31, 2024	Expansion	Date of Operation
Branch Office	**454**	453	1	Batu Branch Office, Malang operasional as of January 13, 2025

Business Merger/Consolution

BRI did not carry out business merger/consolidation activities throughout 2025.

Divestment

BRI did not carry out divestment activities throughout 2025.

Acquisition

BRI did not carry out acquisition activities throughout 2025.

Debt/Capital Restructuring

BRI did not carry out debt/capital restructuring activities throughout 2025.

Material Transaction Information Containing Conflict of Interest and/or Transactions with Affiliated Parties

Material Transaction is any transaction carried out by a Public Company or Controlled Company that meets the value limits as stipulated in the Financial Services Authority Regulation (POJK) Number 17/POJK.04/2020 Concerning Material Transactions and Changes in Business Activities.

Scope of Transaction:

Public Listed Company conducting Material Transaction in:

a. 1 (one) transaction; or
b. A series of transactions for a specific purpose or activity must comply with the provisions as stipulated in POJK Number 17/ POJK.04/2020.

Value Limitation:

(1) A transaction is categorized as a Material Transaction if the transaction value is equal to 20% (twenty percent) or more of the equity of the Public Company.
(2) Transactions in the form of acquisitions and disposals of companies or operating segments are categorized as Material Transactions in terms of:
    a. The transaction value is equal to 20% (twenty percent) or more of the equity of the Public Company;
    b. The total assets that are the object of the transaction divided by the total assets of the Public Company are equal to or more than 20% (twenty percent);
    c. The net profit of the object of the transaction is divided by the net profit of the Public Company whose value is equal to or more than 20% (twenty percent); or
    d. The operating income of the object of the transaction is divided by the operating income of the Public Company whose value is equal to or more than 20% (twenty percent).
(3) In the event that the transactions as referred to in (1) and (2) are conducted by a Public Company that has negative equity, the transaction is categorized as a Material Transaction if the transaction value is equal to 10% (ten percent) or more of the total assets of the Public Company.

Conflict of Interest Transactions

In accordance with the Financial Services Authority Regulation (POJK) Number 42/POJK.04/2020 concerning Affiliated Transactions and Transactions with Conflict of Interest (POJK 42/2020), what is meant by Conflict of Interest is the difference between the economic interests of a public company and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, major shareholders, or controllers that can be detrimental to the public companies. Therefore, Conflict of Interest is a condition/situation in which a person due to his/her position, title or authority at BRI has a personal interest that can affect the quality and performance of the objectively mandated tasks.

BRI has a conflict of interest policy contained in Bank BRI has a conflict of interest policy contained in the Circular Letter of the Board of Directors Number SE.09-DIR/ KEP/03/2023 dated March 15, 2023 concerning Corporate Governance (Book 1 related to Handling Conflict of Interest). Handling conflict of interest is basically done through the improvement of values, systems, personal and culture. The basic principles of handling conflict of interest include:

1. Maintaining integrity, prioritizing interests of the public and the Company and is committed to handling conflicts of interest.
2. Creating transparency in the handling and supervision of conflict of interest.
3. Encouraging personal responsibility and exemplary behavior.
4. Creating and fostering an organizational culture capable of handling conflict of interest.

Until the end of 2025, BRI has no material transactions that contain Conflict of Interest.

Affiliate Transaction

Based on POJK 42/POJK.94/2020 dated July 2, 2020 concerning Affiliated Transactions and Conflict of Interest (POJK42/2020), Affiliates are:

1. Family relationships due to marriage and descent to the second degree, both horizontally and vertically;
2. Relationships between parties with Employees, Directors, or Commissioners of the party;
3. Relationships between 2 (two) Companies where there are 1 (one) or more members of the same Board of Directors or Board of Commissioners;

4. Relationships between the Company and parties, either directly or indirectly, controlling or being controlled by the Company;
5. Relationships between 2 (two) Companies that are controlled, either directly or indirectly, by the same party; or
6. Relationships between the Company and the major Shareholders.

Affiliated Transactions are any activities and/or transactions carried out by a Public Company or Controlled Company with an Affiliate of a Public Company or an Affiliate of a member of the Board of Directors, member of the Board of Commissioners, Major Shareholder, or Controller, including any activity and/ or transaction carried out by a Public Company or Controlled Company for the benefit of an Affiliate of the Public Company or an Affiliate of a member of the Board of Directors, member of the Board of Commissioners, Major Shareholders, or Controllers.

Compliance with the provisions on Affiliated Transactions is guided by Circular Letter No. SE.38-DIR/FMA/12/2025 dated December 31, 2025, concerning the Management of BRI's Reporting as a Public Company (Book 5 – Reporting of Affiliated Transactions). This Circular Letter regulates, among others:

1. Identification of Affiliated Parties;
2. Identification of Affiliated Transactions;
3. Pelaporan Transaksi Afiliasi yang mencakup:
   a. Procedures for the implementation of Affiliated Transactions;
   b. Categorization of Affiliated Transaction Reporting;
   c. Exemptions from Affiliated Transaction Reporting;
   d. Disclosure of Information;
   e. Disclosure and Re-implementation of Affiliated Transaction Procedures.
4. Duties and Responsibilities of the relevant parties;
5. Process flow for the submission of Affiliated Transaction Reports.

The reporting of Affiliated Transactions to the Financial Services Authority (OJK) may be categorized as follows:

Table of Information on the Reporting Categories of Affiliated Transactions to the Financial Services Authority (OJK)

Category	Transaction Description	Obligations
Category 1	Category 1 refers to Affiliated Transactions that must be reported to OJK and disclosed to the public. An Affiliated Transaction is classified as Category 1 if it meets one of the following criteria: 1. Transactions between: a. BRI and a Controlled Company in which BRI holds less than 99% of the paid-up capital; b. Controlled Companies in which BRI holds less than 99% of the paid-up capital; or c. A Controlled Company and another company in which the Controlled Company holds less than 99% of the paid-up capital. 2. Transactions with a value exceeding 0.5% of BRI's paid-up capital or exceeding IDR5,000,000,000, whichever is lower.	1. Comply with the procedures for the implementation of Affiliated Transactions as stipulated under Article 3 and Article 4 of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions. 2. Announce information disclosure for each Affiliated Transaction to the public in accordance with prevailing regulations; and 3. Submit the information disclosure, appraisal report, and other supporting documents to OJK no later than 2 (two) working days after the date of the Affiliated Transaction.
Category 2	Category 2 refers to Affiliated Transactions that are required to obtain prior approval from Independent Shareholders at a General Meeting of Shareholders (GMS) before being reported to OJK and disclosed to the public. An Affiliated Transaction requires approval from Independent Shareholders at a GMS if: 1. The value of the Affiliated Transaction meets the threshold of a Material Transaction that requires GMS approval; 2. The Affiliated Transaction may disrupt the business continuity of BRI; and/or 3. The Affiliated Transaction, based on OJK's consideration, requires approval from Independent Shareholders. 4. The transaction is conducted between: a. BRI and a Controlled Company in which BRI holds less than 99% of the paid-up capital; b. Controlled Companies in which BRI holds less than 99% of the paid-up capital; or c. A Controlled Company and another company in which the Controlled Company holds less than 99% of the paid-up capital. 5. The transaction value exceeds 0.5% of BRI's paid-up capital or exceeds IDR5,000,000,000, whichever is lower.	1. Comply with the procedures for the implementation of Affiliated Transactions as stipulated under Article 3 and Article 4 of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions. 2. Obtain prior approval from Independent Shareholders at a GMS; 3. Announce information disclosure for each Affiliated Transaction to the public; and 4. Submit the information disclosure referred to in point (d) above, along with the appraisal report and other supporting documents, to OJK no later than simultaneously with the announcement of the GMS.

Category	Transaction Description	Obligations
Category 3	1. Transactions carried out in compliance with prevailing laws and regulations or pursuant to a court decision; 2. Transactions between: a. BRI and a Controlled Company in which BRI holds at least 99% of the paid-up capital; b. Controlled Companies in which BRI holds at least 99% of the paid-up capital; or c. A Controlled Company and another company in which the Controlled Company holds at least 99% of the paid-up capital; 3. Transactions with a value not exceeding 0.5% of BRI's paid-up capital or not exceeding IDR5,000,000,000, whichever is lower; 4. Loan transactions received directly from banks, venture capital companies, financing companies, or infrastructure financing companies, whether domestic or foreign; 5. Transactions involving the provision of guarantees to banks, venture capital companies, financing companies, or infrastructure financing companies, whether domestic or foreign, for loans received directly by BRI or its Controlled Companies; 6. Transactions involving the increase or decrease of equity participation to maintain the percentage of ownership, provided that such participation has been held for at least 1 (one) year; 7. Transactions conducted by BRI as a financial services institution with a Controlled Company that is an Islamic financial services institution, in the context of developing such a Sharia financial services institution; 8. Transactions conducted in the context of restructuring by BRI; and/or 9. Transactions conducted by BRI upon being categorized as a financial services institution under certain conditions, as determined by OJK.	Report to OJK no later than 2 (two) working days after the date of the Affiliated Transaction.
Category 4	Business activities conducted in the ordinary course of business to generate operating revenue and carried out on a routine, recurring, and/or continuous basis, including transactions categorized as operational expenditures (Operation Expenditure/OPEX).	1. Comply with the procedures for the implementation of Affiliated Transactions as stipulated under Article 3 of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions. 2. Disclose Affiliated Transactions that constitute business activities in BRI's Annual Report or Annual Financial Statements, which must include the following information: a. The type of Affiliated Transaction; b. The transacting parties; c. The nature of the affiliated relationship; d. The transaction value; and e. A statement from the Board of Directors confirming that the Affiliated Transaction has complied with the procedures referred to under Article 3 of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

The Affiliated Transactions carried out in 2025 are described as follows:

Affiliate Transaction Report

Category 1

The Company has submitted reports on Category 1 Affiliated Transactions to the public and to the Financial Services Authority (OJK), among others as follows:

Table of Affiliated Transaction Category 1

No	Transaction Date	Type /Object of Transaction	Name of Affiliated Party	Nature of Affiliation
1	March 21, 2025	Purchase of land owned by PT Sang Hyang Seri	1. BRI 2. PT Sang Hyang Seri	BRI and PT Sang Hyang Seri are controlled, directly or indirectly, by the same controlling party, namely the Government of the Republic of Indonesia.

No	Transaction Date	Type /Object of Transaction	Name of Affiliated Party	Nature of Affiliation
2	March 21, 2025	Purchase of land owned by PT Perusahaan Perdagangan Indonesia	1. BRI 2. PT Perusahaan Perdagangan Indonesia	BRI and PT Perusahaan Perdagangan Indonesia are controlled, directly or indirectly, by the same controlling party, namely the Government of the Republic of Indonesia.

Category 2

In 2025, there were no Affiliated Transactions classified under Category 2.

Category 3

The Company has submitted reports on Affiliated Transactions classified under Category 3 to the Financial Services Authority, among others:

Table of Affiliated Transaction Category 3

No	Transaction Date	Type /Object of Transaction	Name of Affiliated Party	Nature of Affiliation
1	June 26, 2025	Procurement of Buyback Consultant Services for 2025	1. BRI 2. PT BRI Danareksa Sekuritas (BRIDS)	BRIDS is a subsidiary of BRI.
2	July 31, 2025	Branch Network Synergy (Co-Location)	1. BRI 2. PT Pegadaian 3. PT Permodalan Nasional Madani	Pegadaian and PNM are controlled companies of BRI.
3	July 31, 2025	Cooperation Agreement on the Placement of Data Center (DC) and Disaster Recovery Center (DRC) Infrastructure	1. BRI 2. PT Bank Raya Indonesia Tbk 3. PT BRI Multifinance Indonesia 4. PT BRI Danareksa Sekuritas 5. PT Asuransi BRI Life 6. PT BRI Asuransi Indonesia	The parties are Controlled companies of BRI.
4	August 15, 2025	Information Technology for the Integrated Governance Application	1. BRI 2. PT Bank Raya Indonesia Tbk 3. PT Pegadaian 4. PT Permodalan Nasional Madani 5. PT Asuransi BRI Life 6. PT BRI Asuransi Indonesia 7. PT BRI Multifinance Indonesia 8. PT Ventura Investama 9. PT BRI Danareksa Sekuritas 10. PT BRI Manajemen Investasi	Members of the BRI Financial Conglomerate
5	December 23, 2025	Cross-Referral Product Synergy	1. BRI 2. PT Pegadaian	Pegadaian is a controlled company of BRI.

Category 4

Pursuant to Articles 8 and 9 of POJK 42/2020, there are Affiliated Transactions classified under Category 4, which constitute business activities conducted in the ordinary course of business to generate operating revenue and carried out on a routine, recurring, and/or continuous basis. These transactions include, among others, the following:

Table of Affiliated Transaction Category 4

No	Transaction Date	Type /Object of Transaction	Name of Affiliated Party	Nature of Affiliation	Nominsl Amount (IDR)
1	June 02, 2025	Procurement of Supplies for BRI Card Personalization Machines for 2025 – Quarter I	PT Bringin Inti Teknologi	BRI directly and/or indirectly exercises control over the company	1,492,157,000
2	September 16, 2025	Procurement of Consultant Services for the Issuance of BRI Short-Term Notes (Arranger)	PT BRI Danareksa Sekuritas	BRI acts as the majority shareholder	900,000,000
3	October 31, 2025	Extension of the Maintenance Contract for BRI Card Personalization Machines (MX Series, SD 260, and CR 805	PT Bringin Inti Teknologi	BRI directly and/or indirectly exercises control over the company	8,547,000,000
4	December 17, 2025	Procurement of Advisory Services for Corporate Action (Financial Advisor))	PT BRI Danareksa Sekuritas	BRI acts as the majority shareholder	3,700,000,000
5	December 17, 2025	Extension of the Maintenance Agreement (MA) Services for ATMs at BRI KCLN Timor Leste for 2025	PT Bringin Gigantara	BRI directly and/or indirectly exercises control over the company	2,357,250,000
6	December 31, 2025	Mutual Funds	PT BRI Management Investasi	BRI acts as the majority shareholder	39,365,190,516
7	December 31, 2025	Bancassurance	PT BRI Asuransi Indonesia	BRI acts as the majority shareholder	1,433,788,500
8	December 31, 2025	Broker-Dealer (Securities Trading Intermediary / APPE	PT BRI Danareksa Sekuritas	BRI acts as the majority shareholder	4,274,458,859
9	December 31, 2025	Custodian	PT BRI Danareksa Sekuritas	BRI acts as the majority shareholder	18,069,185,246

In addition to the Affiliated Transactions described above, there are other transactions that are not presented in detail in this Annual Report. Such other Affiliated Transactions can be found in the Annual Financial Statements. Note 44 (Related Party Transactions)

Fairness of Transactions

Transactions with affiliated parties were conducted in accordance with generally accepted business practices, including by complying with the arm's length principle.

Affiliated Transaction Review Mechanism

Each Head Office Group acting as the Transaction Owner Work Unit, intending to enter into a transaction with an Affiliated Party, is required to submit the proposed transaction to the Corporate Secretary Group. In this regard, the Transaction Owner Work Unit must also coordinate with the Work Unit overseeing the compliance function and the Work Unit overseeing the legal function to ensure regulatory compliance. Furthermore, coordination with the Work Unit overseeing subsidiary synergy is required if the affiliated transaction is conducted with a Subsidiary. Compliance with the obligations relating to affiliated transactions is guided by Circular Letter No. 38–DIR/FMA/12/2025 dated 31 December 2025 concerning the Management of BRI Reporting as a Public Company (Book 5 – Reporting of Affiliated Transactions).

Fulfillment of Related Rules and Conditions

In alignment with Financial Services Authority Regulation No. 17 of 2023 dated 14 September 2023 concerning the Implementation of Governance for Commercial Banks, and Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Actions of State-Owned Enterprises (SOEs), affiliated transactions between the Company and its Subsidiaries are synergies between banking business groups in the context of optimizing resources, supporting the implementation of business activities and providing added value to the BRI Group. Meanwhile, affiliated transactions with other affiliated parties are carried out in the context of mutually beneficial business synergies, efficiency/optimization in operational activities and providing added value for each party.

To ensure that affiliated and/or related party transactions are conducted fairly and in accordance with the Company's interests (arm's length transactions), each transaction with affiliated and/or related parties must undergo a review mechanism in accordance with the procedures established by the Company. All significant transactions and balances with affiliated and/or related parties are carried out under normal and arm's length terms and conditions.

Statement of the Board of Directors Regarding Affiliate Transactions and the Role of the Board of Commissioners and Committee Regarding Affiliate Transactions

In this regard, the Board of Directors states that the affiliate transactions have undergone adequate procedures, are conducted in accordance with prevailing business practices, and comply with the arm's length principle as well as applicable laws and regulations. As part of the effort to ensure that such transactions are carried out in the best interests of the Company and to prevent potential conflicts of interest that may arise from the proposed affiliate transactions, the Audit Committee and the Risk Management Monitoring Committee (KPMR), in accordance with their duties and responsibilities, review and provide recommendations to the Board of Commissioners regarding any potential conflicts of interest. Accordingly, the affiliate transactions have complied with the arm's length principle. These affiliate transactions do not require approval from Independent Shareholders.

All affiliate transactions have been reported to OJK in accordance with POJK 42/2020. Furthermore, in addition to the transactions above, there are other Affiliate Transactions which are disclosed in the Related Party Transactions section.

Related Parties Transaction

BRI and its subsidiaries had transactions with related parties as defined in PSAK Number 224 concerning "Related Party Disclosures". A party is considered related to BRI and its subsidiaries if:

1. Directly or indirectly through one or more intermediaries, a party (i) controls, or is controlled by, or is under common control with, BRI and its subsidiaries; (ii) has an interest in BRI and its subsidiaries that exerts significant influence over BRI and its subsidiaries; or (iii) has joint control over BRI and its subsidiaries;
2. A party related to BRI and its subsidiaries;
3. A party having a joint venture in which BRI and its subsidiaries are venturers;
4. A party is a member of the key management personnel of BRI and its subsidiaries or parent;
5. A party is a close family member of an individual described in point (1) or (4);
6. A party is a controlled entity that is jointly controlled or significantly influenced by or for which significant voting rights in several entities, directly or indirectly, an individual as described in point (4) or (5); and
7. A party is a post-employment benefit plan for employee benefits from BRI and its subsidiaries or entities related to BRI and its subsidiaries.

Name of the Transacting Parties and Nature of Relations

The balances and transactions with related parties are as follows:

Table of Related Parties

Related Parties	Elements of Related Party Transactions
RELATIONSHIP OF COMPANY ACTIVITY CONTROL	
Key Management	Loans granted, employee benefit programs, customer deposits
Majority Ownership Through The Ministry of Finance of The Republic of Indonesia	
Government of the Republic of Indonesia	Securities
Ownership Relationship Through The Central Government of Indonesia	
Perusahaan Umum BULOG	Loans granted
PT Sarana Multi Infrastruktur (Persero)	Securities
PT Perkebunan Nusantara IV (Persero)	Loans granted
PT INKA Multi Solusi	Acceptance of receivables and liabilities
PT Indo Raya Tenaga	Loans granted
PT Sumber Segara Primadaya	Loans granted
PT Bhirawa Steel	Outstanding irrevocable letters of credit in respect of imports, export bills, and other receivables
PT Sumbagselenergi Sakti Pewali	Loans granted

Related Parties	Elements of Related Party Transactions
PT Wijaya Karya Realty (Persero)	Other assets
PT Bank Mandiri (Persero) Tbk	Securities, Current Accounts with Other Banks, Placement with Bank Indonesia and Other Financial Institutions, Securities Sold Under Agreement to Repurchase, Fund Borrowings
PT Bank Negara Indonesia (Persero) Tbk	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Financial Institutions, Securities, Borrowings
PT Petrokimia Gresik	Export Bills and Other Receivables
PT Perusahaan Listrik Negara (Persero)	Securities, Guarantees Issued, Loans
PT Bahana Artha Ventura	Equity Investments
PT Bank Syariah Indonesia Tbk	Equity Investments, Current Accounts with Other Banks, Placements with Bank Indonesia and Other Financial Institutions, Borrowings
PT Bank Tabungan Negara (Persero) Tbk	Current Accounts with Other Banks, Placements with Bank Indonesia and Other Financial Institutions, Securities Purchased under Resale Agreements
PT Perusahaan Gas Negara	Guarantees Issued
PT Pertamina Hulu Energi	Guarantees Issued
PT Kereta Api Indonesia (Persero)	Loans, Outstanding Irrevocable Letters of Credit in respect of imports, Securities
PT Pembangunan Perumahan (Persero) Tbk	Guarantees Issued, Acceptance Receivables and Liabilities, Outstanding Irrevocable Letters of Credit in respect of imports, Export Bills and Other Receivables
PT Adhi Karya (Persero) Tbk	Guarantees Issued, Acceptance Receivables and Liabilities, Export Bills and Other Receivables, Outstanding Irrevocable Letters of Credit in respect of imports
PT Indonesia Asahan Aluminium (Persero)	Securities, Acceptance Receivables and Liabilities
Pusat Investasi Pemerintah	Borrowings
PT PP Presisi Tbk	Export Bills and Other Receivables, Acceptance Receivables and Liabilities
PT Waskita Karya (Persero) Tbk	Loans granted
PT Wijaya Karya (Persero) Tbk	Guarantees Issued
PT Wijaya Karya Bangunan Gedung Tbk	Acceptance Receivables and Liabilities
PT Pertamina Trading and Services	Acceptance Receivables and Liabilities, Outstanding Irrevocable Letters of Credit in respect of imports
PT Fintek Karya Nusantara	Equity Investments
PT Sarana Multigriya Finansial (Persero)	Securities, Borrowings
PT Pertamina	Securities
PT Pupuk Indonesia	Securities
MIND ID Trading Pte Ltd	Outstanding Irrevocable Letters of Credit
Yayasan Kesejahteraan Pekerja BRI	Old-Age Benefit Program (THT Program)
Dana Pensiun BRI	Employee Defined Benefit Pension Plan
Dana Pensiun Pegadaian	Employee Defined Benefit Pension Plan
Dana Pensiun Lembaga Keuangan BRI	Defined Contribution Pension Plan
Dana Pensiun Lembaga Keuangan BNI	Defined Contribution Pension Plan
PT Bank Hibank Indonesia	Current Accounts with Other Banks, Borrowings
PT Pupuk Kalimantan Timur	Outstanding Irrevocable Letters of Credit in respect of imports, Guarantees Issued
PT Prima Armada Raya	Finance Lease Receivables
PT Kilang Pertamina Balikpapan	Outstanding Irrevocable Letters of Credit in respect of imports
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	Outstanding Irrevocable Letters of Credit in respect of imports
PT Pertamina Patra Niaga	Guarantees Issued, Loans
PT PG Rajawali I	Export Bills and Other Receivables

Related Parties	Elements of Related Party Transactions
PT Hutama Karya (Persero)	Export Bills and Other Receivables, Acceptance Receivables and Liabilities, Loans
PT Pelindo Terminal Petikemas	Outstanding Irrevocable Letters of Credit in respect of imports
PT Pertamina Hulu Rokan	Guarantees Issued
PT Semen Indonesia (Persero)	Export Bills and Other Receivables
PT Sinergi Gula Nusantara	Export Bills and Other Receivables
PT Timah Tbk	Export Bills and Other Receivables
PT Danareksa Finance	Borrowings

Fairness and Reasons for the Transaction

In the normal course of business, BRI conducted transactions with related parties due to ownership and/or management relationships. Related party transactions occurred due to BRI's business needs. All transactions with related parties became subject to mutually agreed policies and terms. Transactions with related parties were conducted fairly in accordance with the interests of the Company (arm's length transaction). The transactions were carried out following the laws and regulations and were free from conflicts of interest.

Realization of Related Party Transactions

Details of transaction balances with related parties are described as follows.

Table of Realization of Related Party Transactions

(In Million IDR)

Description	2025	2024
ASSET		
Current accounts with other banks	**490,057**	504,737
Placements with Bank Indonesia and other financial institutions	**2,771,604**	5,193,730
Securities	**249,003,822**	239,144,169
Export bills and other bills	**7,587,864**	3,863,027
Securities purchased under resale agreements	**-**	963,042
Loan granted	**154,770,458**	89,123,052
Receivables Lease Financing	**32,286**	42,192
Acceptance Receivables and Liabilities	**2,122,428**	2,055,642
Share Investment	**7,872,236**	7,116,383
Other Assets	**707,525**	707,466
Total assets of related parties	**425,358,280**	348,713,440
Total consolidated assets	**2,135,371,105**	1,992,186,906
Percentage of total assets of related parties to total consolidated assets	**19.92%**	17.50%
LIABILITIY		
Current account	**250,922,159**	138,110,382
Savings	**2,025,914**	284,856
Time Deposit	**152,677,104**	118,664,697

Description	2025	2024
Deposit from other banks and other financial institution	**1,375,787**	1,156,791
Securities sold under agreements to repurchase	**4,274,852**	4,613
Securities Issued	**5,718,531**	4,607,502
Loan Accepted	**36,536,685**	36,666,287
Subordinated loans	**229,330**	229,118
Compensation to key employee management	**788,489**	772,523
Present value of work separation scheme liability	**337,500**	333,607
Present value of old age benefit liability	**160,814**	150,373
Present value of grand leaves liability	**177,534**	162,897
Present value of gratuity for service liability	**259,991**	202,911
Present value of other benefit program of defined benefit payment liability	**9,072**	8,708
Present value of BPJS liability	**37,822**	19,616
Total liabilities to related parties	**455,531,584**	301,374,881
Total consolidated liabilities	**1,804,429,671**	1,668,871,890
Percentage of total liabilities to related parties to total consolidated liabilities	**25.25%**	18.06%
COMMITMENTS AND CONTINGENCIES ON ADMINISTRATIVE ACCOUNTS		
Issued Guarantee	**27,032,621**	33,045,309
Irrevocable L/C that is in progress for import	**9,186,188**	8,147,245
Defined Benefit Pension Plan Contributions	**560,737**	368,903
Old Age Benefit Program Contributions	**168,151**	175,057
Defined Contribution Pension Plan Contributions	**614,893**	564,087
Total	**1,343,781**	1,108,047

Table of Percentage of Transactions with Related Parties to Total Consolidated Assets and Liabilities of BRI and Subsidiaries

(In %)

Description	2025	2024
ASSET		
Current accounts with other banks	**0.023**	0.025
Placements with Bank Indonesia and other financial institutions	**0.130**	0.261
Securities	**11.662**	12.004
Export bills and other receivables	**0.355**	0.194
Securities purchased under resale agreements	**-**	0.048
Loan granted	**7.249**	4.474
Receivables Lease Financing	**0.002**	0.002
Acceptance receivable and payable	**0.099**	0.103
Investment in share	**0.369**	0.357
Other assets	**0.033**	0.036
Total	**19.922**	**17.504**

Description	2025	2024
LIABILITY		
Current account	**13.911**	8.276
Savings	**0.112**	0.017
Time deposit	**8.464**	7.110
Deposit from other banks and other financial institution	**0.076**	0.069
Securities sold under agreements to repurchase	**0.237**	-
Marketable securities issued	**0.317**	0.276
Fund borrowing	**2.026**	2.197
Subordinated Loans and Marketable Securities	**0.013**	0.014
Compensation to key employee management	**0.098**	0.099
Total	**25.254**	**18.058**

Disclosure References In Financial Statements

Details of related party transaction realizations (values) are presented in Note 44 of the attached Financial Statements in this Annual Report. These related party transactions are business activities conducted to generate operating income and are carried out on a routine, repetitive, and/or continuous basis.

Fulfillment of Related Rules and Conditions

Transactions with affiliates and/or related parties are conducted under the same terms and conditions as transactions with third parties. The transactions undertaken by the Bank comply with the Financial Services Authority Regulation Number 42/ POJK.04/2020 concerning Affiliate Transactions and Conflicts of Interest Transactions (POJK 42/2020), at the time these transactions were executed. All material transactions and balances with related parties are disclosed in the relevant notes to the consolidated financial statements, and the details are presented in Note 44 of the consolidated financial statements.

Related Party Transaction Review Mechanism

Each related party transaction is subject to an adequate review by considering the type and substance of the transaction, particularly for transactions occurring among entities within the same parent holding entity. The process of presenting related party information is carried out by identifying transactions with related parties based on the latest related party list provided by the parent holding entity, which is updated periodically, thereby ensuring that all related party transactions can be properly identified, recorded, and disclosed in accordance with the applicable standards.

To ensure that affiliate and/or related party transactions are conducted fairly and in accordance with the Company's interests (arm's length transactions), each transaction with affiliated and/or related parties must undergo a review mechanism in accordance with the procedures established by the Company. All significant transactions and balances with affiliated and/or related parties are conducted under normal and arm's length terms and conditions.

Statement of the Board of Directors Regarding Related Transactions and the Role of the Board of Commissioners and Committee

The Board of Directors states that the affiliate and/or related party transactions have undergone adequate procedures, are conducted in accordance with generally accepted business practices, and comply with the arm's length principle as well as applicable laws and regulations.

As part of the effort to ensure that such transactions are carried out in the best interests of the Company and to prevent potential conflicts of interest that may arise from the proposed affiliate and/or related party transactions, the Audit Committee and the Risk Management Monitoring Committee (KPMR), in accordance with their duties and responsibilities, review and provide recommendations to the Board of Commissioners regarding any potential conflicts of interest. Accordingly, the affiliate and/or related party transactions have complied with the arm's length principle. Such affiliate and/or related party transactions do not require the approval of the Independent Shareholders.

Changes In Law and Their Impact on Bank

Table of Changes in Legislation in 2024

No	Regulation	Key Provisions	Information on Adjustments Mad	Impacts on Financial Statements
1	POJK No. 24 of 2025 concerning Account Management at Commercial Banks	POJK No. 24 of 2025 was issued to strengthen governance in customer account management and enhance consumer protection in the banking sector. Previously, account management policies were determined internally by each bank, potentially resulting in inconsistent practices that could disadvantage customers. This regulation aims to provide legal certainty and protection for customers through the standardization of account management practices in the banking industry and to prevent the misuse of customer accounts. Financial Services Authority Regulation No. 24 of 2025 came into effect on its promulgation date, November 10, 2025. BRI is required to comply with the provisions under Article 4 and Article 10 paragraph (1) no later than six (6) months from the promulgation date, or at the latest by May 10, 2026, as follows: a. The obligation for banks to establish policies and procedures for the administration of current and savings accounts. b. The prohibition on charging administrative fees that result in negative account balances. c. The obligation to provide systems for the management of current and savings accounts and to classify such accounts as active, inactive, or dormant. d. The obligation to inform customers regarding the status of their current and savings accounts when classified as inactive, through the channels available at the Bank.	a. Establishing policies and procedures for the administration of current and savings accounts b. Ensuring that no administrative fees are charged that would result in negative balances. c. Providing systems to manage and classify current and savings accounts as active, inactive, or dormant. d. Delivering notifications to customers regarding account status when classified as inactive through the Bank's available channels.	Has no impact on the Financial Statements.

Accounting Policy Changes

Information regarding changes in accounting policies, reasons and their impact on financial statements is presented as follows.

Table of Changes in Accounting Policies

No	Accounting Policy Changes	Reason for the Accounting Policy Changes	Explanation of Consequences and Adjustments Made	Impact of Changes in Accounting Policies on the Financial Statements
1.	**Revision of PSAK 117** • Effective Date: 1 January 2025 • This revision covers the recognition, measurement, presentation, and disclosure of insurance contracts. • PSAK No. 117 applies to all types of insurance contracts, including life and non-life insurance, direct insurance, and reinsurance, regardless of the issuing entity. It also applies to guarantees and certain financial instruments with non-binding participation features, with certain scope exemptions.	The overall objective of PSAK No. 117 is to provide a more useful and consistent accounting model for insurance contracts for insurers. PSAK No. 117 is adopted from IFRS 17 and replaces PSAK No. 104.	PSAK 117 introduces three new measurement models, namely the General Measurement Model (GMM), the Variable Fee Approach (VFA), and the Premium Allocation Approach (PAA). Changes also include the presentation of insurance contracts. Under PSAK 117, the statement of financial position separately presents the carrying amounts of: 1. Issued insurance contracts that are assets 2. Issued insurance contracts that are liabilities 3. Held reinsurance contracts that are assets 4. Held reinsurance contracts that are liabilities Amounts recognized in the statement of profit or loss and other comprehensive income are presented separately as: 1. Insurance service results, consisting of insurance revenue and insurance service expenses 2. Insurance finance income or expenses	accordance with PSAK No. 117, the statement of profit or loss and the statement of other comprehensive income are presented separately. The separation is reflected in the following line items: 1. Insurance service revenue in 2025 amounted to IDR7,666,262,733 million. 2. Insurance service expenses in 2025 amounted to IDR6,364,550 million. 3. Finance expenses from issued insurance contracts amounted to IDR361,281 million. The above figures represent the consolidated financial results of BRI and its insurance subsidiaries, namely BRI Insurance and BRI Life.
2.	**Amendment to PSAK 221** • Effective Date: 1 January 2025 • PSAK No. 221 provides guidance on how to incorporate foreign currency transactions and foreign operations into an entity's financial statements, and how to translate financial statements into the presentation currency.	The amendment to PSAK 221 refers to the IAS 21 amendment on Lack of Exchangeability.	This amendment requires entities to apply a consistent approach in assessing whether a currency is exchangeable into another currency and, if not, to determine the exchange rate to be used and the disclosures to be provided.	Updated BRI's internal accounting policies in accordance with the requirements set forth in PSAK 221. The implementation of PSAK 221 does not have a quantitative impact on BRI's financial statements.

Bank Soundness Level

Bank Soundness Level is assessed based on Financial Services Authority Regulation No. 4/POJK.03/2016 concerning Assessment of the Soundness of Commercial Banks using a risk approach (Risk-Based Bank Rating). Bank Soundness Level assessment is carried out on the Bank's risk and performance which can be seen from the final rating of the assessment results.

Assessment of the Soundness of Commercial Banks using a risk approach (Risk-Based Bank Rating) is carried out with a scope of evaluation of the following 4 (four) factors:

1. Risk Profile
2. Good Corporate Governance (GCG)
3. Profitability (Earnings)
4. Capital

Table of Individual BRI Soundness Level (Self Assessment)

Rating Factor	2nd Semester Assessment 2025	2nd Semester Assessment 2024
	Rating	Rating
Risk Profile	**2**	2
Good Corporate Governance (GCG)	**2**	2
Profitability	**3**	3
Capital	**2**	1
Risk-Based Bank Soundness Rating	**2**	**2**

The soundness level of BRI Bank, using the risk-based assessment method (RBBR), is at Composite Rating 2 (PK 2) – SOUND, with the details for each assessment factor as follows: BRI's Risk Profile is rated 2 (Low to Moderate), GCG is rated 2 (Good), Profitability is rated 3 (Adequate), and Capital Adequacy is rated 2 (Adequate).

In addition to the soundness level mentioned above, BRI also conducts a soundness assessment performed by a rating agency. The rating provided as part of the soundness assessment is the rating conducted by PT Pemeringkat Efek Indonesia (PEFINDO), which was signed on April 21, 2025, with the following results:

a. Stand-Alone Rating : $_{id}$AA+(sa)
b. Final Rating: $_{id}$AAA/Stable

Thus, the Soundness Level for BRI in Financial Year 2025 is Sound (AAA) as stipulated in the Regulation of the Minister of SOEs Number PER-2/MBU/03/2023.

The following is information on the definition of rating results by PEFINDO.

Table of Definition of Ranking Results

Ranking Results	Definitions
$_{id}$**AA**	An obligor with an AA rating has a slight difference from the highest rating given and has a very strong ability to meet its long-term financial commitments compared to other obligors in Indonesia. The plus sign (+) indicates that the given rating is relatively strong and above average within the relevant category. The (sa) symbol indicates that the rating is a stand-alone rating.
$_{id}$**AAA/***Stable*	An obligor with an AAA rating is the highest rating given by PEFINDO. The obligor's ability to meet its long-term financial commitments, relative to other obligors in Indonesia, is superior.

Business Continuity Information

Details of Issues Arising During the Financial Year that Affected Business Activities

In 2025, there were no significant issues arising during the financial year that materially affected BRI's business activities.

Potentially Influential and Significant to Business Continuity *Ord*

Threats to BRI's business continuity can come from potential disruptions/disasters caused by, among other things, nature (natural disasters), man made disaster, social disasters. To anticipate the impact of this potential disruption, the BRI Board of Directors developed and implemented a Business Continuity Management (BCM) Policy which is regulated in Circular Letter No. SE.12 -DIR/MPE/09/2025 dated September 29, 2025 concerning Business Continuity Management (BCM). The objectives of the BCM policy include, among others, to protect the security and safety of BRI employees, their families, customers and stakeholders in accordance with the existing Disaster Management Plan (RPB). Apart from that, BCM aims to maintain the continuity of the most important business/operational activities, safeguard BRI assets, and have an adequate response in every condition, whether in normal conditions, crisis conditions, disaster recovery phase until conditions return to normal (new normal). Currently, the challenges of BCM apart from the 4 (four) factors above are related to the digitalization of banking and financial systems which can cause many disruptions, one of which is cyber attacks.

In addition to threats from potential disruptions or disasters, BRI also faces business continuity risks arising from financial market disruptions. To anticipate the impact of such disruptions, BRI has developed and established a Contingency Funding Plan (CFP) and a Recovery Plan, referring to Law of the Republic of Indonesia No. 4 of 2023 dated January 12, 2023, on the Development and Strengthening of the Financial Sector. The CFP policy outlines approaches and strategies to address crisis conditions affecting liquidity, ensuring BRI's ability to obtain necessary funding in a timely manner and at a reasonable cost. In more severe conditions, BRI will implement the Recovery Plan to ensure the bank can resume its business operations in a viable and sustainable manner.

Management Assessment of Matters with Potentially Significant Influence on Business Continuity, Including Assumptions Used

In order to implement proactive BCM, the BCM Policy has been updated which consists ofi:

1. Risk and Threat Assessment (PRAB), Business Impact Analysis (BIA), Business Continuity Plan (BCP), Emergency Response Plan (ERP), Crisis Management Plan (CMP), Disaster Recovery Plan (DRP), and Socialization and Testing. To ensure the implementation of BCM and Occupational Safety and Health (K3), BCP trials have been carried out in the BRI Bank Critical Division, as well as socialization and trials of emergency response (Emergency Response) at the head office as well as all regional offices and their supervisory business units. BRI Bank business units have also carried out a Threat and Disaster Risk Assessment (PRAB)/Risk and Threat Assessment which aims to identify the highest threats/ disasters in the business unit as well as the resources needed to prepare for facing these threats/ disasters.
2. Updates to BRI Bank's Emergency Funding Plan (CFP) and Action Plan (Recovery Plan) policies which include aspects of updating early warning indicators and trigger levels, emergency funding strategies and recovery options as well as communication strategies for handling crises. Regular monitoring of early warning indicators and trigger levels is carried out. In addition, to ensure the readiness of the BRI organization in implementing CFP procedures, a contingency funding plan trial simulation was carried out to ensure the feasibility of CFP.

Disclosure of the Governance Framework, Management and Control of Tax Aspect

BRI, as a State-Owned Enterprise (SOE) Bank that has gone public and is majority-owned by the Government of Indonesia, is committed to fulfilling its tax obligations under applicable regulations. To achieve better tax management, BRI applies taxation principles to ensure effective and efficient tax management while always complying with the prevailing tax laws and regulations.

On June 30, 2020, the Government issued Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia Number 1 of 2020, which was later enacted as Law Number 2 of 2020. It enacted Government Regulation (PP) Number 30 of 2020 concerning the Reduction of Corporate

Income Tax Rates for Domestic Taxpayers in the Form of Publicly Listed Companies, effective as of its promulgation on June 19, 2020. Subsequently, on October 29, 2021, the Government issued the Law of the Republic of Indonesia Number 7 of 2021 concerning the Harmonization of Tax Regulations (UU HPP). These regulations stipulate, among other things, a reduction in the corporate income tax rate for domestic taxpayers and permanent establishments, from the previous 25% to 22% for the fiscal years 2020, 2021, 2022, and onward, along with an additional 3% tax rate reduction for domestic taxpayers meeting specific criteria.

Based on Certificate Number DE/1/2025-0193 dated January 6, 2026, and the monthly share ownership report from the Securities Administration Bureau, Datindo Entrycom, regarding BRI's share ownership throughout 2025, all the specific requirements to obtain the tax rate reduction facility for BRI's financial statements for the year ending December 31, 2025, have been fulfilled. As a result, BRI qualified for a 3% tax rate reduction incentive under the provisions of Article 5, paragraph (2) of Law Number 2 of 2020. Consequently, for 2025, Bank BRI applied a 19% tax rate in its Corporate Income Tax calculations.

Bank BRI adopts a tax approach based on compliance with all applicable tax regulations. The bank has established tax policies and strategies that are approved and reviewed annually by the Director of Finance during the submission of the Annual Corporate Income Tax Return (SPT Tahunan PPh Badan). In managing tax implementation, Bank BRI has set up a comprehensive and structured process, which includes:

1. The governance body (executive) responsible for formulating, reviewing, and implementing tax strategy is the Finance Director.
2. Bank BRI has internal tax guidelines for fulfilling tax obligations, outlined in BRI's Circular on Tax Provisions and the BRI Taxation Standard Operating Procedures, which serve as standards for all BRI Business Units.
3. Bank BRI identifies, manages, and monitors tax obligations under applicable regulations through continuous monitoring and reconciliation carried out by the Financial and Management Accounting Division and related business units.
4. Bank BRI discloses tax information transparently, adhering to reporting guidelines for shareholders and the public.

Tax management was integrated with corporate governance and risk management, and supported by the digitalization of the tax reporting system, thereby enhancing transparency, administrative efficiency, and minimizing potential tax dispute risks. The tax strategy was aligned with the sustainable development business strategy through compliance and transparency in tax payments to support state revenue and contribute to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 8 – Decent Work and Economic Growth and SDG 16 – Peace, Justice and Strong Institutions.

Tax compliance was stipulated in the BRI Code of Conduct and has been disseminated to all relevant units. The Code of Conduct has also been published on the BRI website. Meanwhile, tax-related disclosures are presented in the Financial Statements and audited by an Independent Public Accounting Firm.

The primary stakeholder in taxation matters is the Government, represented by the tax authority, namely the Directorate of General Taxes (DJP). Therefore, Bank BRI consistently maintains good relations with tax authorities but refrains from engaging in public policy advocacy related to taxation or any efforts to influence tax authorities. BRI fully complies with all applicable tax laws and regulations, as well as tax policies issued by the Government. Operating only in Indonesia, with a few branches overseas, Bank BRI's tax reporting is exclusively conducted for Indonesia.

The BRI profile is presented in the Company Profile chapter, while the financial information is presented in the Management's Discussion and Analysis (MD&A) chapter of this Annual Report. The taxes paid have been in line with the Company's performance and profit generation.

Table of Contributions to the State

(in million IDR)

	Tax Types	Year 2025	Year 2024
A	TAX		
	Income Tax (PPh)	**25,762,792**	29,614,698
	Value Added Tax (VAT) and Sales Tax on Luxury Goods (PPnBM)	**2,213,989**	2,102,680
	Import/Export Duties, Customs and Excise, and Stamp Duty	**38,843**	36,982
	Regional Taxes and Levies (PDRD), including Land and Building Tax for Urban and Rural Areas (PBB P2)	**143,916**	126,702
	Total Tax Contribution (Total A)	**28,159,540**	31,881,062

	Tax Types	Year 2025	Year 2024
B	**NON-TAX STATE REVENUE (PNBP)**		
	Dividends	**27,681,809**	25,714,902
	Other Non-Tax State Revenue	**179,220**	76,561
	Total PNBP Contribution (Total B)	**27,861,029**	25,791,463
	Total Contribution to the State (Total A and B)	**56,020,569**	57,672,525

Response to Change in Monetary Policy Direction

In 2025, the policy mix of Bank Indonesia (BI) was directed toward a measured monetary easing stance to support economic growth, while maintaining exchange rate stability and keeping inflation under control amid global uncertainty. In line with manageable inflation, BI gradually reduced the BI-Rate by 125 bps, from 6.00% to 4.75%. This policy reflects a shift toward a more accommodative monetary stance aimed at supporting economic recovery and strengthening banking intermediation, while safeguarding macroeconomic stability and the resilience of the national financial system.

The monetary easing was accompanied by more expansionary liquidity management and the strengthening of a pro-growth macroprudential policy mix. Bank Indonesia enhanced liquidity availability in the financial system through the optimization of various monetary instruments, including the management of securities instruments and market operations to maintain adequate Rupiah liquidity. On the macroprudential front, BI reinforced the Macroprudential Liquidity Incentive Policy (KLM), which is accommodative and performance-based, with the objective of encouraging lower banking interest rates, increasing credit disbursement, and directing financing toward priority sectors that have high multiplier effects on economic growth.

With the more accommodative policy mix, the transmission of monetary policy to the financial sector began to show improvement, particularly in the second half of 2025, although the pace of transmission was not yet evenly distributed. The decline in money market rates and banking deposit rates occurred relatively faster, reflecting the banking sector's initial response to the easing policy. However, adjustments to lending rates were implemented more gradually, in line with prudent risk management considerations and caution in responding to credit demand dynamics.

In the context of banking intermediation, credit demand continued to face challenges. In the first half of 2025, banking credit growth experienced a persistent slowdown to 7.03% year-on-year (yoy) in July 2025, compared to 10.46% yoy in December 2024. The deceleration was driven by credit demand that had not fully strengthened, amid a wait-and-see stance among businesses and lending rates that remained relatively high. Nevertheless, credit growth gradually improved to 7.74% yoy in November 2025. Meanwhile, banking third-party funds (DPK) growth increased significantly to 12.03% yoy in November 2025, from 4.48% yoy at the end of 2024, indicating that banking liquidity conditions tended to improve amid the accommodative policy stance of BI.

Looking ahead, the strengthening of monetary policy transmission, supported by macroeconomic stability and adequate liquidity, is expected to further stimulate credit growth and reinforce the banking sector's role in supporting sustainable economic growth. BI projects that banking credit growth may increase to a range of 8%–12% in 2026, in line with the stronger transmission of monetary easing policies and continued coordination with the Government and the Financial System Stability Committee (KSSK).

In response to the benchmark interest rate adjustments and the monetary policies of BI and The Fed, BRI has selectively adjusted its deposit and lending interest rates (particularly for short-term loans). As of December 2025, BRI's SBDK has been adjusted in accordance with the implementation of OJK Regulation No. 13 of 2024, dated August 12, 2024, on the Transparency and Publication of Prime Lending Rates for Conventional Commercial Banks

Prohibitions, Limitations and/or Significant Obstacles to the Legal Lending Limit Between Banks and other Entities in a Business Groups

In carrying out its business activities, BRI established a policy that includes limits on providing funds to related parties in accordance with the Regulation of the Finansial Service Authority (OJK) of the Republic of Indonesia Number 32/POJK.03/2018 concerning Legal Lending Limits (BMPK) and Provision of Large Funds for Commercial Banks and OJK Regulation No. 38 /POJK.03/2019 concerning Amendments to POJK No. 32/POJK.03/2018 Concerning BMPK and Provision of Large Funds for Commercial Banks.

Provision of Funds to Related Parties and Large Amount of Funds

In carrying out its intermediation function, the Bank manages fund allocation, part of which is distributed as loans. This fund allocation must be subject to risk mitigation and portfolio diversification through limitations imposed on both Related Parties and nonRelated Parties, up to a certain percentage of the Bank's Capital or Core Capital (Tier 1), known as the Legal Lending Limit (BMPK) and Large Exposure. In this regard, to support Indonesia's economic growth and national competitiveness, the Regulator has provided flexibility or exemptions in implementing the BMPK and Large Exposure rules while maintaining prudential principles in loan disbursement. BRI has established policies related to fund allocation for Related Parties, Large Exposure, and other parties with an interest in the Bank, as regulated in the BRI Board of Directors Circular Letter No. SE.27-DIR/KRD/10/2024 dated October 29, 2024.

Policy of Giving Loan to the Board of Directors and Board of Commissioners

Granting loans to the Board of Directors and the Board of Commissioners was included in the provision to Related Parties, and this had to be approved by the Board of Commissioners. Funding for Related Parties had been regulated by the Finansial Service Authority (OJK) and the Company's provisions, namely the BRI Loans Provision Minimum Limit Policy. The provisions and procedures for extending loans to the Board of Directors and Board of Commissioners applied the same as extending loans to prospective BRI Bank debtors in general and were given according to market interest (market rate) and reasonable (arm length basis) while taking into account the principle of prudence.

Mechanism for Provision of Funds to Related Parties

1. Provision of Funds to Bank Related Parties was submitted independently or collectively through the Credit Operation Division and had to obtain approval from the Board of Commissioners.
2. The Secretary of the Credit Committee submits the results of the approval request to be followed up according to the approval decision.
3. Provision of Special Funds (especially loans) to the Board of Directors and Board of Commissioners had to be carried out in a fair and reasonable manner (equal treatment).

Provision of Funds to Related Parties

Provisions regarding the setting of BMPK limit were that the Portfolio of provision of funds to Related Parties with a Bank as a whole was set at a maximum of 10% (ten percent) of the Bank's Capital. Other regulated party provisions were:

1. Banks were prohibited from providing funds to Related Parties that were contrary to the general procedures for provision of funds.
2. Banks were prohibited from providing fund to Related Parties without the approval of the Bank's Board of Commissioners.
3. Banks were prohibited from purchasing low-quality assets (assets that were of substandard, doubtful or loss quality and/or have been restructured) from Related Parties.
4. In the event that the quality of providing fund to Related Parties declined to substandard, doubtful or loss, the Bank was required to take steps to correct it by:
   a. Repayment of loans no later than 60 (sixty) days after the decline in the quality of provision of funds; and/or
   b. Conducted loans restructuring since the decline in the quality of Provision of Funds.
5. In the event that a Bank provided fund in the form of Equity Participation which caused the party where the Bank made Equity Participation to become a Related Party, the Bank was required to ensure:
   a. Fund Provision Plan was set at a maximum of 10% (ten percent) of Bank Capital;

b. Provision of funds that would be and had been given to parties in which the Bank made Equity Participation after being added to the entire portfolio of provision of funds to Related Parties was set at a maximum of 10% (ten percent) of Bank Capital;
c. Meet the conditions referred to in points 1, 2 and 3

Related parties included:
1. Individuals or companies that controlled the Bank.
2. Legal entity in the event that the Bank acted as a controller.
3. Companies in the case of individuals or companies as referred to in point 1 act as controllers.
4. Members of the Board of Directors, members of the Board of Commissioners, and Bank Executive Officers.
5. Parties who had family relations horizontally or vertically:
   i. From individuals who were controllers of the Bank as referred to in point 1; and
   ii. From members of the Board of Directors and/or members of the Board of Commissioners at the Bank as referred to in point 4;
6. Members of the Board of Directors and/or members of the Board of Commissioners in the company as referred to in points 1, 2 and/or 3.
7. Companies of which members of the Board of Directors and/ or members of the Board of Commissioners were members of the Board of Commissioners at the Bank.
8. Companies in which 50% (fifty percent) or more members of the Board of Directors and/or members of the Board of Commissioners were Directors and/or Commissioners of the company as referred to in points 1, 2 and 3. The amount of 50% (fifty percent) or more was calculated from the total cumulative Board of Directors and/or Board of Commissioners.
9. Companies that:
   a. Members of the Board of Directors, members of the Board of Commissioners, and/or Bank Executive Officers acted as controllers; and
   b. Members of the Board of Directors and/or members of the Board of Commissioners from the parties referred to in points 1, 2 and/or 3 acted as controllers.
10. Collective Investment Contract in which the Bank and/or the parties referred to in points 1-9 own 10% (ten percent) or more shares in the collective investment contract investment manager.
11. Companies that had financial relationships with Banks and/ or parties referred to in points 1-9 above.
12. The borrower was an individual or a non-bank company that had a financial relationship through providing guarantees to the parties referred to in points 1-11.
13. Borrowers who had financial relationships through guarantees provided by the parties referred to in points 1-11.
14. Other banks that had financial relationships through the provision of guarantees to the parties referred to in points 1-11 in the event that there was a counter guarantee from the Bank and/or the parties referred to in points 1-11 to the other bank.
15. Other companies in which there was an interest in the form of share ownership of 10% (ten percent) or more individually or jointly, from the parties referred to in point 5.

Provision of Funds to Parties other than Related Parties

1. Provision of funds to:
   a. 1 (one) Borrower other than a Related Party; or
   b. 1 (one) group of Borrowers other than Related
2. Provision of funds to 1 (one) borrower other than Related Parties or 1 (one) group of Borrowers other than Related Parties is set at a maximum of 25% (twenty five percent) of the Bank's Core Capital (Tier 1).
3. Banks were required to determine the classification of Borrowers in a group of borrowers in the event that the Borrower had a controlling relationship with other Borrowers through ownership, management and/or financial relationships.
4. Classification of Borrowers with the following criteria:
   a. The Borrower was the controller of other Borrowers;
   b. 1 (one) party that was the controller of several Borrowers;
   c. 50% (fifty percent) members of the Board of Directors and/ or members of the Borrower's Board of Commissioners become members of the Board of Directors and/or members of the Board of Commissioners at other Borrowers;
   d. The Borrower had financial relationships with other Borrowers; and/or
   e. The Borrower had a financial relationship in the form of issuing guarantees to take over and/or pay off part or all of the obligations of other Borrowers in the event that another Borrower failed to fulfill obligations to the Bank.
5. Borrower Group classification does not apply to:
   a. Provision of funds Facilities provided by Banks to debtors in general Bank business activities; and
   b. Providing guarantees by insurance companies, guarantee companies, the Government of the Republic of Indonesia, and/or governments of other countries.
   c. Provision of loans to debtors through companies using the forwarding method.
   d. Providing loans with a nucleus-plasma partnership pattern with a core company scheme guaranteeing loan to plasma.

e. Provincial government and district/municipal government as well as between each district/city government.

Provision of Funds

Provision of funds that were considered in the calculation of BPMK and Provision of Large Funds were all Provision of funds in the position of the banking book and trading book.

1. Types of Provision of funds, namely:
   a. Placement;
   b. Derivative transactions;
   c. Securities;
   d. Securities under agreement to repurchase (repo);
   e. Securities under agreement to (reverse repo);
   f. Acceptance bills;
   g. Loans;
   h. Equity capital;
   i. Temporary equity participation;
   j. Administrative account transactions; and
   k. Other forms of fund provision that may be equated with those referred to in letters a through j.
2. Provision of Bank Funds to SOEs for development purposes was set at a maximum of 30% (thirty percent) of Bank Capital.
3. Provision of funds to SOEs for development purposes such as Provision of funds for:
   a. Food procurement;
   b. very simple Home procurement;
   c. Procurement, supply and/or management of oil and natural gas as well as alternative natural sources of energy that are equivalent;
   d. Procurement, supply and/or management of water;
   e. Procurement, provision and/or management of electricity;
   f. Procurement and/or management of export-oriented commodities;
   g. Procurement of instructors supporting land, sea and air transportation in the form of construction of roads, bridges, railroads, seaports and airports; and/or
   h. The development of the National Tourism Strategic Area (KPSN) which was determined and prioritized by the central government.

Credit Risk Mitigation Techniques

BRI was required to apply an Credit Risk Mitigation (MRK) technique that met certain requirements in calculating BPMK in the event that BRI recognized the existence of collateral, guarantees, guarantees or loan insurance as an Credit Risk Mitigation technique in calculating weighted assets according to credit risk using the standard approach by referring to the provisions of the Financial Service Authority (OJK) which regulated regarding guidelines for calculating risk-weighted assets for credit risk using a standardized approach.

Exceptions from Calculation of Legal Lending Limit (LLL)

Placements at each Prime Bank were excluded from the BPMK calculation with the following provision:

1. Legal Lending Limit Section for Borrowers who obtain guarantees from Prime Bank.
2. Legal Lending Limit to the Central Government.
3. Placement with Bank Indonesia.
4. Purchase of Securities issued by the Government of the Republic of Indonesia and/or Bank Indonesia.
5. The Legal Lending Limit Division which obtained guarantees from the Government of the Republic of Indonesia under certain conditions.
6. Export-oriented Legal Lending Limit to financial institutions and the Legal Lending Limit Division which obtain guarantees from financial institutions that meet certain requirements
7. The portion of Legal Lending Limit guaranteed by certain collateral and meets certain requirements.
8. Provision of funds that have become a deduction factor Capital as referred to in the Financial Services Authority Regulation.

Exceeding Legal Lending Limit (LLL)

Excess Conditions

Legal Lending Limit by BRI was categorized as Exceeding the BMPK caused by:

1. Decrease in Capital or Core Capital (Tier 1);
2. Changes in exchange rate;
3. Changes in fair value;
4. Business mergers, changes in ownership structure, and/or changes in management structure that caused changes in Related Parties and/or Borrower groups;
5. Changes in provisions (regarding changes to parties categorized as Related Parties or Borrower groups).

The determination of Borrowers in the calculation of BMPK exceedance is carried out in accordance with the provisions for the calculation of Fund Provision. The BMPK exceedance is calculated based on the recorded value as of the reporting date.

Settlement of Violations and Excessing of LLL Bookings

During 2025, BRI has never violated or exceeded the BPMK. In the event that the Bank violates and/or exceeds the BPMK, BRI is required to prepare a follow-up plan for the settlement of BMPK violations and/or exceeds it along with a target time for completion.

Table of BPMK Violations and Exceedings

BMPK	Related Parties	Not Related Parties	Unrelated Parties (Borrower Group)	SOEs
Violations of BMPK	-	-	-	-
Exceeding of BMPK	-	-	-	-

Reporting

External Report

BRI submited reports on Provision of Funds, Provision of Large Funds, Exceptions to Provision of Large Funds, Violations of BMPK or Exceedings of the BMPK, individually and on a consolidated basis to the Financial Service Authority (OJK) periodically.

Internal Report

Internally, BRI prepared BMPK reports involving business units related to the following mechanism:

1. As a basis for determining BMPK and the provisions of Large Exposure, the FMA Group provides data on BRI's last position of Capital to the Group in charge of the loan portfolio.
2. The Head Office Business Group , Branch Offices, UKLN, Division/ Desk in charge of Subsidiary Entities, and related units report the data required for reporting according to their respective functions to the Group in charge of the loan portfolio.
3. The Group in charge of the loan portfolio consolidates and prepares BMPK and the provisions of Large Exposure reported and submitted them to the Board of Directors and Board of Commissioners.

BRI Internal LLL

1. As a form of prudence and risk appetite, BRI sets a maximum internal BMPK amount of 85% of the BMPK determined by Financial Service Authority (OJK) per obligor.
2. BRI's distribution of loan funds was focused on the MSME segment.

Transactions to Related Parties

In 2025, transactions with related parties (related party transactions) were carried out in a fair, normal commercial terms, arm length basis with the following details:

Table of Legal Provision Funds to Related Parties and Provision of Large Funds

Provision of Funds	2025		2024	
	Debtors	Outstanding (in IDR million)	Debtors	Outstanding (in IDR million)
1. To Related parties	**667**	**18,656,883**	671	17,495,695
1. To Core Debtors				
a. Individual	**50**	**242,229,198**	50	158,229,350
b. Group	**50**	**314,840,547**	50	211,909,460

Spot and Derivative Transactions

Spot transactions and derivative instruments undertaken by BRI are conducted within a prudent risk management framework, in compliance with applicable regulatory requirements and prevailing best practices in the banking industry. All derivative activities are intended to support hedging strategies, enable measured risk exposure management, and fulfill the transaction needs of customers and the Company.

The derivative instruments and spot transactions carried out by BRI are generally utilized to manage foreign exchange and interest rate fluctuation risks, including the implementation of hedging strategies for foreign currency-denominated assets and liabilities, as well as to support liquidity management in foreign currency denominations. All such activities are aligned with the Company's role as a financial intermediary that upholds market integrity, regulatory compliance, and the implementation of sustainable risk management practices.

Throughout 2025, BRI conducted spot and derivative transactions, including forward contracts, foreign exchange swaps, interest rate swaps, and options, all of which were aimed at supporting the management of foreign exchange and interest rate fluctuation risks. The management of these instruments was carried out in an integrated manner and consistently aligned with the prevailing governance framework and risk management policies.

Table of Spot and Derivative Transaction

(In Million IDR)

Transactions	Derivative Bills		Derivative Liabilities	
	2025	2024	2025	2024
Foreign currency swaps	**651,230**	409,454	**383,297**	656,917
Forward buying and selling of foreign currency	**237,629**	408,102	**438,327**	589,736
Interest rate swaps	**121,203**	244,837	**117,790**	247,276
Currency swaps and interest rates	**128,213**	15,029	**140,679**	80,968
Spot buying and selling of foreign currency	**16,426**	9,626	**11,862**	10,223
Currency Option	**12,328**	-	**9,798**	-
Total	**1,167,029**	**1,087,048**	**1,101,753**	**1,585,120**

Report on Additional Use of State Capital Participation (PMN)

Based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/ MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Additional State Capital Participation (PMN) is the separation of state assets from the state revenue and expenditure budget which is used as capital of SOEs and/or Limited Liability Company and managed corporately. In accordance with the provisions in Article 110 PER-2/ MBU/03/2023:

(1) Additional PMN is carried out with the aim of:
   a. Improving the capital structure of SOEs or Limited Liability Company; and/or
   b. Increasing the business capacity of SOEs or Limited Liability Companies.

(2) Additional PMN to SOEs as intended in paragraph (1) is used in the context of:
   a. Carrying out Government assignments to SOEs;
   b. Carry out restructuring and/or rescue of SOEs; and/or
   c. Carry out SOEs business development.

In 2025, BRI did not receive additional State Capital Participation (PMN), so there is no information on the Report on the Use of Additional State Capital Participation.

BRI
Bank Rakyat Indonesia

Business Support Functions Overview

"BRI consistently strengthens its Human Capital as a strategic enabler of business transformation by ensuring alignment between talent and corporate strategies."

Human Capital

BRI's Human Capital Vision as "Home for the Best Talent (*Rumah bagi Talenta Terbaik*)" that consistently focuses on career development and capability enhancement of its employees. Throughout 2025, BRI focuses on an end-to-end human capital transformation with prioritization on the human capital management cycle.

1. Recruitment, Talent Management, & Succession Plan
   Talent is viewed as the most valuable asset that determines BRI's quality, competitiveness, and sustainability in the future; therefore, its management becomes a priority in the Company's strategic initiatives. As a manifestation of its commitment to ensuring the best talent quality, in 2025, BRI implemented a revamp of the Brilian Future Leader Program (BFLP) through the development of specialization tracks, the enhancement of the selection system, and the optimization of the recruitment process, resulting in improved effectiveness, higher selection quality, and faster fulfillment of organizational needs. In addition, BRILIANEXT serves as a platform to prepare and nurture future leaders in Indonesia's banking industry by providing top graduates with opportunities to earn Golden and Silver Tickets for the BRI management trainee pathway. Furthermore, as part of its commitment to leadership sustainability, BRI compiled the Book of Leaders to map and prepare top talent for future leadership roles, while ensuring strong, sustainable leadership continuity.
2. Performance Management, Compensation, & Productivity
   In 2025, BRI also enhanced its Performance Management System framework through careful integration, complemented by a compensation design that emphasizes the principles of differentiation, fairness, simplicity, and consistency as a strategic foundation for driving superior performance. Each process within this system is structured harmoniously to ensure alignment between work unit achievements and individual contributions, while fostering a sustainable high-performance culture. To further encourage employee productivity and peak performance, BRI refined the Productivity & Performance Enhancement Program (PPEP), a strategic initiative aimed at optimizing employees to meet minimum performance standards.
3. Human Capital Operating Model
   The refinement of the HC operating model was carried out to strengthen the strategic role of the HC Business Partner (HCBP) as a trusted business partner. This was supported by a more comprehensive HC capability-building program design, including competency remapping, strengthened onboarding, expanded certification, intensive peer coaching, and the enhancement of the Regional HCBP Playbook as a best-practice reference and part of efforts to prepare BRI's HCBPs to serve as strategic problem solvers and value creators. In addition, to strengthen the role of HC, a quality assurance function has been implemented to ensure the quality of BRI's human capital policy implementation across the end-to-end human capital management cycle.
4. Culture and Well-being
   As part of strengthening the corporate culture, BRI carried out the socialization and internalization of the latest Brilian Way through a measured and sustainable communication strategy. This implementation was accompanied by the measurement of effectiveness and alignment across the entire human capital lifecycle to ensure that the Brilian Way values are consistently embedded in every aspect of employee management. As a manifestation of BRI's commitment to ensuring employee well-being, creating Insan Brilian who are healthy, safe, comfortable, and happy, while also enhancing the Employee Value Proposition (EVP), BRI introduced the "Teman Cerita Brilian" psychological or counseling service in collaboration with selected professional psychologists and counselors.
5. BRI Group Synergy
   In supporting the implementation of financial conglomeration governance as stipulated under Financial Services Authority Regulation (POJK) No. 30 of 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies, and in order to optimize the contribution and performance of all Subsidiaries, BRI continuously strengthens synergy in managing an integrated human capital lifecycle across the BRI Group. Such synergy includes the alignment of General Policies, performance management, rewards, learning and development, HCIS and people analytics, as well as talent mobility. As the parent company, BRI also conducts assessments of human capital maturity across the BRI Group.

Human Capital Management Framework and Strategy

BRI formulates its human capital (HC) management strategy in alignment with the Company's aspirations and corporate strategy. This is carried out by considering the role and involvement of BRI's human capital as a business enabler and as part of efforts to achieve BRI's HC vision. To support this function, BRI's human capital is organized into several Groups that encompass various end-to-end human capital functions under the Human Capital Sub Directorate.

The management of human capital at BRI (BRI HC Lifecycle) begins with gathering business strategy inputs from the company, which includes both short-term and long-term strategies that will serve as guidance for BRI HC in developing and implementing people processes. The BRI HC Lifecycle consists of six (6) stages of human resource management at BRI, namely:

1. Align: Through the development of strategies and planning.
2. Attract: Through the recruitment process and onboarding of new employees.
3. Evolve: Through learning and development programs.
4. Accomplish: Through performance management.
5. Engage: Through the provision of rewards and career management.
6. Offboard: Through exit policies and retirement programs.

BRI's human capital management also takes into account various aspects, including customers, employees, the government, national and global alliances, the media, as well as partners collaborating with BRI. BRI's human capital management involves the roles of various parties, such as BRI as a company and related stakeholders including customers, employees, the government, national and global alliances, the media, and partners collaborating with BRI. In this regard, HC management needs to be supported by harmonious industrial relations (IR), a human capital information system (HCIS), technology, people analytics, and creative HC communication.

In 2025, the strategic theme of BRI's human capital is strengthening the HC strategic foundation for managing BRI's human capital lifecycle, with a focus on recruitment, talent management, succession plan, human capital operating model, productivity, performance management, compensation, culture, and well-being.

Human Resources Management Policy and Implementation

Recruitment

Policies

In navigating the increasingly complex, digital, and competitive financial industry landscape, BRI views talent management as a strategic asset of the Company in safeguarding sustainable performance and long-term growth. The business transformation undertaken by BRI requires an adaptive, highly competitive organizational capability that can respond to changes in a timely and precise manner.

Global competition to attract top talent, particularly in critical competencies and specialized areas, continues to intensify amid the limited availability of high-quality human capital (talent scarcity). This condition has elevated talent management from being merely operational to an integral part of corporate strategy, ensuring leadership continuity, operational stability, and the Company's innovation capability.

In response to these challenges, BRI consistently strengthens its Human Capital as a strategic enabler of business transformation by ensuring alignment between talent and corporate strategies. BRI is committed to becoming an employer of choice as well as the Home to the Best Talent. In this regard, BRI has initiated several strategic measures, including:

1. **Strategic Workforce & Capability Planning**
   BRI aligns workforce planning and capability development with the Company's strategic business priorities to ensure the availability of critical talent that supports transformation initiatives, future growth, and risk mitigation.
2. **Talent Attraction**
   BRI consistently expands access to potential talent, particularly among younger generations, through employer branding, engagement, and strategic recruitment programs that attract the best candidates from diverse backgrounds.
3. **Strengthening Specialized & Critical Talent**
   BRI proactively develops and acquires talent with specialized expertise and critical competencies, particularly in strategic areas such as technology, risk, and priority business segments, to ensure organizational readiness to address industry complexity and future demands.
4. **Embedding Culture into Recruitment & Talent Selection**
   BRI consistently integrates Brilian Way values into all talent management processes, including recruitment and selection, to ensure that from the outset, BRI builds a strong organizational foundation through individuals

who not only demonstrate excellence in competencies but also uphold alignment with values, integrity, and corporate culture.

5. **Digital Enablement & Optimization of HR Technology**
   BRI optimizes the use of Human Capital technology and digital systems in the recruitment process to enhance decision quality, process efficiency, and transparency, as well as the overall candidate experience, while supporting a more agile, data-driven, and integrated organization.

By implementing these strategies, BRI remains committed to continuously building organizational capabilities, strengthening talent competitiveness, and ensuring the sustainability of the Company's transformation over the long term.

In addition, as a flagship program under the BRILiaN Future Leader Program (BFLP), BRI prepares the best young talents to grow into future leaders who are professional, uphold integrity, and are adaptive to change. A specialization-based approach has been designed to ensure that BFLP participants gain structured learning experiences, in-depth business exposure, and opportunities to contribute directly to the Company's strategic areas. Through a combination of learning, mentoring, and real on-the-job assignments aligned with their respective fields, BFLP cultivates leaders who are not only technically proficient but also possess a holistic business perspective and embody the Brilian Way values. The BFLP specialization tracks include:

1. BFLP Micro Banking
   Develops young leaders who are close to the community, understand the micro business ecosystem, and play an active role in promoting financial inclusion and community-based economic empowerment.
2. BFLP CSME (Commercial, Small & Medium Enterprise)
   Cultivates talents capable of supporting MSME growth, analyzing business opportunities in productive sectors, and contributing to the strengthening of the national economy.
3. BFLP Wealth Management
   Prepares competent professionals in wealth management, financial planning, and sustainable relationship management with priority customers.
4. BFLP Wholesale Banking
   Equips talents with strategic experience in corporate financing, project financing, and institutional banking services.
5. BFLP Consumer
   Develops talents focused on retail banking products and services management, enhancement of customer experience, as well as expansion of market penetration and financial inclusion within the consumer segment.
6. BFLP Audit
   Develops future leaders who help maintain the effectiveness of internal controls, accountability, and good corporate governance.
7. BFLP Risk Management
   Builds talents capable of identifying, managing, and mitigating various risks to support BRI's business resilience and sustainability.
8. BFLP IT (*Information Technology*)
   Prepares future leaders in technology by developing digital systems, data, infrastructure, and cybersecurity.
9. BFLP Business Enabler
   Provides cross-functional exposure to ensure talents gain a comprehensive understanding of BRI's strategy, operations, and business ecosystem.

Seeing the phenomenon of the talent war in attracting outstanding BRILiaN talent, BRI continuously innovates to enhance its appeal more creatively through various sources (Multi Source) and channels (Multi Channel).

A. **Multi Source**
   1. Regular
      a. National Recruitment
         Recruitment was carried out by the head office to meet the needs of prospective leaders in all business unit both at home and abroad (ex. BRILiaN Future Leader Program).
      b. Regional Recruitment
         Recruitment is carried out at the BRI Regional Office and Head Office to fulfill the need for workers in certain positions or functions.
   2. Multi Source
      a. BRILiaN Scholarship Program (BSP)
         An early recruitment program designed to attract potential young generation and as a means of character development before becoming employees of BRI through the Bank's Employee Recruitment Program.
      b. BRILiaN Internship Program (BIP)
         An internship program offering opportunities for high school/vocational school graduates, students, or fresh graduates to gain work experience at BRI's Business Units while providing support for the BRI Unit operations.
      c. BRILIANEXT
         A strategic talent engagement and early recruitment program organized by BRI as part of its efforts to strengthen relationships with the academic ecosystem and attract top talent.

B. **Multi Channel**

In addition to various sources of talent search (multi source), BRI prepared various entry channels (multi channel), there were 5 (five) entry channels, namely:

1. BRILiaN Future Leader Program (BFLP): A recruitment and education program to attract potential candidates and provide education as provisions to become future leaders from external sources.
2. BRILiaN Next Leader Program (BNLP): Recruitment and education program for BRI Internal Workers who have great potential to become future company leaders.
3. BRILiaN Banking Associate Program (BBAP): A recruitment and development program designed to prepare new employees at the Associate corporate title level, sourced from both external and internal candidates, to support the Company's performance in accordance with BRI's operational standards and prevailing corporate values.
4. BRILiaN Specialist Hiring Program (BSHP): a recruitment program aimed at hiring employees with specialized skills in specific areas that align with the company's needs. The recruitment of employees through BSHP is intended to fulfill the bank's need to fill certain positions or roles, which include:
   a. Positions related to new products/activities or new fields due to the company's organizational development, where the company does not yet have employees with adequate specialized skills in those areas.
   b. A shortage of employees with specialized skills in certain fields, where the number of internal employees proficient in those areas is very limited.
   c. There was an urgent need to fill such positions where it is not feasible to develop the specialized skills of internal employees in a short period.

Recruitment Implementation

In 2025, BRI carried out recruitment as follows:

1. BFLP: Throughout 2025, the BFLP Specialist Program was conducted in three recruitment waves, covering nine (9) specialization areas that candidates could choose from, with an average time to hire of one (1) month.
2. BBAP: The BBAP program was implemented at the Head Office and each BRI Regional Office to fulfill staffing needs for both marketing roles (such as Junior Associate Mantri, Relationship Manager, and others) and non-marketing roles (such as Priority Banking Assistant, IT Officer, and others), in accordance with the requirements of each work unit, with an average time to hire of one month.
3. Experienced and Professional Hire: BRI conducted Experienced Hire and Professional Hire recruitment to meet specific needs for experienced talent in critical positions across business lines, IT, and other supporting functions, prioritizing competency-, experience-, and performance-based selection, supported by an agile recruitment process.

Competency Development

Information on employee competency development can be found in the Company Profile Chapter.

Talent Management

Policies

BRI implements a Talent Management System as an integrated framework for talent management, encompassing five stages: Attraction, Identification, Selection, Development, and Succession.

1. The Attraction Stages, BRI prepared Talent Sources and Talent Channels to attract the best candidates for BRI. Some of the programs include recruitment programs through Regular Recruitment and Talent Scouting. The talent channels designed by BRI include BFLP (Brilian Future Leader Program), BNLP (Brilian Next Leader Program), and BBAP (Brilian Banking Associate Program).
2. The Identification Stages, is a grouping of BRI employee based on aspirations, individual assessment (annual performance) and competency, and clustering into the Human Asset Value Matrix and areas of expertise (talent pool).
3. The Selection Stages, employee were categorized into talent clusters based on performance and competence. The results are then calibrated as the basis for the selection and determination of Top Talent for the year. Employees selected as Top Talent receive specialized development programs to prepare them as a pool of successors and future leaders.
4. The Development Stages, Workers will be given development programs according to their needs, whether based on talent clusters, Corporate Titles, or Worker roles. This helps in the succession search process, especially for Key Strategic Positions. Some development programs include character, professional competencies, leadership competencies, and technical competencies.
5. The Succession Stage refers to the process of selecting candidates to be placed in critical positions as successors through talent promotion or rotation (succession planning). This stage is designed to ensure the availability of successor candidates and their readiness for specific positions, thereby ensuring the strategic continuity of key roles within the organization.

BRI Talent Management System

Business Strategy

Attraction

Talent Sources

- BRILiaN Scholarship
- BGTP
- BEIP
- BIP
- BLFP/BNLP/BBOP *Regular Recruitment*
- BCCP

Talent Channels

BRILian Future Leader Program	BRILian Next Leader Program	BRILian Banking Officer Program

Digitalized process with E-recruitment

Identification

Performance Appraisal | **UKER** | **Pemimpin UKER** | **Alignment Pekerja UKER**

Critical Positions Mapping

Preliminary Talent Mapping (Using Brilliance)

BRIlliance → *Output*

- *expertise field aspiration*
- *Position Aspiration*

	Below	Meet	Exceed
High	IV / UA	I / HIPO	I / HIPO
Moderate	IV / UA	II / CR	II / CR
Limited	V / LC	III / KC	III / KC

POTENTIAL

Talent Cluster

RMA — *Risk Management Talent Available :*
COP
AMA — *Risk Management Talent Available :*

Final Talent Cluster

List of Successor Candidate

Digitalized process with Brilliance

Selection

Talent Committee + Subject Matter Expert

Talent Selection

Output

CAPACITY	Low	Moderate	High
High	Q5 UNFIT	Q3 Contributor	Q2 Promotable / Q1 Brilian Society
Moderate	Q4 Sleeping	Q2 Promotable	Q1 Brilian Society
Low	Q4 Sleeping	Q4 Sleeping	Q5 UNFIT

POTENTIAL

Final Talent Cluster

RMA — *Risk Management Talent Available :*
COP
AMA — *Risk Management Talent Available :*

Final Talent Pool
by Corporate Title and Expertise Field

List of Successor Candidate

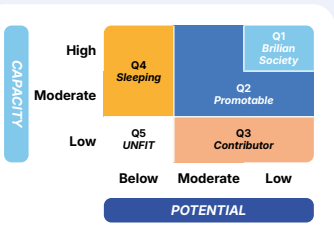
- Selection proses include Talent Review which conducted regulary to review talent with career problems.
- Regular Talent Committee (Talent Committee 1-5).

Digitalized process with Brilliance

CULTURE | **COMPETENCY FRAMEWORK** | **GRADE EQUIVALENCE**

Business Results

Development → Succession



Talent Cluster

RMA **Risk Management** RMA Talent Available:

COP

AMA **Risk Management** AMA Talent Available:

Talent Pool

by Corporate Title and Expertise Field

BBOP

BFLP | BNLP

BLDP | BSDP

BGLP | BSEP

BBSP | BLRP

TALENT COMMITTEE

To Choose candidates & successor

	Andi	Budi	Candra
	EA ME SE 5,1	ME SE 5,1	EA ME TG 5,1
Jabatan	Kepala Divisi/CLO	Kepala Divisi/CLO	Kepala Divisi/CLO
Uker	Grup Kebijakan ...	Grup Bisnis ...	Grup Operasional ...
City	Executive Vice President	Executive Vice President	Executive Vice President
JG	16	16	16
JF	GM, MPO, PLA, RM	GM, RM	CRE, GM
SMK	3,05/3,13/3,00	3,00/3,00/3,00	3,20/3,15/3,01
Usia	52 tahun 7 bulan	51 tahun 6 bulan	54 tahun 2 bulan
MKCT	1 tahun 3 bulan	1 tahun 5 bulan	1 tahun 0 bulan
MKJ	1 tahun 3 bulan	1 tahun 3 bulan	1 tahun 0 bulan
MKU	1 tahun 3 bulan	1 tahun 3 bulan	1 tahun 0 bulan
ASC	*Ready Now/2,92*	*Ready Now/3,33*	*Ready Now/2,83*

- EA — *Employee Aspiration*
- ME — *Management Endorsement (1&2)*
- SE — *Successor Endorsement*
- BEA — *Award Winner*
- CA — *Culture Agent*
- *BRILian Society Member*
- T5 — *Top 5 BLDP Ranking*

1-on-1
For Critical Position

Pool Based
For other Position

Digitalized process with BRISMART → **Digitalized process with Brilliance**

PERFORMANCE | COMPENSATION & BENEFIT | CAREER MANAGEMENT | IR | HCIS

Development Program

In line with this development concept, Insan BRILian will go through a series of education to develop their potential to become a Great Talent & Great Leader in accordance with the BRILiaN Development Journey, namely:

1. Brilian Leader Development Program (BLDP): An educational program designed to prepare employees to become global leaders through sustainable and comprehensive leadership development, with an emphasis on strengthening character, national insight, global perspective, business and banking acumen, and technological understanding.
2. Brilian Specialist Development Program (BSDP): A continuous and comprehensive technical competency development program designed to enhance specific knowledge and skills in line with the competencies required to become specialists in particular fields.
3. BRILiaN Young Leader Indonesia (BYLI): A development program for selected young Insan BRILian that provided career acceleration opportunities and exclusive development so that Employees could master the competencies, knowledge and skills needed to become Indonesia's Young Leaders.
4. Brilian Women Leaders Indonesia (BWLI): An additional development program for selected female BRI employees, providing opportunities to enhance the competencies, knowledge, and skills required to become Indonesian women leaders.
5. BRILiaN Society Elite Program (BSEP): Special development program to prepare Top Talents who are members of BRILiaN Society Member (BSM) Band 1 and Band 2, in prepare yourself to act in a more complex Leader role, collaborate with companies or high-quality international global education providers.
6. Brilian Bright Scholarship Program (BBSP): Educational scholarship program for permanent BRI employees to pursue a master's degree abroad at the top 30 best universities in the world.
7. Domestic Postgraduate Education Program: A development program for BRI employees, implemented as a master's degree (S2) scholarship at domestic universities with "A/Excellent" accreditation

Development Program

The Career Development Program for BRILiaN Employees has been prepared by BRI in alignment with the **Talent Management Development Program**, including the BLDP Soft Competency program and BSDP Hard Competency program, as well as other development initiatives.

BRI *Talent Management* → Attraction → Identification → Selection → **Development** → Succession

Corp Band	Corp Title	Job Grade	BBOP[1]	BNLP/ BFLP[2]	BLDP[3]	BSDP[4]	BWLI	BGLP[5]	BYLI[6]	BSEP[7]	BBSP[8]	BCEP[9]
BOD-1	SVP - EVP - SEVP	JG 17-21			BLDP 1	EEP				★ BSEP		
BOD-2	VP	JG 15-16			BLDP 2	BSDP 2	BWLI					
BOD-3	SM-APV	JG 11-14			BLDP 3	BSDP 3		★ BGLP				
BOD-4	Manager	JG 10			BLDP 4	BSDP 4			★ BYLI		BBSP	
BOD-5	Asst. Manager	JG 8-9			BLDP 5	BSDP 5						
BOD-6	Officer	JG 6-7		BNLP/BFLP	BLDP 6	BSDP 6						BCEP
BOD-7	Assistant	JG 3-5	BBOP			BSDP 7						

★ **High Performing Brilian**

1. BBOP: Brilian Banking Officer Progam
2. BNLP: Brillan Next Leader Program (BNLP)/ Brilian Future leader Program (BFLP)
3. BLDP: Brilian Leader Development Program
4. BSDP: Brilian Specialist Development Program
4. BLDP: Brillian Leader Development Program
5. BSDP: Brilian Specialist Development Program
6. BGLP: Brilian Global Leaders Program
7. BSEP: Brillian Society Elite Program
8. BBSP: Brilian Bright Scholarship Program
9. BCEP: Brilian Career Enhancement Program
10. BWLI: BRILiaN Women Leaders Indonesia

BRI also uses assessment tools to identify and measure the competencies of all employees, as well as to assess their suitability for the competency requirements of their current positions and future roles. A series of systematic development programs is prepared by BRI so that Insan Brilian can design their own careers through the Brilian Development Plan, which is a career and competency development planning program for each employee to achieve their career goals by preparing personal development plans while simultaneously enhancing individual and company performance.

Performance Assessment

Policy

The individual performance management process at BRI is packaged in a series called BRI Continuous Performance Management (BRICORE). BRICORE is a continuous process carried out during the performance period and through 3 (three) stages, namely planning, managing and evaluating. The performance management process (managing) is a continuous process throughout the period (continuous) which is manifested in Courageous Performance Dialogue (CPD). The cycle in question is depicted in the following illustration:

A. Performance Planning Stage (Planning)

1. It is a process for determining employee performance targets, in this stage an agreement is reached between the employee and the appraiser and ensures alignment between the employee's performance targets and the business unit's performance targets.
2. This stage is not only carried out at the beginning of the performance period (beginning of the year) or at the beginning of the worker's assignment to a new position/ field of duty and Business Unit, but can be carried out periodically if necessary as long as it is in line with the Business Unit's performance targets.
3. Determination of these performance targets (performance objectives & behavior objectives) is contained in the performance plan for each employee.

B. Performance Management Stage (Managing)

1. The management stage is packaged in the form of Performance Dialogue, which is a two-way communication activity between the Worker and the Evaluator in the form of effective and constructive feedback to achieve continuous individual performance improvement and processes that are integrated into all stages of BRICORE.
2. The implementation of the Performance Dialogue is well planned (dedicated time) with the following objectives:
   a. Employees understand their roles and contributions toward the achievement of the Work Unit.
   b. Provide the best solutions or effective feedback on obstacles/problems related to employee performance.
   c. Offer appreciation for employees' performance achievements so they can reach the next, more challenging targets.
   d. Facilities for the preparation of employees' individual development plans.
3. Performance Dialogue is conducted continuously throughout the performance period with the following explanations:
   a. Mandatory (required) to be carried out at the beginning of the performance period (performance planning) and at the end of the performance period (performance evaluation).
   b. Optional is conducted outside the mandatory implementation, as needed by each Worker, or if the Worker shows signs of declining performance, such as unsatisfactory work quality, low initiative, refusal to work, increased complaints, defensiveness, or avoidance of more challenging tasks.

C. Performance Evaluation Stage (Evaluating)

1. The process for preparing and carrying out performance evaluations, including reviewing performance developments and comparing performance achievements with established performance targets.
2. Evaluations can be carried out by each employee during the performance period; it can be quarterly, semiannually or annually.
3. Performance evaluation is carried out in the context of performance monitoring (performance check-in) and performance appraisal.
4. The performance appraisal of each worker (Performance Appraisal) is in the form of an Individual Performance Score (IPS) and individual performance rating
5. To avoid performance evaluations that are less than objective, employees should avoid the following conditions:
   a. Halo Effect, performance evaluation that is based only on the outstanding positive traits of the employee being evaluated.
   b. Horn Effect, performance evaluations that are based only on the prominent negative traits of the employee being evaluated.
   c. Leniency, appraisers tend to easily give good evaluations to employees.
   d. Strictness, appraisers tend to find it difficult to give good evaluations to employee.

e. Central Tendency, appraisers tend to give evaluations that are in the middle position (between good and bad).
f. Recency Error, Appraisers tend to provide evaluations of employees' work performance in the last/recent period (not overall performance during the assessment period).

BRI uses the MyCore application as a supporting tool to support the implementation of BRICORE at the Individual level. The application is used by Workers from the performance plan input stage to the performance evaluation process. The Company's good performance achievement is also indicated by the alignment of the Worker's Individual Performance Score (IPS).

One way BRI manages performance at the Company, Work Unit, and Individual levels is through a performance management process. This process aims to ensure that individual performance aligns with company performance, motivate employees to focus on achieving targets, and support the creation of optimal performance.

The company evaluates the overall individual performance management process of Employees, including managing Employees with performance below the minimum required standards (underperform). In managing underperforming Employees, BRI has a Productivity & Performance Enhancement Program (PPEP), which aims to optimize Employees so they can demonstrate performance in accordance with the minimum standards required by the Company.

Implementation of Performance Assessment

In 2025, BRI implemented the Productivity & Performance Enhancement Program again. During the process of the Productivity & Performance Enhancement Program, the Company provides various supports as follows:

1. Buddy Mentoring: Buddy determined by the Work Unit Leader.
2. Training: online and offline.
3. Mentoring: is conducted directly by the supervisor or the head of the related work unit.
4. Coaching: is conducted by a supervisor or an internal certified coach at BRI.
5. Counseling: the counselor appointed by the Company.

The Productivity & Performance Enhancement Program evaluation was conducted in October 2025, and the results showed that out of a total of 2,152 participants, 1,817 participants passed (performance achievement >90% and/or 100% completion of the development plan from the set target), representing 84% of all PPEP participants. This indicates an increasing trend in the number of PPEP participants who pass compared to the previous year. Based on these evaluation results, it can be assessed that the PPEP program has a positive impact on worker performance.

Remuneration

Policies

BRI's remuneration system is structured based on several main principles, including internal fairness, namely providing remuneration according to competency and ability as well as position responsibilities, externally competitive (peers), and paying attention to strategy, business development and the Company's capabilities. This principle is implemented as a basis for achieving the main objectives of the remuneration system, namely attracting potential employees (attract talent), retaining competent employees (retain talent) and maintaining employee motivation to always provide their best performance (motivate talent).

The application of these principles is an important factor in building the Company's brand image as The Dream Company to Work in the Financial Industry, thereby increasing the Company's competitiveness in the competition to win the best talent. Remuneration at BRI does not differentiate between gender (male and female employees), does not differentiate between race, religion and ethnicity as regulated in concerning Regulations on Wages for PT Bank Rakyat Indonesia (Persero) Tbk employees.

The remuneration given to BRI employees includes:

1. Fixed compensation (fixed pay) is given to employee based on their position and/or work agreement. Fixed pay includes basic wages and allowances, Pay attention to the principles of Pay for Position and Pay for Person. Fixed pay includes Monthly Salary, Religious Holiday Allowance, Annual Leave Allowance, and Major Leave Allowance for each six-year work period.
2. Variable compensation (variable pay) is given to employee based on performance achievements, including Performance Incentives and/or Bonuses, as well as stock ownership programs (Employee Stock Allocation (ESA) and Employee Stock Option Plan (ESOP)).
3. Benefit, facilities provided to ensure security and comfort while working, during employment and retirement, consisting of benefits before the end of the employment period and post-employment benefits.

Implementation of Remuneration

To maintain the competitiveness of workers' monthly wages in accordance with remuneration principles, the Company conducts an annual review. In 2025, the Company provided an annual wage increase based on each individual's performance and the rising cost of living. Additionally, the Company implemented a wage recomposition as a step to readjust the proportion of workers' wages by converting part of the fixed allowances into basic wages. This step has a positive impact on workers' pension benefits. This further reinforces the Company's commitment not only to ensuring the welfare of workers during their active years but also after they reach retirement age.

The Company also provides an annual bonus as a form of appreciation for each Employee's contribution to the company's performance and to motivate employees to perform better in the future. Bonuses are awarded through a bonus pool, which promotes a performance-driven culture, aligns bonuses with individual and unit performance, and fosters collaboration within a work unit. In 2025, employees received bonuses for 2024 fiscal-year performance, as well as interim bonuses in the third quarter of 2025. The interim bonus distribution is expected to maintain Employee optimism, enabling them to continue delivering their best performance and drive the company's growth at the end of 2025.

In addition to bonuses, variable pay is also provided in the form of an equity ownership program, namely a long-term incentive in the form of Employee Stock Allocation (ESA) V for 2023, which was distributed through each Employee's securities account in 2025. This stock-based compensation program is selectively granted to Employees who consistently demonstrate positive performance (Achieved) and maintain a positive track record throughout the assessment period from 2021 to 2024. This program is expected to foster a sense of ownership of the Company, as well as motivate all Employees to continue contributing their best for the sustainability and growth of the Company.

To ensure the smooth execution of Workers' duties and responsibilities, the Company also provides benefits and facilities to support official duties, including transportation and travel accommodation, lump-sum relocation assistance, vehicle and official residence facilities, and a vehicle ownership program (for selected roles). Additionally, Workers are provided with health maintenance benefits, including outpatient/inpatient care guarantees, dental and eye treatment and medication, assistance with eyeglasses replacement, general medical check-ups, life and accident insurance, and mandatory government programs. These maintenance benefits are provided to Workers and their immediate families (spouse and three children).

Pension Program

Policies

BRI always strives to improve employee welfare both during the active period and at the end of the employment relationship through benefit programs which include:

1. BPJS Health Care Insurance Program (BPJS Kesehatan)
2. Old Age Guarantee Program (BPJS Ketenagakerjaan)
3. Pension Security Program (BPJS Ketenagakerjaan)
4. Pension Health Care Program (Prospens)
5. Defined Benefit Pension Program (PPMP)
6. Defined Contribution Pension Program (PPIP)
7. Old Age Allowance Program (THT)

Additionally, during the retirement preparation period, employees are entitled to entrepreneur education provided by the company to help them transition into retirement. This education is delivered through the BLRP (BRILiaN Leader Retirement Program) which prepares employees before retirement by equipping them with knowledge, insights, and skills essential for navigating their post retirement life.

Implementation of Pension Program

In 2025, the Company has implemented the BLRP (BRILiaN Leader Retirement Program) for employees approaching retirement. As of December 2025, a total of 741 BRI employees have been enrolled in BRI's retirement preparation development program.

Human Capital Information System

BRI is building a strong digital foundation through a modern, integrated Human Capital Information System (HCIS) ecosystem focused on efficiency and accuracy in employee data management, making it one of the strategic pillars in organizational development. Through the Personal Data Validation feature in Brilian Apps, employees are encouraged to actively participate in maintaining the accuracy and currency of their data independently and continuously, ensuring that all personal and professional information is reliable. Digitalization also extends to various critical processes, from integrated overtime management, submission to payment of compensation, to the Productivity Performance Enhancement Program (PPEP), which enables systematic monitoring, management, and improvement of underperforming employees with valid documentation.

Processes such as transfers, rotations, and promotions are supported by digital templates that enhance efficiency, accuracy, and document consistency, while the integration of the Talentics system with e-Recruitment ensures talent data is always up-to-date and ready for strategic decision-making.

BRI strengthens HCIS governance through 2025 by documenting systems and procedures to maintain high-quality, organized, and standard compliant data. Innovative developments such as the Courageous Performance Dialogue on MyCore during coaching and mentoring processes, the Applicant Tracking System for selection, and adjustments to compensation mechanisms for Position Holders in structured roles demonstrate the system's ability to support the entire talent management cycle, including performance management, recruitment, and rewards. The bonus pool and payroll processes are now managed more effectively and efficiently, reflecting the synergy between technology and human capital strategy.

Culture Internalization

BRI's transformation focuses on two main areas: Digital and Culture (Corporate Culture). Corporate Culture is considered a fundamental pillar for achieving its Vision and Mission and integrating it into its overall strategy. Recognizing the importance of shaping employees' character and behavior, fostering a productive and dynamic work environment, and ensuring a consistent and measurable transformation, BRI Group undertakes various efforts to internalize and implement Work Culture Initiatives.

BRI Cultural Transformation Journey

The BRI Cultural Transformation Journey is a continuous, targeted effort that emphasizes developing and strengthening work culture as the primary driver of the Company's transformation agenda. This effort is carried out through various initiatives and programs to shape the behavior, mindset, and working methods of Insan Brilian to align with the company's strategic direction.

1 2018 - 2020

BRI SPOT

BRIvolution
BERSAMA MELANGKAH MAJU

2018

BRILiaN

Launch as Core Values

- Integrity
- Professionalism
- Trust
- Innovation
- Customer Centric

2018 - 2019

Core Values Internalization

Culture Transformation Movement

2 2021 - 2025

BRI mo · QLola by BRI · SenyuM

BRIVOLUTION 2.0

2020 - 2022

BRILiaN

Core Values Launch,
BRILiaN Belief and the 8 Key Behaviors
(Brilian Ways).

2023 - 2024

AKHLAK

BRI One Culture

Culture implementation through focused activities in the business, support, and risk functions.

Formulation of behavioral guidance across each function, enhancement of the Culture Activation Program, Leaders Capability Building program, and strengthening of the BRI One Culture infrastructure.

3 2025 - 2030

BRIVOLUTION REIGNITE

The Most Profitable Bank in Southeast Asia

2025 - 2030

Continuation of BRI's comprehensive transformation through the internalization of the Brilian Way.

Brilian Way

Accountability · Integrity · Growth Mindset · Collaborative · Customer Focus

BRI is developing a Culture Transformation Roadmap until 2030 as a long-term strategic framework to ensure that the Company culture consistently promotes behaviors aligned with the business strategy and the Company's sustainability, including but not limited to:

1. Comprehensive internalization of the Brilian Way.
2. Empowerment of Change Leaders and Change Agents as role models of the culture.
3. Integration of culture into the entire Human Capital cycle, from recruitment and development to performance management.
4. Strengthening a data-driven culture measurement system.

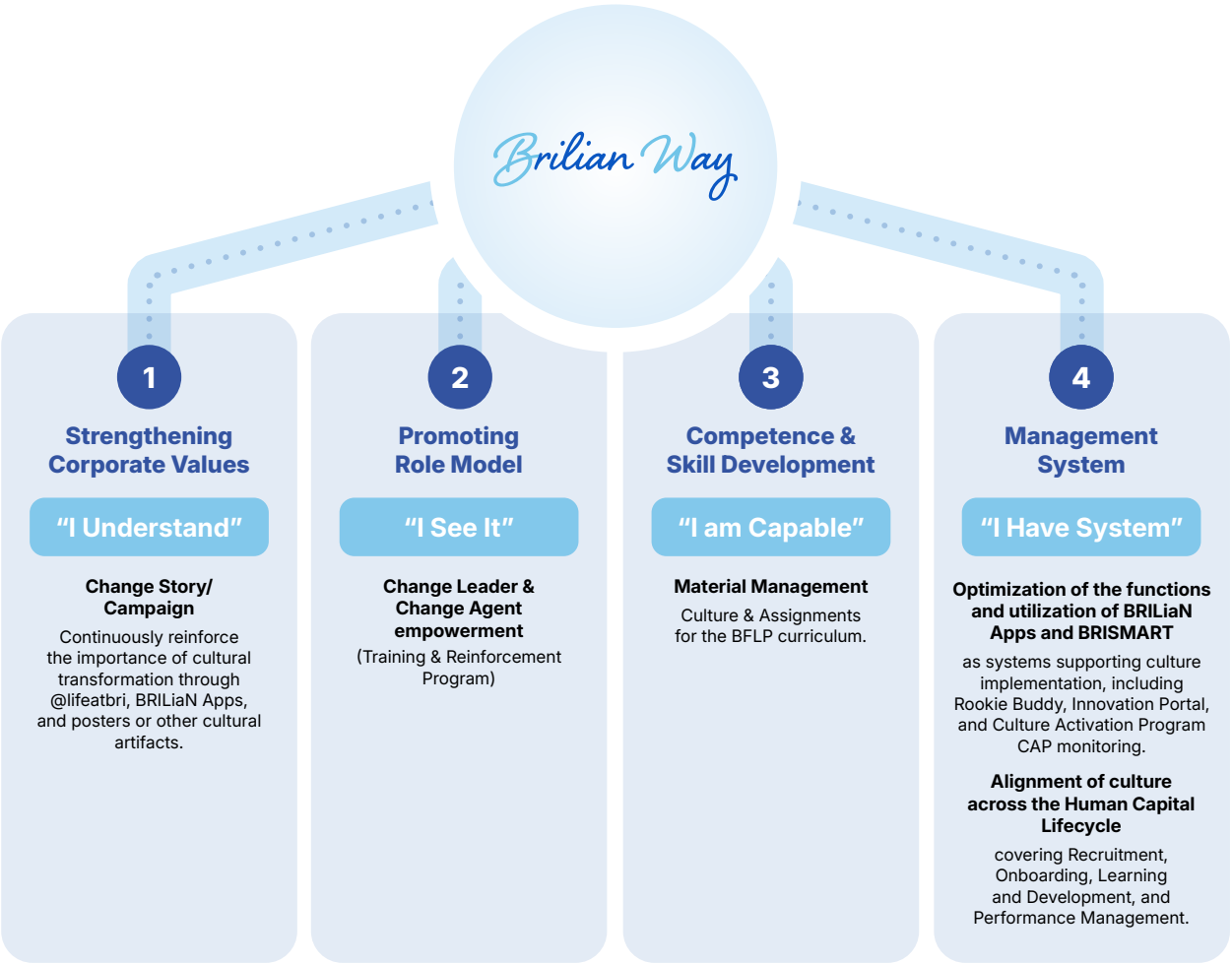
This effort is supported by a human capital management foundation, the creation of a collaborative and positive work environment, and an integrated communication strategy through various internal and external channels.

Work Culture Internalization Aspects

Throughout 2025, BRI has implemented various strategic initiatives in internalizing work culture in line with the BRI One Culture framework. The internalization of BRI One Culture focuses on four main aspects:

4 Aspect of Brilian Way Internalization

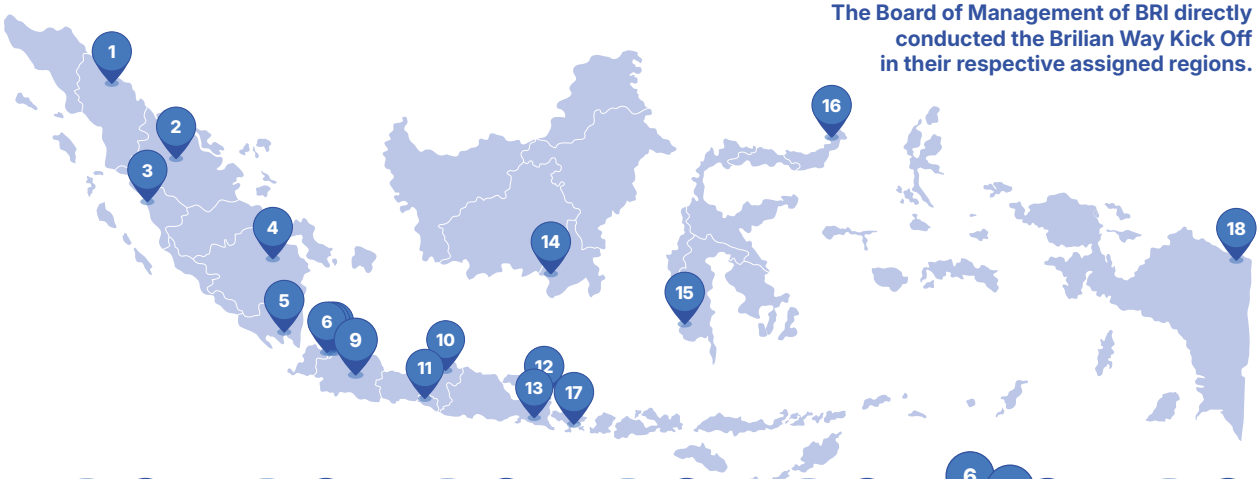
To ensure the effective implementation of Corporate Values, several initiatives are carried out on a continuous basis.



1. **Strengthening Corporate Values (I Understand)**
   Strengthening Corporate Values is the main foundation in ensuring that every BRILiaN Employee has a comprehensive understanding of BRI's Core Values along with their definitions and key behaviors. BRI continuously internalizes these core values through consistent communication approaches (change stories/ campaigns), utilizing various internal channels such as Social Media @lifeatbri and BRILiaN Apps, as well as the use of artifacts and symbols of work culture.
2. **Promoting Role Model (I See It)**
   Promoting Role Model emphasizes the leadership role as the main driver of BRI's work culture. All Work Unit leaders at BRI serve as Culture Leaders who actively set an example in implementing the Brilian Way. Their role as Leaders is supported by Change Agents present in each Unit Work. This initiative is reinforced through empowerment programs for Change Leaders and Change Agents to ensure consistency in behavior and cultural messages across all levels of the organization.
3. **Competence & Skill Development (I Am Capable)**
   Competence & Skill Development focuses on strengthening BRILiaN Human Capital capabilities to align with the Brilian Way. The internalization of culture is systematically integrated into all Employee Development Programs, including onboarding materials for new hires and refreshment programs for existing Employees.
4. **Management System (I Have System)**
   The Management System is a strategic support mechanism that ensures the management of BRI's Work Culture is structured, measurable, and sustainable. BRI consistently develops BRILiaN Apps as the main platform for implementing the culture, including support for the BRISMART and Work Culture and Innovation Portal applications, the BRILiaN Rookie Buddy program, and an integrated, data-driven Culture Action Program (CAP) monitoring system. In line with this, BRI also conducts comprehensive alignment of the Work Culture across the Human Capital cycle, from recruitment and Learning & Development to Performance Management.

Internalization of Brilian Way in BRI Group

The Board of Management of BRI directly conducted the Brilian Way Kick Off in their respective assigned regions.



Region 1 Medan	Region 2 Pekanbaru	Region 3 Padang	Region 4 Palembang	Region 5 Bandar Lampung	Region 6, 7, 8 Jakarta 1, 2, 3	Region 9 Bandung

Region 10 & 11 Semarang and Yogyakarta	Region 12 & 13 Surabaya and Malang	Region 14 Banjarmasin	Region 15 Makassar	Region 16 Manado	Region 17 Denpasar	Region 18 Jayapura

As part of strengthening the corporate culture, the BRI Board of Directors conducted a direct dissemination of the Brilian Way through a series of Kick Off Brilian Way activities at each regional office. This activity serves as a strategic means for the Board of Directors to communicate the direction, meaning, and expectations of implementing the Brilian Way directly to BRILiaN personnel across all operational units. This approach reinforces the sense of ownership among BRILiaN personnel and emphasizes that cultural transformation is a shared agenda.

BRI also ensures that the Brilian Way implementation alignment has been carried out across all entities within the BRI Group, including 10 (ten) subsidiary companies. The adjustments are made considering the business characteristics, organizational maturity levels, and strategic needs of each entity.

In addition, BRI has also undertaken several initiatives to ensure that the internalization of Brilian Way can be understood and implemented by all Brilian personnel, including the following:

1. **CULTURE TEAM MANAGEMENT**
   In order to optimize the management of BRI Work Culture and the implementation of BRI One Culture at Work Units, an active role from the Culture Team is required to serve as role models in internalizing BRI's work culture values. The Culture Team consists of Change Leaders (CL), Change Agents (CA), and Change Agent Coordinators (CAK), who actively ensure the success of the culture program that promotes behaviors to improve performance.
2. **BRILLIAN WAY ALIGNMENT IN THE HUMAN CAPITAL CYCLE**
   BRI makes work culture the foundation in Human Capital management to ensure the sustainability of organizational performance. Work culture is systematically integrated into all stages of the Human Capital Lifecycle, from recruitment, onboarding, learning & development, performance management, to career development and succession.
3. **CULTURE MEASUREMENT**
   To ensure that Brilian Way is understood and implemented consistently, BRI conducts regular and targeted culture measurements. The measurement assesses employees' understanding of the core values, definitions, and behaviors of Brilian Way, the application of the culture at the Work Unit level, and the role modeling of management in embodying these core values and behaviors.
4. **BRI EXCELLENCE AWARD**
   The BRI Excellence Award (BEA) is one of the highest forms of appreciation BRI gives to its employees and work units that consistently deliver the best performance in meeting the targets set by the Company. The 2025 BEA was awarded to the best work units and employees based on achievements in 2024.

Information Transparency for Employees

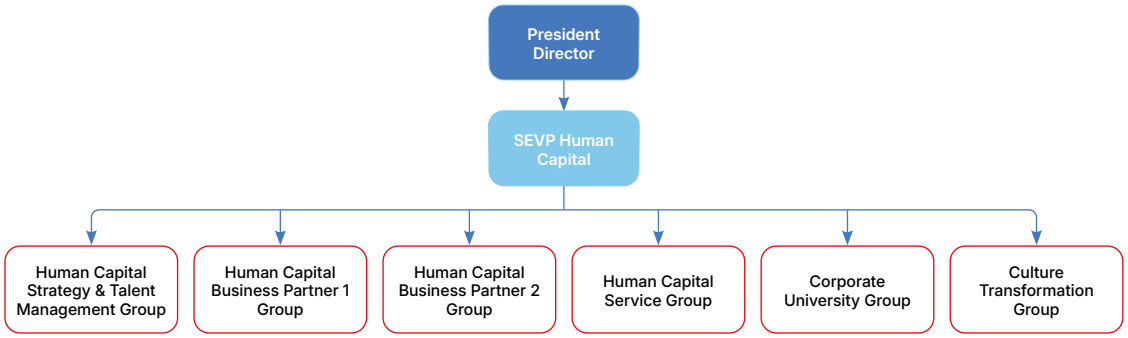
The transparency of information provided by BRI's human capital to BRI Group Employees is through the Human Capital General Policy (HCGP). The Human Capital General Policy serves as a guideline for the parent company BRI and its subsidiaries within the BRI Group in managing human resources.

The Human Capital General Policy (HCGP) is based on the standardization of human capital management policies by establishing uniform knowledge, skills, and employee behavior in alignment with global conditions and the company's business dynamics. In this regard, HCGP is designed to serve as a foundation for human capital management plans and strategies, a guideline for developing policies and procedures related to human capital, and a standard reference for supervising human capital functions across all entities within the BRI Group. The HGCP covers provisions related to parenting style, HC maturity level, and HC management (HC lifecycle) which consists of human capital strategy, human capital planning, reward, career management, resourcing, onboarding, learning, development, performance management, industrial relation, people analytics, HC information system, HC communication, and offboarding.

In addition to being an effort to open up HC BRI's information to BRI Employees, HCGP is expected to address the Company's challenges in managing human capital and adapting to changing expectations regarding capabilities and competencies in the future.

Human Resources Management Structure

In 2025, the organizational structure of the human capital management function changed from being under the supervision of the Human Capital & Compliance Directorate to the Human Capital Sub-Directorate (effective as of December 18, 2025).



The following outlines the scope of authority of each Group under the Human Capital Sub-Directorate:

a. Human Capital Strategy & Talent Management Group (Previously: Human Capital Strategy & Policy Group)
   - HC Strategy & Synergy
   - HC Policy, Governance & Quality Assurance
   - HC Planning & Budgeting
   - People Analytics
   - Talent Management, Development, & Succession Plan
   - Individual Performance Management & Productivity Management
   - Reward Policy
   - HC Technology

b. Human Capital Business Partner 1 Group
   - Strategic Business Partner
   - Career & Succession Implementation (based on Directorates)
   - HC Advisory, Solutions, Alignment, & Integration (based on Directorates)
   - Talent Mobility & Talent Marketplace (based on Directorates)

c. Human Capital Business Partner 2 Group
   - Strategic Business Partner
   - Career & Succession Implementation (based on Directorates)
   - HC Advisory, Solutions, Alignment, & Integration (based on Directorates)
   - Talent Mobility & Talent Marketplace (based on Directorates)
   - Industrial Relation

d. Human Capital Service Group
   - Massive Recruitment & Employer Branding
   - Executive Hiring & Onboarding
   - HC Operation
   - Partnership Management

e. Corporate University Group
   - Learning & Development
   - Lembaga Sertifikasi Profesi

f. Culture Transformation Group
   - Culture Transformation Strategy & Policy
   - HC Communication & Employee Experience
   - Culture Activation & Implementation

Human Capital Work Plan 2026

In order to strengthen human capital capabilities and culture aligned with BRI's medium-term strategy and long-term aspirations, BRI's human capital has prepared various programs that are holistically measured based on the human capital management cycle, from human resource planning to termination of employment. The focus of the programs in 2026 includes the following:

1. Data & Systems Excellence: Refinement of data governance and data integration to ensure information accuracy, supported by advanced Employee Self Service (ESS), strategic data analytics capabilities, and a long-term commitment to a single HC Platform (HCM Suite) across the entire HC lifecycle.
2. Talent Management Transformation: End-to-end talent management revitalization in accordance with business strategy, including skill-based recruitment to support BRI's new core strategy, onboarding to enhance new talent productivity, and structured career path development.
3. Future Leadership Development: Identification of the Top Talents based on performance, capacity, and potential as part of succession planning. This initiative is also strengthened by the Executive Development Program (EDP) in collaboration with an international business school, as well as the development of leadership typology for role modeling leadership as a people manager.
4. Performance Management & Rewards: a comprehensive, objective, and impact-oriented performance management system enhancement to promote a high-performance culture, supported by a redesign of the reward system to create value and foster collaboration.
5. Productivity Transformation: Alignment of performance metrics, implementation of Strategic Workforce Planning (SWP) to address the impacts of digitalization and AI, as well as an efficient, adaptive, data-driven HC operating model to support the People Productivity Transformation aspirations.
6. Culture Transformation: Strengthening Brilian Way as a behavioral guideline, expanding the implementation of Brilian Lighthouse to subsidiaries, and integrating it into the entire HC lifecycle to reinforce a productive, adaptive, and impact-oriented work culture.
7. HC Partner Strengthening: Strengthening the role of HC BRI as a strategic advisory to improve productivity, efficiency, and measurable organizational transformation through the evaluation of the HC operating model at the Head Office and Regional Office.
8. Strategic Employee Well-being Implementation: Implementation of long-term employee well-being strategies to continuously improve employee experience and engagement.

Information Technology

DIGITAL AND INFORMATION TECHNOLOGY DIRECTORATE SUMMARY

As a tangible manifestation of BRI's commitment, the Information Technology (IT) strategy was focused on strengthening the aspects of Reliability, Availability, Scalability, and Security (RASS) across its systems. This focus was implemented through three core pillars of technology transformation aligned with the Company's corporate strengthening and acceleration agenda, namely Run the Bank, Change the Bank, and Transform the Bank.

Throughout 2025, the Information Technology Directorate recorded significant growth in digital transactions, with 98.22% of BRI's total transactions conducted through digital channels, while 1.78% were carried out through operational units. During the same period, BRI also achieved notable milestones across its flagship applications, infrastructure development, and AI adoption initiatives.

BRImo recorded total transaction growth of 29%, with transaction volume increasing by 26%, accompanied by 18.94% growth in new users. This performance was supported by system availability maintained at 99.99% and a transaction success rate of 99.99%, underscoring BRI's continued commitment to delivering reliable digital corporate banking services.

Similarly, **Qlola** demonstrated strong performance, with total transactions growing by 38% and transaction volume increasing by 61%, alongside 36% growth in new users. System availability was maintained at 99.93%, with a transaction success rate of 92.98%.

BRIAPI, as BRI's Open API portal, has been utilized across more than 139 digital ecosystem types, supported by over 1,400 partners.

In leveraging Artificial Intelligence (AI) to enhance business process productivity, Sabrina, BRI's virtual assistant, handled 61 million incoming messages to the BRI Contact Center and facilitated approximately 800 thousand transactions per month, achieving a customer satisfaction rate of 87%. Meanwhile, the Working Instruction Search Engine (WISE) has been utilized by 58,715 operational employees, delivering efficiency improvements of up to 300%. The percentage of customers acquired using BRIBRAIN (Artificial Intelligence BRI) for the micro, small, and consumer segment pipeline reached 32.78%.

From an infrastructure perspective, through a hybrid multi-cloud approach, BRI further strengthened the capacity of its existing Data Centers, which are designed in accordance with the Tier III Uptime Institute standards, while progressively leveraging cloud infrastructure to support critical services through an active-active strategy. This approach enhances downtime risk mitigation and ensures greater service stability and resilience.

In IT governance, BRI recorded a maturity score of 4.67 out of 5.00 based on COBIT 2019 by the guidelines of the Ministry of SOEs. In addition, BRI's digital capabilities also recorded Level 2 maturity based on SE OJK No. 24/SEOJK.03/2023 concerning Assessment of the Digital Maturity Level of Commercial Banks.

In the aspect of cybersecurity, BRI adopts Zero-Trust Architecture and Enterprise Security Architecture based on the NIST 2.0 Cyber Security Framework. Since 2018, the information security unit under the Digital & IT Directorate has been led by an internationally certified CISO to ensure system security proactively and continuously. BRI also recorded a Cybersecurity Maturity score of 3.60 in 2025.

Information Technology Strategy

In navigating increasingly intense industry competition and evolving customer preferences, delivering excellent and sustainable services remains key to maintaining competitiveness and meeting rising customer expectations. A fundamental requirement to ensure service sustainability lies in the fulfillment of IT Hygiene Factors encompassing Reliability, Availability, Scalability, and Security (RASS). Critical aspects such as 24/7 service availability, system reliability, robust security, and seamless system integration are prioritized to support BRI's strategic objectives.

BRI continuously undertakes enhancements and innovations, including the adoption of emerging technologies, to strengthen competitiveness, elevate service quality, enhance customer experience, and ensure BRI's digital services remain relevant to customers' evolving needs.

In supporting the Company's optimistic business growth aspirations through the BRIvolution corporate strategy, the Information Technology Directorate is committed to ensuring the reliability and readiness of the technology infrastructure by consistently fulfilling the IT Hygiene Factor. In line with this commitment, BRI's Information Technology function focuses on ensuring that the technology systems deployed are not only secure but also future-proof, fit-for-purpose, and scalable, thereby safeguarding long-term operational resilience and sustainability.

This strategy is further supported by the adoption of composable capabilities in delivering digital solutions, enabling BRI to innovate more rapidly and introduce products with greater efficiency. BRI also places strong emphasis on fostering an innovation-driven environment that supports the development of digital talent capable of addressing future challenges, thereby facilitating the creation of more advanced and customer-relevant digital solutions.

This focus is implemented through three pillars of technology transformation, aligned with the Company's broader corporate strengthening and acceleration agenda, namely Run the Bank, Change the Bank, and Transform the Bank.

- Run the bank, which focuses on modernizing and enhancing infrastructure reliability to ensure stable, secure, and efficient digital services.
- Change the bank, which emphasizes application modernization and the adoption of emerging technologies to enhance customer experience.
- Transform the bank, which centers on strengthening the Information Technology Strategic Plan (RSTI), supported by the development of a resilient, adaptive, and competitive IT organization.

Information Technology Innovation

As part of its continuous improvement efforts to consistently deliver reliable services to customers, BRI implemented several key initiatives throughout the year, including:

1. Engage Customer Experience through BRIMO Channel for Buying Gold
   This initiative aims to elevate Customer Experience (CX) in gold investment transactions through the BRImo application, making the process more seamless, secure, efficient, and aligned with customers' evolving digital preferences.
2. Adoption of OpenShift Container Platform (OCP) Baremetal Technology
   This initiative is intended to provide high-performance, efficient, and flexible computing infrastructure with more optimized cost management.
3. Leveraging Cloud Infrastructure
   This utilization of cloud infrastructure is designed to enhance the reliability of BRI's application systems, ensuring their ability to support exponential business growth.
4. Implementation of Multiple Know Your Customer (KYC) Methods
   This initiative aims to enhance the accuracy of customer identity verification, strengthen regulatory compliance, and optimize the security and user experience of digital services by leveraging multiple identity verification methods and authorities

Conversational Banking

For service improvement, BRI developed Sabrina as a virtual assistant solution based on Artificial Intelligence (AI). Sabrina is an innovative solution for text and voice-based interaction. Sabrina is designed to fulfill the needs of customers, especially in the micro and ultra-micro segments, who are still largely dependent on cash transactions, have limited knowledge of financial products, and need financial institutions that are trusted and locally relevant.

Sabrina has been integrated with BRImo so customers can find out account balance information and account mutation information through Sabrina. Sabrina is also one of the frontliners in facilitating customer questions and complaints regarding banking services provided by BRI.

A total of 61 million messages entering the BRI Contact Center was successfully handled by Sabrina. Every month, approximately 800 thousand interactions are carried out by Sabrina to help customers. This good performance is supported by a satisfaction survey where 87% of users expressed satisfaction with the services provided. This figure increased by 6% from the 2025 milestone.

In addition to the implementation of AI for customer-facing services such as Sabrina, the utilization of AI is also done through the Work Instruction Search Engine (WISE), a work guide search tool that makes it easier for front liners to access information and service solutions quickly and accurately. WISE has been accessed by more than 58,715 frontliners for search activities per day. Moreover, WISE also helps the solution search time from an average of 15 minutes to less than 5 minutes, increasing time efficiency by 300%.

Information Technology Infrastructure

BRI has demonstrated a strong commitment to strengthening its technology infrastructure by increasing the capacity of all major data centers. This initiative aims to support the growing needs of business expansion while ensuring the sustainability of technology-based operations.

Along with the increasing IT workload requirements and the strategic role of BRI's Data Center (DC) in supporting the Company's critical operations, as well as the increasing IT workload requirements and design capacity that has approached its optimal limit. The project included the addition of new mechanical and electrical equipment and the implementation of a clean agent-based fire protection system that complies with international Tier-III standards. With this new infrastructure, BRI's DCs are designed to ensure the availability of operational services according to Uptime Institute's standards.

Furthermore, the capacity increase is also carried out to support the active-active data center strategy. This architecture enables all data centers to operate simultaneously while providing real-time mutual backup and risk mitigation. In parallel, BRI has accelerated cloud technology adoption to further strengthen overall system reliability and resilience. BRI has successfully implemented an Active-Active Data Center on the Cloud for its two flagship applications, BRImo & QLola.

Through this comprehensive transformation journey, BRI continues to reinforce its position as a banking institution with one of the most advanced IT infrastructures in Indonesia. This project not only supports sustainable business growth but also ensures reliable and competitive services to support customer needs in the digital era.

Information Technology Governance

In accordance with the Financial Services Authority (OJK) regulations concerning the Implementation of Information Technology, and in order to strengthen the Board of Directors' oversight function over Information Technology implementation, BRI has established a dedicated committee as a governance forum for overseeing IT execution within the Information Technology Directorate. The IT Steering Committee serves as a strategic governance mechanism to ensure that the management and utilization of Information Technology are aligned with the Bank's policies and business strategies; managed effectively, efficiently, and sustainably; supportive of operational, managerial, and decision-making needs of the Board of Directors; and compliant with prudential principles, regulatory requirements, and the Bank's risk management framework.

The establishment of the Committee also provides the Board of Directors with adequate visibility over the condition, performance, and future direction of Information Technology development, thereby enabling coordinated and well-informed strategic decision-making related to IT.

Following several adjustments to its membership in line with changes to the Company's organizational structure and management composition, the latest composition of the IT Steering Committee was formalized through Board of Directors Decree No. 5896-DIR/PPM/11/2025 concerning the Information Technology Steering Committee, effective as of November 25, 2025.

In carrying out its duties and authorities, one of the key strategic agendas deliberated and approved by the Committee during the year was the establishment of BRI's IT Strategic Plan for the 2026-2030 period. In line with this decision, the progress and achievements of the IT Strategic Plan implementation will be reported and reviewed periodically within the IT Steering Committee forum, as part of the Board of Directors' oversight and control function over IT implementation.

The reporting of digital risk management is conducted through the Digital Risk Oversight Forum (DROF), attended by two members of the Board of Directors and the relevant Group Heads. The forum discusses updates, insights, and key issues related to the implementation of digital risk management, including application risk ratings, with particular attention to disaster recovery and Cyber Risk.

Cybersecurity and Disruption

In navigating the acceleration of digital transformation, BRI places cybersecurity as a fundamental pillar in safeguarding customer trust and ensuring sustainable business performance. The Company is committed to protecting the confidentiality, integrity, and availability of information through the implementation of robust information security governance aligned with national regulations, including OJK regulations and the Personal Data Protection Law, as well as internationally recognized best practices such as NIST Cybersecurity Framework, ISO/IEC 27001, OWASP, and PCI DSS. As part of its strategic security framework, BRI continuously develops and enhances its Enterprise Security Architecture, encompassing risk management, third-party security governance, data protection and privacy, infrastructure and application security, as well as cyber resilience and business continuity. The Company is further supported by comprehensive internal policies, including structured cyber incident management procedures and a dedicated Security Incident Response Team, along with the regular conduct of incident simulation exercises to ensure preparedness in addressing potential disruptions. Through the implementation of integrated security solutions across the full lifecycle of identification, protection, detection, response, and recovery. BRI strives to minimize operational and reputational risks, maintain service stability, and create sustainable long-term value for shareholders and all stakeholders.

Service Continuity and IT Recovery Test (Disaster Recovery)

There is potential for damage, disruption, or malfunction of information technology infrastructure due to things that cannot be avoided and predicted, such as natural disasters, man-made disasters, and disasters due to system failures. BRI's current strategy to improve the resilience of IT systems against disasters is through data centers that are actively configured to maintain availability when a disaster occurs and testing the running of the Disaster Recovery Plan (DRP).

The configuration undertaken in the execution of the DRP requires an integrated architecture comprising network, storage, computing, virtualization, and application components operating in a coordinated manner. The availability and operability of applications during infrastructure failure in one of the data centers is a major factor. The recovery plan is well-crafted and prepared so that it is strengthened by a document that describes the mapping between the current state of the application and the mapping of infrastructure required to fulfill the planned architecture as well as a test execution plan carried out consistently.

Each application uses a DRP strategy according to the level of criticality and technological capabilities of the application system. DRP planning is reviewed annually to ensure that the strategy and gap identification remain aligned with the IT roadmap Fulfillment of the capability gap is done to ensure that the active-active configuration process runs well. During 2025, IT recovery testing has been carried out on 15+ applications at all BRI Data Centers.

Follow-up on Audit Results and/or Assessment of IT Implementation

Throughout 2025, BRI continued to accelerate its global-standard information technology transformation. Based on the COBIT 2019 framework assessment, in reference to the Ministry of State-Owned Enterprises regulations, BRI achieved a maturity score of 4.67, reflecting positive growth compared to the previous year. This achievement represents the tangible outcome of the Bank's proactive measures, having completed 100% of the improvement action plans related to IT governance and operational aspects.

This transformation has also been validated through a digital maturity assessment conducted in accordance with OJK standards. BRI successfully maintained Level 2 with a "Satisfactory" rating across eight key domains. This accomplishment demonstrates that BRI's digital investments are not only strategically aligned but are also managed under sound and sustainable governance principles.

Evaluation Results of IT Strategic Plan Implementation

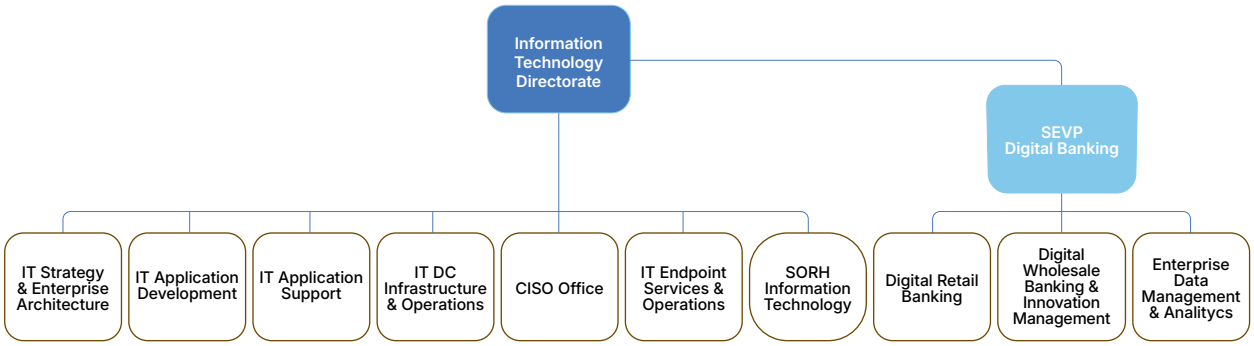
The IT Strategic Plan 2024 consists of Strategic Initiatives to improve capabilities to support business acceleration and reliability. These initiatives include increasing capacity and capability, optimizing data management and AI, expanding digital services, and strengthening cybersecurity. Overall, the Strategic Initiatives have run well according to the target milestones set with 7 (seven) initiatives will continue as Business As Usual (BAU). On the other hand, 5 (five) long-term initiatives will be completed by 2025 with 2 (two) other initiatives entering the advanced development phase.

Evaluation Results on the Effectiveness of IT Implementation

Through the Information Technology Directorate, BRI remains committed to ensuring that every technology initiative not only operates optimally but also serves as an accelerator in enhancing overall corporate performance effectiveness. The development of IT capabilities is focused on key priorities, namely business value expansion, internal process simplification, system capacity strengthening, and strict compliance with prevailing regulations. In alignment with this commitment, BRI implements comprehensive IT risk management practices to mitigate potential disruptions, cybersecurity threats, and disaster recovery readiness. These measures are fully integrated within the Bank's enterprise-wide risk management framework.

Information Technology Management Structure

In delivering best-in-class Information Technology services that support digital transformation and operational excellence, the Information Technology Directorate is organized under the following structure:



The following outlines the roles and responsibilities of each Group under the Information and Technology Directorate:

IT Strategy & Enterprise Architecture

This group is fully responsible for IT strategic planning, including the development of the IT Strategic Plan, transformation initiatives, capacity planning strategies, Enterprise Architecture, and Disaster Recovery Plan. Additionally, oversees the development of IT governance through policies, procedures, frameworks, and including Data and AI management. Operationally, IT Strategy & Enterprise Architecture manages IT Service Management (ITSM) using a Continual Service Improvement approach, addressing and resolving system disruptions. The Group also conducts business needs analysis, manages stakeholder relationships, supervises project management and IT budget execution, and ensures the synergy of financial conglomerate operations, risk management, and IT Workforce Management to guarantee IT's effective contribution to achieving business objectives.

IT Application Development
This group is responsible for managing the end-to-end lifecycle of digital application development, commencing from technical requirements analysis covering applications, supporting infrastructure, and communication networks; followed by solution design, development, and continuous enhancement of applications. The Group also manages code repositories across all platforms and conducts ongoing analysis and evaluation to improve application performance, scalability, and overall capability.

IT Application Support
This group conducts quality assurance in the development of digital platforms, including test planning, documentation, and platform monitoring. Operationally, the Group manages IT services encompassing event management, knowledge management, change management, as well as platform optimization and issue resolution to ensure stable and reliable service delivery.

IT DC Infrastructure & Operations
This group manages all aspects of IT infrastructure, beginning with strategic planning through the formulation and enhancement of operational procedures for computing, network, and data center facilities, including capacity management. At the implementation level, responsibilities include the development of new technologies, infrastructure design and configuration, quality assurance, as well as the execution of operational maintenance, optimization, and problem resolution across all Data Centers and Disaster Recovery Centers. Specifically, the Group oversees core network management, satellite technology operations, and coordinated infrastructure assets and vendor management to ensure the reliability and optimal performance of IT infrastructure.

CISO Office
This group manages all aspects of BRI's information security, starting from strategic planning through the development and refinement of security strategy and architecture, as well as information security governance policies, standards, and procedures. At the operational level, responsibilities include the implementation of security awareness programs, cyber threat monitoring, incident handling, and the operation and maintenance of information security devices. Technically, the Office develops and optimizes security solutions such as secure branch, endpoint security, network security, cloud security, and identity and access management. It also ensures coordinated synergy across the Financial Conglomeration to provide comprehensive protection of information assets in accordance with industry standards.

IT Endpoint Services & Operations
This group is responsible for managing IT infrastructure and endpoints across all business units, encompassing strategic planning through the formulation and enhancement of infrastructure policies, procedures, and budgeting. At the operational level, responsibilities include the implementation and support of IT infrastructure, endpoint security, preventive and corrective maintenance, and problem resolution. In addition, this function conducts continuous monitoring and evaluation through an early warning system, business process reengineering related to IT endpoint infrastructure management, management of supporting tools, vendor management, and endpoint performance management. It also provides comprehensive reporting to internal stakeholders, external parties, and regulators.

SORH Information Technology
This group manages Information Technology through the development and implementation of IT risk governance strategies, including the identification and assessment of key risks, oversight of mitigation activities, and advisory support in product development and business process enhancement to ensure robust risk control integration. Operationally, this function conducts Risk and Control Self-Assessment (RSCA), monitors Key Risk Indicators (KRIs), implements fraud detection systems and early warning mechanisms, and manages IT incidents through root cause investigation and comprehensive remediation plans. Furthermore, this function is responsible for reporting to internal and external stakeholders and monitoring the achievement of business and budget targets to ensure alignment between risk management practices and organizational objectives. The structure under the SEVP Digital Banking is established to accelerate digital transformation in digital product delivery and to optimize the utilization of data as a strategic asset.

Digital Retail Banking
This group is responsible for managing the retail transaction business through the preparation of business studies and market research, as well as the development and innovation of products and services, including BRIZZI, QRIS, BRImo, and BRIMerchant. This function also formulates relevant policies and manages regulatory licensing requirements. Operationally, responsibilities include partnership management for service development, digital campaign and branding strategies, and the establishment of product design and UI/UX standards across all digital platforms, supported by continuous evaluation of the customer journey. This function also ensures synergistic support in the development of digital retail initiatives across Subsidiaries.

Digital Wholesale Banking & Innovation Management
This group is responsible for the development of digital wholesale banking through business studies and market research, product and service innovation, as well as the formulation of policies and innovation management frameworks. Operational responsibilities include partnership management, API integration with customers and partners, campaign and branding initiatives, and the management of regulatory licensing. From an innovation management perspective, this function oversees the end-to-end innovation process, covering research, ideation, discovery, prototype design, business simulation, piloting, and value tracking of incubated business initiatives. These activities are supported by the development of innovation management tools and an enabling environment aligned with the IT architecture, as well as synergistic management of digital wholesale banking and innovation initiatives across the Financial Conglomeration.

Enterprise Data Management & Analytics
This group manages enterprise-wide data governance and analytics through the formulation of enterprise data management and analytics strategies, implementation of data governance procedures, including AI/ML governance, as well as the development of data models, data lineage, and metadata management frameworks. From a technical perspective, responsibilities include monitoring and improving data quality; designing and developing integrated data platforms such as master data management, data hubs, and data lakes; delivering data products through data services; and developing golden records. In the area of AI/ML, this function covers best practice assessment, model design and development, quality assurance, deployment, and ongoing maintenance of machine learning models and advanced analytics.

Information Technology Work Plan 2026

The Digital & IT Directorate has a significant role, not only as a supporter of smooth business operations but also as a driver of business progress through improving Information Technology (IT) capabilities. In the era of fierce competition, this role is key to the success of digital transformation across BRI's business lines.

Through BRIvolution Reignite, BRI has established a clear acceleration pathway for future growth, centered on "Transform the Funding Franchise" and "Revamp existing Core, Build New Core". In this context, the Information Technology Directorate plays a pivotal role in building a world-class foundation by strengthening digital infrastructure, delivering personalized solutions, and leveraging data and AI to enhance the accuracy and speed of decision-making.

The Information Technology Directorate holds a strategic role in achieving the Corporate Ambition 2026-2030, namely "Deliver Sustainable Values and Integrated Solutions to Achieve Indonesia's Aspiration", by acting as a strategic partner to both business units and enablers. This commitment is embodied in the Directorate's aspiration, "Enabling sustainable business growth through trusted, secure & personalized Digital Solution".

Through the IT Strategic Plan (ITSP), the Information Technology Directorate has established five (5) strategic domains as key priorities for enhancement and development, namely:

- Biz-Tech Value Creation & Delivery: Clear and responsible demand management followed with high quality & efficient delivery in balanced business-IT lens
- Talent & Organization: Comprehensive organization setup, enabled with sustained technical leadership and future ready digital talent
- Applications & Integration: Agile, unified and flexible IT systems that deliver seamless experience and personalized services through modular, reusable and scalable capabilities.
- Data & Analytics (include AI): Streamlined, governed and scalable data foundation that accelerates Data Analytics & AI use-case delivery
- Infra, Ops & Security: Reliable, scalable and secure IT foundation with automation, observability and embedded protection across end-to-end tech stack.

As an enabler of business growth, the Information Technology Directorate recognizes that maintaining both quality and speed across all IT aspects is critical. Achieving the right balance requires disciplined execution supported by agile development practices, automated testing, clear standards, reusable components, and a strong delivery governance framework.

BRI
BRI

Corporate Governance

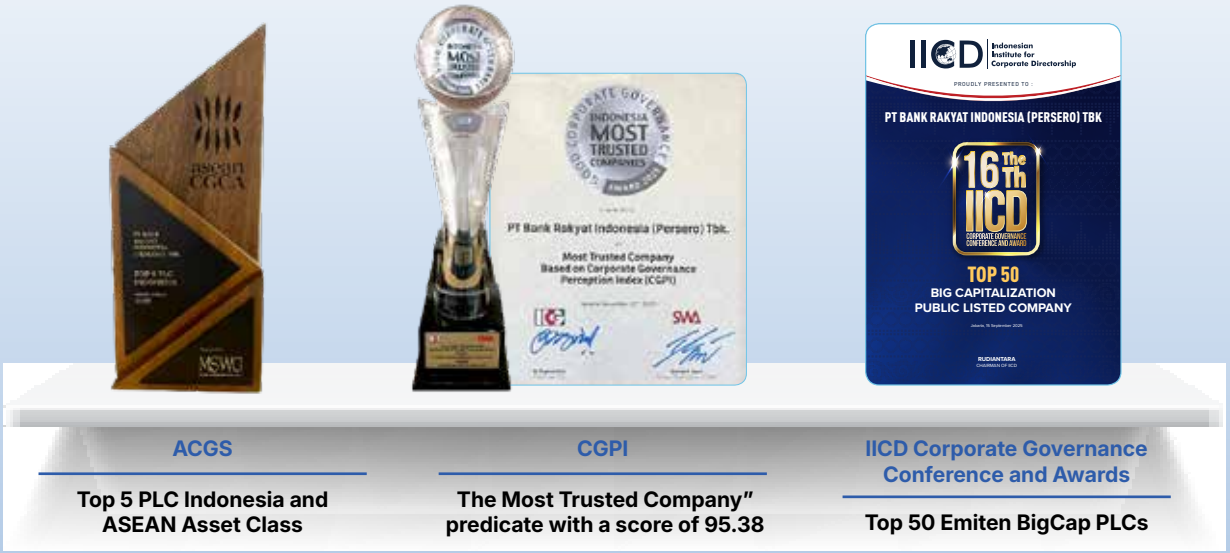
“Through comprehensive capability strengthening aligned with best-in-class standards, BRI has successfully elevated its corporate governance practices to a higher level that is adaptive to future challenges. This achievement serves as a key pillar in maintaining the implementation of corporate governance while ensuring BRI’s sustainability as a reliable financial institution that consistently earns public trust”

The implementation of governance serves as a fundamental pillar for sustainable business performance, particularly in addressing the dynamics of the financial services industry. The commitment to continuously improving governance quality enables the Company to ensure alignment between business strategy, risk control, and compliance with prevailing regulations. Good corporate governance is realized through a clear supervisory structure, effective coordination mechanisms with members of the Financial Conglomeration, as well as policy alignment in the areas of risk management, compliance, internal audit, and governance.

Governance strengthening is positioned not merely as a compliance-driven obligation, but as a strategic enabler that supports prudent, accountable, and long-term-oriented business decision-making. The Company's integrated capabilities are developed through enhancements in governance structure and processes, taking into account industry best practices that emphasize corporate transparency, the implementation of check and balance functions, and the effectiveness of corporate strategy. These measures are undertaken to support the sustainability of the Company's contributions to all stakeholders, including the national economy. In 2025, BRI refined its corporate governance policies, promoted the implementation of anti-corruption and anti-bribery practices within both internal and external environments, adopted disclosures based on the ASEAN Corporate Governance Scorecard standardization, and enhanced the management mechanism of the Whistleblowing System by a trusted independent party.

The quality of governance implementation is measured through the company's achievements, which are the results of assessments by independent parties of the company. Standardization and assessment methods are aspects that become a priority in measuring the quality of governance implementation. In 2025, BRI could achieve mature and superior quality of the industrial governance implementation.

Implementation of Corporate Governance with Company Performance



ACGS

Top 5 PLC Indonesia and ASEAN Asset Class

CGPI

The Most Trusted Company" predicate with a score of 95.38

IICD Corporate Governance Conference and Awards

Top 50 Emiten BigCap PLCs

Objectives of Implementing GCG

The company realizes that business sustainability and success are not only measured by achieving financial performance and increasing profits but also through the implementing results of good governance principles. BRI implements corporate governance in accordance with prevailing regulations and industry best practices. The reliability of this system is validated through periodic assessments conducted by independent external parties to ensure objectivity and transparency, and aims to:

1. Help the Company achieve its vision and mission.
2. Provide guidelines to all employees on carrying out duties and responsibilities following their job description.
3. Enhance the shareholders' and stakeholders' confidence that the Bank management and oversight are professionally implemented.
4. Support the establishment of policies and decisions made by management based on the principles of good corporate governance.

Corporate Governance Implementation in 2025

In 2025, the company's commitment to produce the implementation of Sustainable Governance prioritized on improving the quality of the implementation of Governance, including as follows:

1. Transparency of the company's condition in terms of both financial performance, independence of the Board of Directors and Board of Commissioners, and updated information regarding company actions that can be easily accessed through the company's website.
2. Maturity measurement in the implementation of governance was reflected through recognition from external parties, including:
   a. Improvement in maturity scores covering governance and compliance aspects.
   b. The predicate "Most Trusted Companies" in the Corporate Governance Perception Index assessment.
   c. Top 5 PLC In Indonesia award in the ASEAN Corporate Governance Scorecard, and other awards.
3. Enhancement of the Anti-Bribery and Corruption program implementation, emphasizing industry best practices through the following initiatives:
   a. Transformation of Whistleblowing System management.
   b. Participation in the Integrity Assessment Survey (SPI) organized by the Corruption Eradication Commission of the Republic of Indonesia (KPK-RI).
   c. Alignment of ISO-based processes, including ISO 37001:2016 Anti-Bribery Management System certification in procurement of goods and services, ISO 37301:2021 Compliance Management System certification, and ISO 9001:2015 Quality Management certification.
   d. Certification of BRI employees as Anti-Corruption Counselors (PAKSI).
4. Providing guidelines for employees on the implementation of governance in the Business Unit through the improvement of the governance structure. It consisted of revisions to governance policies in accordance with current provisions.

Quality Improvement Plan of Corporate Governance Implementation in 2026

In 2026, to improve the quality of Governance implementation, BRI has prepared the following plans:

1. Strengthening the Integrated Corporate Governance framework as the foundation for sustainable management of BRI and the Financial Conglomeration.
2. Promoting the implementation of high governance and compliance standards through independent and standardized evaluation mechanisms.
3. Ensuring transparency, accountability, and integrity through strengthening credible disclosure and reporting systems.
4. Reinforcing fraud, corruption, and bribery prevention systems as part of the Company's compliance culture.
5. Ensuring the effectiveness of internal controls and supervisory follow-ups as part of strengthening sustainable governance.

Basic Implementation of Corporate Governance

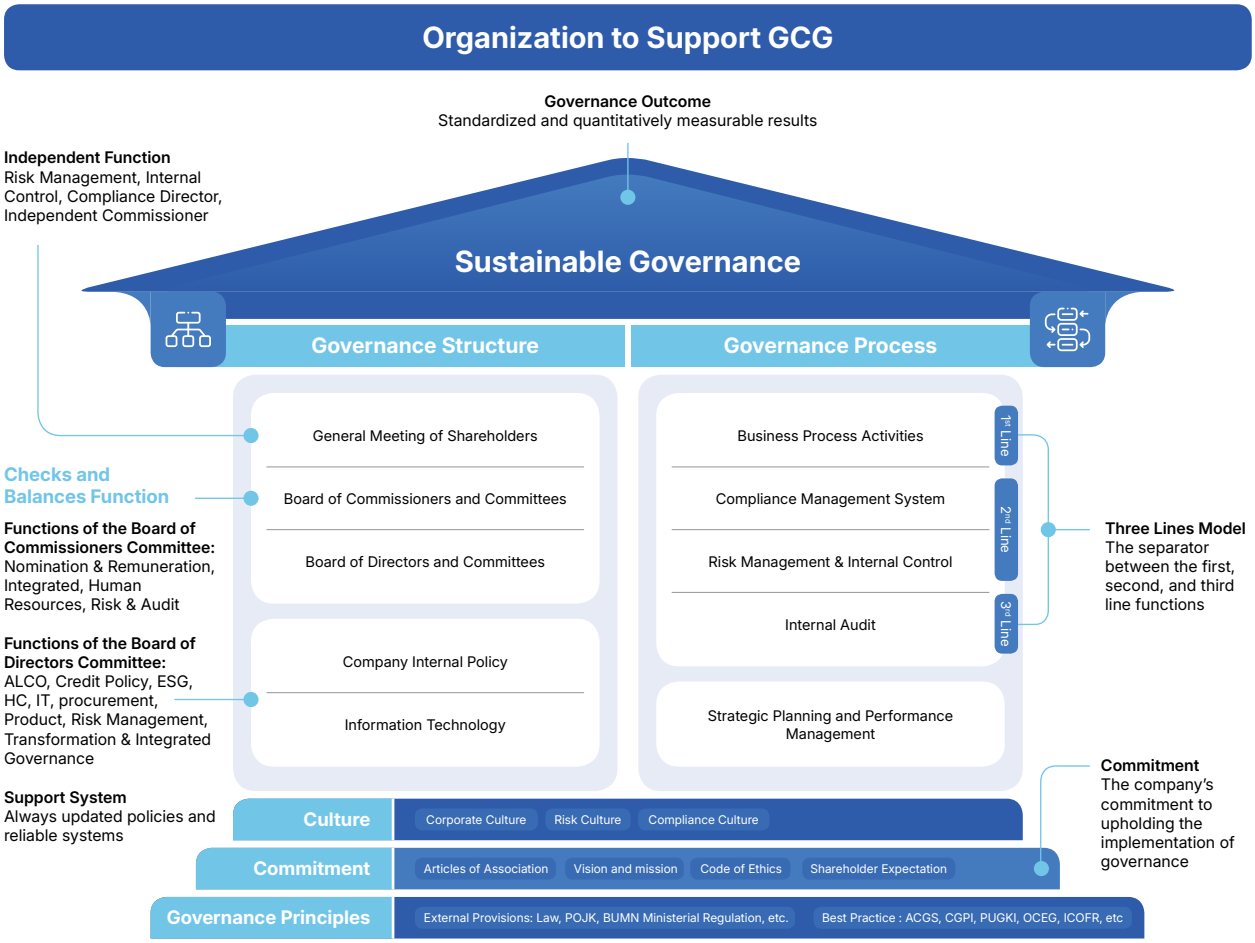
BRI's implementation of governance is based on compliance with applicable regulations, stakeholder aspirations and the Company's needs. Apart from that, BRI also implements corporate governance referring to best practices applicable in the financial industry. Several regulations that form the basis of guidelines for implementing good corporate governance at BRI include:

1. Law of the Republic of Indonesia No. 8 of 1995 concerning Capital Markets, as amended by Law of the Republic of Indonesia No. 4 of 2023.
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, as amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation, which has been enacted into law pursuant to Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law.
3. Law of the Republic of Indonesia No. 10 of 1998 concerning Amendments to Law No. 7 of 1992 concerning Banking, as amended by Law No. 4 of 2023 concerning Financial Sector Development and Strengthening ("P2SK Law").
4. Law of the Republic of Indonesia No. 16 of 2025 concerning the Fourth Amendment to Law No. 19 of 2003 concerning State-Owned Enterprises.
5. Financial Services Authority (OJK) Regulation No. 17 of 2023 concerning Governance Implementation for Commercial Banks ("POJK Governance").
6. OJK Regulation No. 46 of 2017 concerning Compliance Function for Commercial Banks.
7. OJK Regulation No. 17 of 2014 concerning Integrated Risk Management Implementation for Financial Conglomerations.
8. OJK Regulation No. 18 of 2014 concerning Integrated Governance Implementation for Financial Conglomerations.
9. OJK Regulation No. 30 of 2024 concerning Financial Conglomerations and Financial Conglomeration Holding Companies.
10. Financial Services Authority (OJK) Circular Letter No. 14 of 2025 concerning Governance Implementation for Commercial Banks.
11. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
12. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises.
13. Corporate Governance Principles developed by Organization for Economic Cooperation and Development (OECD).
14. ASEAN Corporate Governance Scorecard (ACGS) version 2024, issued by ASEAN Capital Markets Forum (ACMF).
15. General Guidelines for Indonesian Corporate Governance (PUGKI), developed by the Governance Policy National Committee (KNKG).
16. GCG Guidelines for Indonesian Banking, developed by the Governance Policy National Committee (KNKG).
17. Principles for Enhancing Corporate Governance, issued by Basel Committee on Banking Supervision.

Sustainably
Good Corporate Governance Implementation

Implementation of good corporate governance is carried out of duties and responsibilities of the Bank's Governance Organs, consisting of the General Meeting of Shareholders (GMS), the Board of Commissioners, the Board of Directors, and other supporting organs. Each organ played an important role in ensuring and striving for the effective implementation of Good Governance, BRI has established a Good Corporate Governance Policy (GCG Policy/Charter), namely the General Corporate Governance Policy of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/KEP/10/2023 dated October 10, 2023, Book 1 concerning Governance and Compliance of PT Bank Rakyat Indonesia (Persero) Tbk. The GCG Policy/Charter was formulated based on the development of BRI's business, evaluation of previous guidelines, and GCG best practices in the industry.

Framework of BRI Corporate Governance



GCG Principles and Implementation Formulation

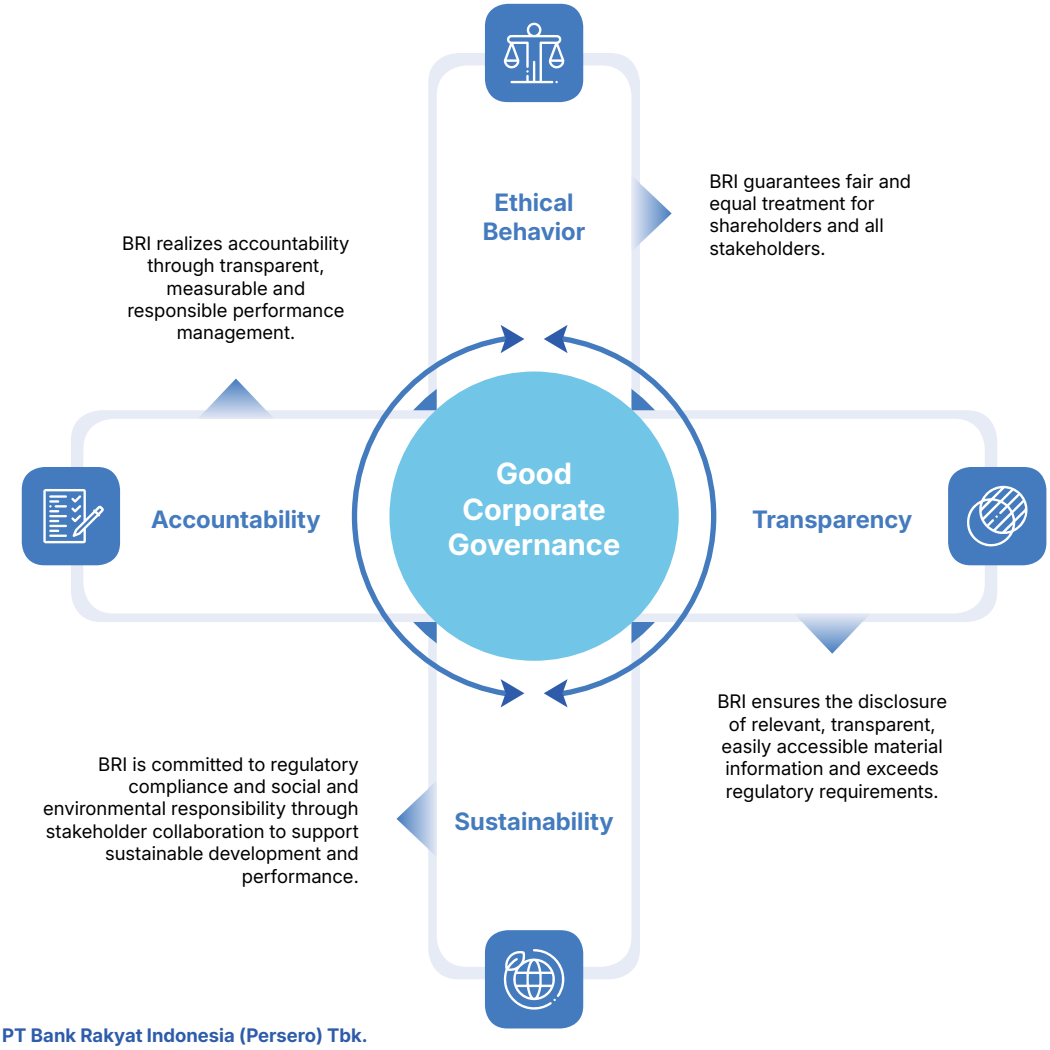
BRI positioned the implementation of Good Corporate Governance (GCG) as the primary foundation in managing its business activities and operations, by upholding the principles of independence, accountability, and integrity in every decision-making process. This commitment was implemented consistently and comprehensively at all organizational levels ranging from the Board of Commissioners and the Board of Directors to all BRI Employees and was internalized into the Company's vision, mission, and corporate values, supported by a code of ethics and a work culture oriented toward compliance and professionalism.

The implementation of GCG was carried out through internal policies and guidelines prepared independently and objectively, based on prevailing sectoral laws and regulations, while taking into account shareholders' aspirations without disregarding the interests of other stakeholders. To ensure consistency and effectiveness in governance implementation, the Company established a GCG evaluation mechanism referring to standardized indicators and involving independent and reputable assessment institutions to ensure objectivity and continuous enhancement of governance quality.

As a form of accountability and transparency, all processes, implementation, and achievements related to GCG implementation were disclosed openly through the Company's publications, both in the Annual Report and official corporate media. This disclosure aimed to provide comprehensive understanding to all stakeholders regarding the structure, processes, and outcomes of corporate governance, while strengthening public trust in the implementation of firm and independent governance standards at BRI.

In line with this commitment, the GCG principles that support BRI's sustainable performance were formulated based on the Indonesian Corporate Governance Guidelines (PUG-KI) 2021 as follows:

BRI GCG Implementation Guidelines



Implementation of Good Corporate Governance Based on Indonesian Corporate Governance

As a manifestation of the commitment of the Board of Directors and the Board of Commissioners to strengthening the quality of Good Corporate Governance implementation, BRI adopted the Indonesian Corporate Governance Guidelines (PUG-KI) issued by the National Committee on Governance Policy (KNKG). The implementation of these guidelines supported BRI's ability to continuously adapt to developments in governance practices, including strengthening social and environmental responsibilities based on sustainable development, enhancing transparency and accountability in the execution of duties by the Board of Directors and the Board of Commissioners, improving the effectiveness of anti-fraud strategies, as well as enforcing the code of ethics and managing conflicts of interest.

Furthermore, BRI reinforced the implementation of Good Corporate Governance through the adoption of four pillars of Corporate Governance Principles as stipulated in the 2021 PUG-KI, as updated by KNKG.

Implementation of Good Corporate Governance Principles

Pillar	Explanation	Implementation at BRI
Ethical Behavior	In performing its activities, the corporation always prioritizes honesty, treats all parties respectfully, fulfills commitments, builds and maintains moral values and trust consistently. The corporation pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and is managed independently. Hence, each company organ does not dominate each other and cannot be intervened by other parties.	1. BRI, conducting company activities, always upholds Ethical Behavior, which is manifested through the existence of policies related to ethics that regulate the Bank Code of Ethics and the Employee Code of Ethics, guidelines related to culture that regulate risk culture, compliance and corporate culture. In addition, to maintain employee moral values and stakeholders' trust, BRI implements prevention through the following measures, as follows: a. Effectiveness of Anti-Fraud Strategy. b. Gratification Control Program. c. Anti-Money Laundering Program, Prevention of Terrorism Funding and the Proliferation of Weapons of Mass Destruction. d. Availability of Whistleblowing System complaint channels. 2. The Company considers the principle of equality and fairness (Equal Treatment) to stakeholders and shareholders. The Company realizes the intended commitment by providing equal information to stakeholders, including through the company website, national mass media, and the company's social media. 3. In addition, the company provides channels for stakeholders to participate in providing recommendations or opinions for the good of the company. Some of the channels provided by the company include General Meeting of Shareholders, Press Release, Public Disclosure, Quarterly Analyst Meeting, and so forth.
Accountability	The corporation can be accountable for its performance in a transparent and fair manner. Therefore, the corporation must be managed properly, measurably, and in accordance with corporate interests, while considering shareholders' and stakeholders' interest. Accountability is a pre-requisite for achieving sustainable performance.	1. The Company has guidelines for the Board of Directors and the Board of Commissioners in exercising their duties and obligations. The guidelines include meeting rules, voting mechanisms, guidelines for conflicts of interest management, and so forth. 2. The availability of a check and balance from the implementation of the Directors' duties. The Directors are responsible and independent from the supervision of the Board of Commissioners. 3. The Company has an accountable and adequate governance structure through the completeness of the Main Organs, Supporting Organs and special Business Units that assist in performing the Directors' and the Board of Commissioners' duties. 4. There are measurable standards in assessing the performance of the Directors, Board of Commissioners and supporting organs that are published transparently through the corporate governance report.

Pillar	Explanation	Implementation at BRI
Transparency	To maintain its objectivity in conducting business, the corporation provides material and relevant information in easily accessible and understandable manner by stakeholders. Then, the corporation takes the initiative to disclose, not only issues required by laws and regulations but also any significant issues for decision-making by shareholders, creditors, and stakeholders.	1. BRI establishes corporate transparency based on provisions and best practice in industry. BRI also has Business Units, specifically managing corporate communication to each stakeholder, comprising of: a. Corporate Secretary, being responsible to broadly establish the company's reputation publicly. b. Investor relation, assigned to maintain better relationship with shareholders. c. Customer Experience as well as Marketing Communication, realizing the company's products and services transparency to customers. 2. BRI discloses information punctually, accurately, and sufficiently, including compliance aspect to the provisions related to disclosure and reporting to regulator and the interested party. 3. BRI has a directed policy and communication system through reliable channel and it contains recent development of the company's condition. Some communication channels managed by the company are as follows: a. Corporate website at www.bri.co.id b. Social Media • Facebook : BANK BRI • Instagram : @bankbri_id • X : @kontakBRI, @promo_BRI, @bankbri_id • Youtube : BANK BRI c. Artificial Intelligence-based Chatbot: Sabrina via WhatsApp 0812 1214 017
Sustainability	The Corporation complies with laws and regulations and commits to perform its responsibilities towards society and the environment in order to contribute to sustainable development with relevant stakeholders. It is to improve their lives suitably with business interests and the sustainable development agenda.	1. The Company implements governance based on applicable laws and regulations and is not limited to sectoral regulations in the banking sector, but also regulations related to capital markets, soundness business competition, and provisions regarding State-Owned Enterprises. 2. BRI has a committee at the Directors level and Business Units that specifically manages Environmental, Social & Governance aspects to ensure that the company's commitment to sustainability has been implemented properly. 3. BRI also builds a global standard sustainability report in order to meet stakeholders' expectations regarding BRI›s role in building sustainability in the social and environmental sectors. In addition, BRI has published the Task Force on Climate-Related Financial Disclosures (TCFD Report) to further strength the company›s commitment to environmental sustainability.

Structure of Governance

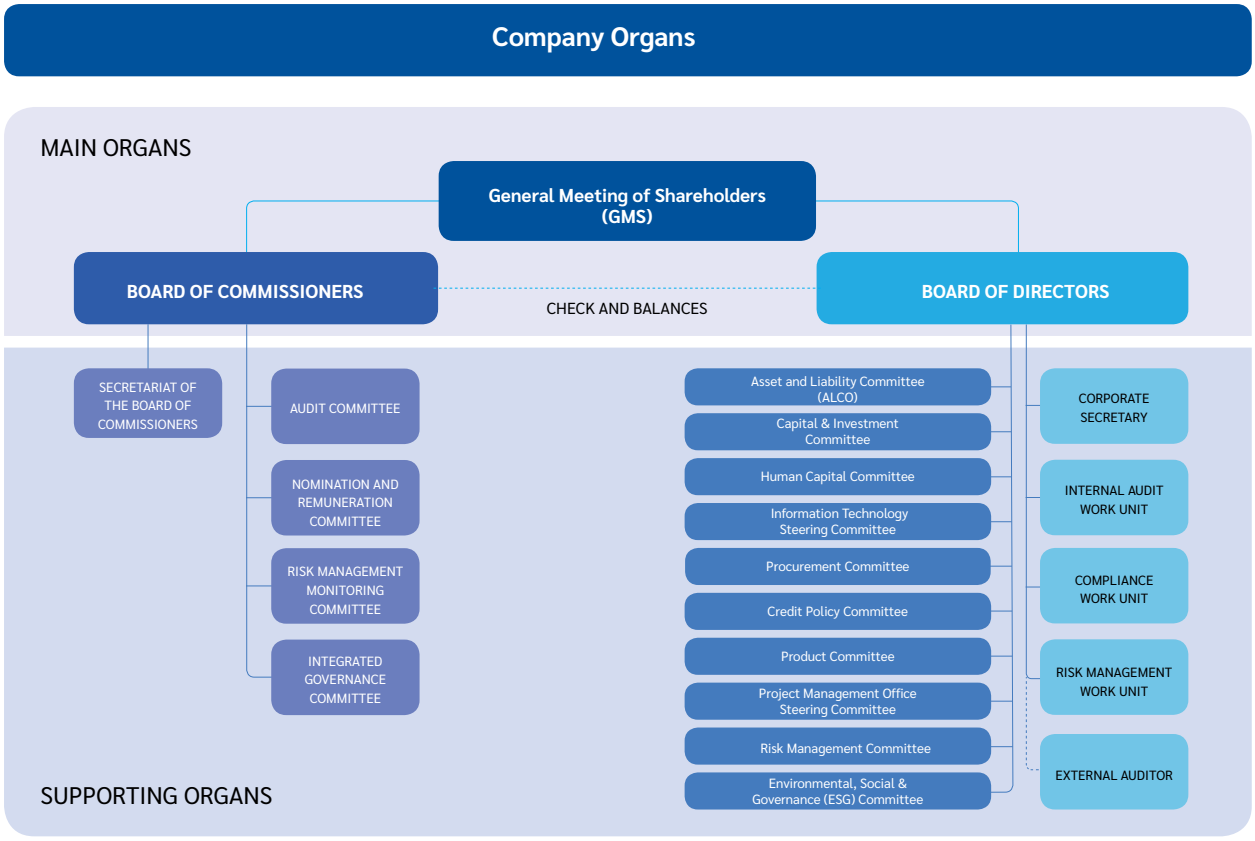
The Company's governance structure consists of Company Organs and Infrastructure.

Company Organs

Based on the Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, the Company's organs consist of:

1. General Meeting of Shareholders (GMS)
2. Board of Commissioners
3. Board of Directors

The Company's organs were built to ensure that the implementation of the Company's governance principles can run effectively with clear roles and responsibilities so as to create a monitoring check and balance mechanism. Structure includes Main Organs, Supporting Organs and Policies and Procedures as follows:

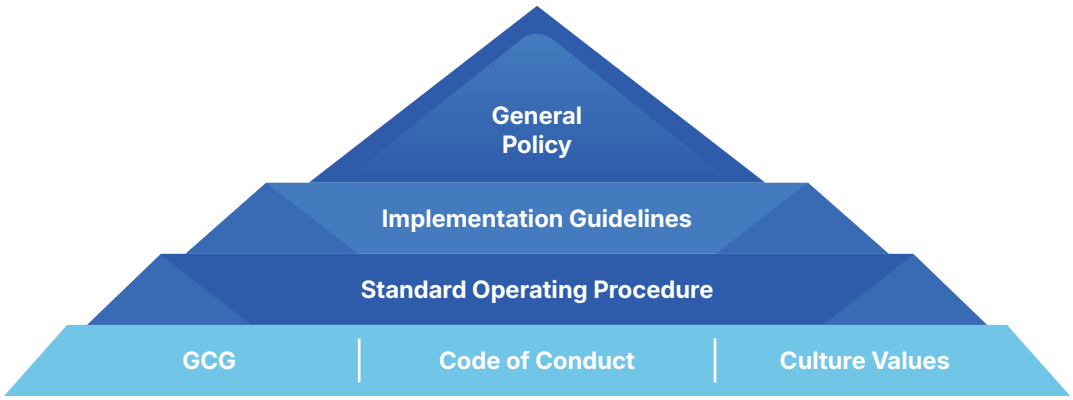


*explanation of each organ can be found in each sub-chapter in the Annual Report

Governance Infrastructure

Corporate Governance Infrastructure

Based on BRI Board of Directors Circular Letter No. SE.13-DIR/KPD/09/2025 dated September 30, 2025, regarding the Establishment and Management of Policies & Procedures, the hierarchy of Policies & Procedures is illustrated as follows:



1. General Policy is a regulation that contains the basic principles, outline and/or philosophy and is high level, strategic, and long-term in nature.
2. Implementation Guidelines (PP) are regulations that contain general standards of business processes/explanations of activities or provisions of product specifications, target markets, and generally applicable requirements.
3. Standard Operating Procedures (SOP) are regulations that contain standards of business processes/explanations of activities or provisions of product specifications, target markets, and requirements that are more technical, detailed, and/or dynamic in nature.

In detail, the Corporate Governance Infrastructure owned by Bank BRI includes:

Issue	Internal Policy
Articles of Association	The Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk contained in Deed Number 15 dated April 22, 2025, which has received Ratification of Amendments and Acknowledgment of Notification of Amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia dated May 8, 2025.
Implementation of the Directors' and Board of Commissioners' duties	1. The Board of Commissioners has Work Guidelines and Regulations, which is ratified in the Decree of the BRI Board of Commissioners Number 06-KOM/05/2024 dated May 28, 2024. 2. BRI's Board of Directors has established the Guidelines and Rules of Procedure for the Board of Directors, ratified through Decree No. B.299-DIR/SKP/04/2020 dated April 24, 2020.
General Provisions on Corporate Governance	1. General Policy of Corporate Governance of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/KEP/10/2023 dated October 10, 2023 Book 1 concerning Governance and Compliance of PT Bank Rakyat Indonesia (Persero) Tbk. 2. General Policy of Corporate Governance of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/KEP/10/2023 dated October 10, 2023 Book 2 concerning Integrated Governance for Financial Conglomerates of PT Bank Rakyat Indonesia (Persero) Tbk. 3. Circular Letter of BRI's Board of Directors No. SE.28-DIR/KEP/12/2025 dated December 30, 2025, concerning the Implementation of the Compliance Function. 4. Circular Letter of BRI's Board of Directors No. SE.09-DIR/KEP/03/2023 dated March 15, 2023, concerning Corporate Governance, as last amended by Circular Letter No. SE.09.c-DIR/KEP/03/2023 dated December 31, 2024, regarding the Third Amendment to Corporate Governance. 5. Standard Operating Procedure No. SO.26-KEP/10/2025 dated October 9, 2025 concerning the Implementation of Good Corporate Governance (GCG), as last amended by Standard Operating Procedure No. SO.26.a-KEP/10/2025 dated November 28, 2025 concerning the First Amendment to the Implementation of Good Corporate Governance (GCG). 6. Implementation Guidelines No. JL.37-SBM/12/2025 dated December 31, 2025 concerning BRI Financial Conglomeration.

Issue	Internal Policy
Board of Commissioner, Directors, and Employees Remuneration	1. Joint Decree of the Board of Commissioners and the Board of Directors No. 09-KOM/BRI/11/2017 and No. S.1023-DIR/KPS/11/2017 dated November 30, 2017 concerning the Remuneration Governance Policy of PT Bank Rakyat Indonesia (Persero) Tbk. 2. Circular Letter No. 38-DIR/HCS/12/2024 dated December 30, 2024 concerning Employee Remuneration.
Committee's Code of Conducts under the Board of Commissioners	1. Decree of the Nomination and Remuneration Committee (NRC) No. 1723-DIR/HBS/04/2025 dated April 17, 2025, concerning the appointment of the Chairperson and Members of the Nomination and Remuneration Committee of PT BRI (Persero) Tbk. 2. Decree of the Risk Management Monitoring Committee (MRC) No. 5546-DIR/HBS/11/2025, dated November 3, 2025, concerning the appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT BRI (Persero) Tbk. 3. Decree of the Integrated Governance Committee (IGC) No. 11-KOM/BRI/11/2025 dated November 3, 2025, concerning the appointment of the Chairperson and Members of the Integrated Governance Committee of PT BRI (Persero) Tbk. 4. Audit Committee (KA) Decree SK Nokep: 1719 -DIR/HBS/04/2025, dated April 17, 2025 regarding the appointment of the Chairperson and Members of the Audit Committee of PT BRI (Persero) Tbk.
Fixed Assets Procurement and Management	Decree of the Board of Directors of BRI No. KU.03-DIR/PLM/06/2024 dated June 25, 2024, concerning the General Policy on Fixed Assets Management & Procurement .
Architecture and Policy Management	BRI Board of Directors Circular Letter No. SE.13-DIR/KPD/09/2025 dated September 30, 2025, concerning the General Policy on Fixed Assets Management & Procurement .
Corporate Planning and Strategy	1. Board of Directors Circular Letter No. SE.03-DIR/PPM/03/2025 dated March 21, 2025, concerning Corporate Strategy (Book 1 regarding Long Term Plans). 2. Board of Directors Circular Letter No. SE.03-DIR/PPM/03/2025 dated March 21, 2025, Corporate Strategy (Book 2 regarding the Bank's Business Plan).
Anti-Fraud Strategy Corruption Controlling	1. Directors' Circular Letter No. SE.58b-DIR/ORD/11/2022 dated December 31, 2024 concerning Second Amendment to Implementing Guidelines of Operating Risk Management (Book 5 Anti-Fraud Strategy). 2. Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 2023 concerning Corporate Governance (Book 3 related to Anti-Bribery and Gratification Control) 3. Circular Letter (SE) No. SE.09-DIR/KEP/03/2023 dated March 15, 2023, concerning Corporate Governance (Book 4 on the Anti-Bribery Management System ISO 37001:2016) 4. Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance (Book 5 related to State Officials' Wealth Report (LHKPN))
Conflict of Interest	Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 2023 concerning Corporate Governance (Book 1 regarding Handling Conflicts of Interest)
Whistleblowing System	Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 2023 concerning Corporate Governance (Book 2 related to Handling Whistleblowing Systems)
Code of Ethics	Board of Directors Circular Letter No. SE.09a-DIR/KEP/03/2023 dated October 31, 2023 concerning the First Amendment to Corporate Governance (Book 6 related to the Code of Ethics)
Anti-Money Laundering	1. Board of Directors Circular Letter No. SE.04-DIR/KEP/05/2025 dated May 28, 2025, concerning Implementation of the Anti-Money Laundering (AML) Program, Counter Terrorism Financing (CFT) and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (PPPSPM). 2. Standard Operating Procedure (SOP) No. SO.22-AML/09/2025 dated September 30, 2025 concerning the Implementation of Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Prevention of Financing of Proliferation of Weapons of Mass Destruction (CPF-PWMD)

Corporate Governance Mechanism

The corporate governance process is the method or mechanism used by the company's organs and subordinates in carrying out their functions and duties in realizing the commitment and governance structure, to achieve governance results in accordance with GCG principles. The BRI governance process includes:

1. Implementation of the General Meeting of Shareholders.
2. Implementation of Duties and Responsibilities of the Board of Commissioners and Board of Directors
3. Implementation of Duties and Responsibilities of the Supporting Committees of the Board of Commissioners and Directors
4. Implementation of Duties and Responsibilities of Supporting Organs
5. Strategic Planning and Performance Management
6. Business Processes and Company Activities
7. Risk Management and Internal Control
8. Compliance Management System
9. Internal Audit

Measurement/Testing of GCG Implementation Quality

To ensure that corporate governance results can be adequate, BRI carries out an assessment of the implementation of Corporate Governance implementation to measure the quality of the implementation of governance structures and processes and to obtain feedback for continuous improvement. The assessment is carried out through self-assessment mechanisms and evaluations by independent parties with the following details:

Internal Assessment

Self Assessment GCG

BRI carries out a self-assessment on the implementation of good corporate governance principles every semester in accordance with the provisions of POJK 17 of 2023 concerning the Implementation of Governance for Commercial Banks and SEOJK No. 14/POJK.03/2025 concerning Implementation of Governance for Commercial Banks. The Governance principles consist of Transparency, Accountability, Responsibility, Independency, as well as Fairness and Equality at all levels of the Bank's organization and operational activities. The assessment was carried out comprehensively on the implementation of the principles of good corporate governance covering 3 (three) aspects of corporate governance, namely:

1. Governance Structure
   The assessment aims to assess the adequacy of the Bank's governance structure and infrastructure so that the process of good governance principles produces results that are in line with stakeholder expectations.
2. Governance Process
   The assessment aims to assess the effectiveness of the process of implementing good governance principles which is supported by the adequacy of the Bank's structured and governance infrastructure so as to produce results that are in line with stakeholder expectations.
3. Governance Outcome
   The assessment aims to assess outcomes that meet the expectations of the Bank's stakeholders which are the result of the process of implementing GCG principles and are supported by the adequacy of the Bank's governance structure and infrastructure.

Assessment Criteria

Based on SEOJK No. 14/POJK.03/2025 the indicators that serve as standards for implementing a corporate governance Self Assessment include 16 (sixteen) parameters, consisting of:

1. Implementation of Duties, Responsibilities, and Authorities of the Board of Directors
2. Implementation of Duties, Responsibilities, and Authorities of the Board of Commissioners
3. Completeness and implementation of the Committee's duties
4. Handling Conflicts of Interest
5. Implementation of compliance functions
6. Implementation of the internal audit function
7. Implementation of the external audit function
8. Implementation of risk management including an internal control system
9. Provision of Remuneration
10. Providing funds to related parties and providing large funds (large exposure)
11. Integrity of Reporting and Information Technology Systems
12. Bank strategic plan
13. Shareholder Aspects
14. Implementation of Anti-Fraud Strategy, including Anti-Bribery
15. Implementation of Sustainable Finance, including Social and Environmental Responsibility
16. Implementation of Governance within the Bank's Business Group

The Party Carrying Out The Assessment

The GCG Self Assessment is coordinated by the Compliance Group and evaluated by the Committee under the Board of Commissioners periodically. The results of the GCG Self Assessment are then reported to the OJK.

Self Assessment Results

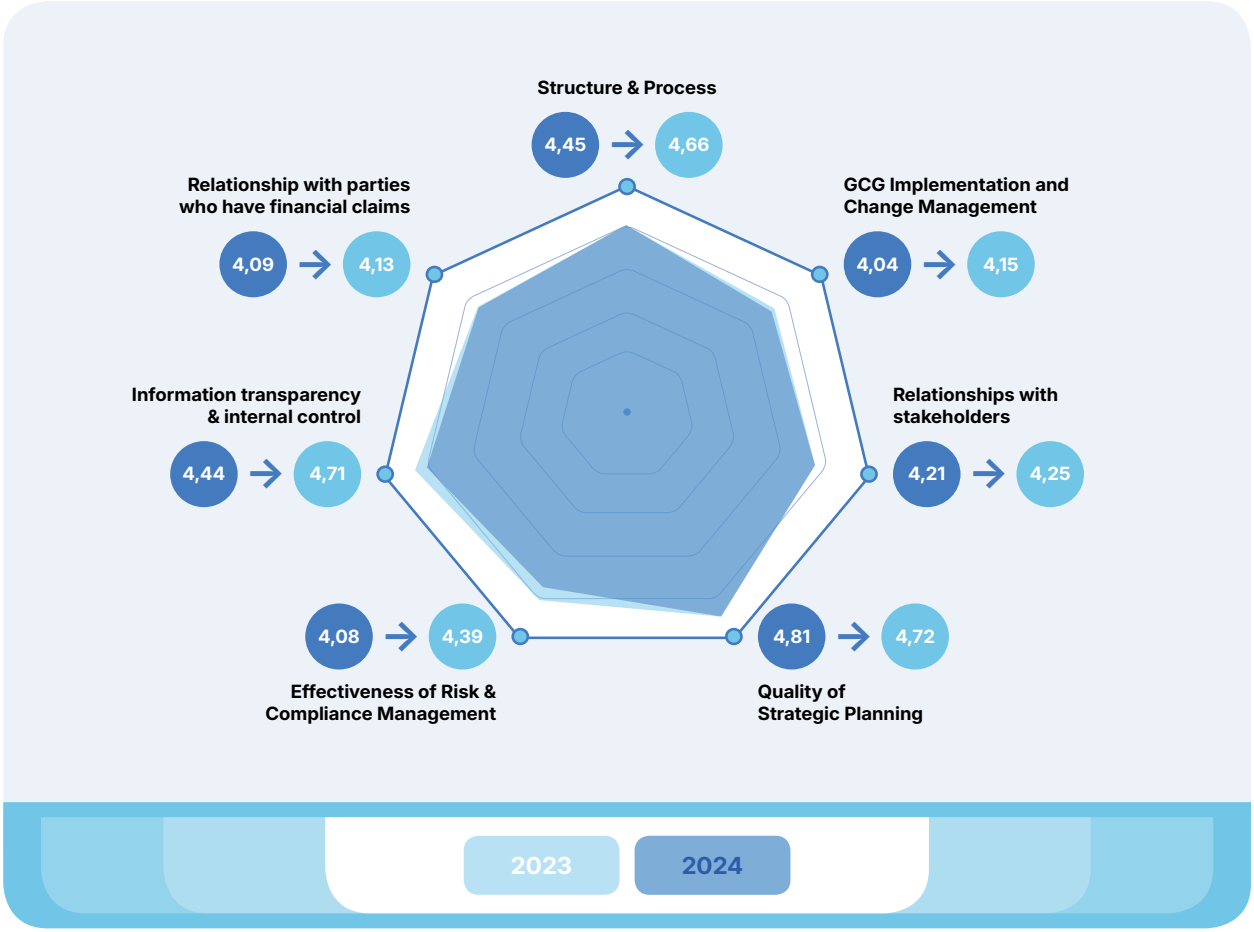
In the corporate governance assessment conducted in 2025, the results of the self-assessment were as follows:

Self Assessment Results (Self Assessment) Implementation of Governance		
Entity	**Rating**	**Rating Definition**
PT Bank Rakyat Indonesia (Persero) Tbk.	**2**	Reflects that BRI Management has implemented GCG in the Governance Structure, Governance Process and Governance Outcome aspects which are generally good. This is reflected in adequate fulfillment of the principles of Good Corporate Governance. If there are weaknesses in the application of GCG principles, then in general these weaknesses are less significant and can be resolved with normal actions by BRI management.

Analysis	
Governance Structure	The implementation of Good Corporate Governance in the governance structure aspect was considered adequate, supported by governance structures, policies, strategies, and integrated systems to support corporate governance implementation. The composition of the Company's management had also been structured in accordance with prevailing regulations and supported by adequate internal policies. Any identified weaknesses were appropriately followed up and did not impact the Company's performance.
Governance Process	The implementation of Good Corporate Governance in the governance process aspect has generally gone well, the business processes carried out refer to the established business plan and each company organ has carried out business processes in accordance with their duties and responsibilities. Apart from that, BRI always carries out reviews and evaluations in order to improve the effectiveness of the duties and responsibilities of each company organ. Weaknesses that occur in the implementation of the governance process can be carried out immediately for corrective action.
Governance Results	The implementation of Good Corporate Governance in the governance outcome aspect has generally been carried out well, the process of disclosure and transparency of information, data and reports is in accordance with applicable regulations. Due to weaknesses in the reporting carried out, BRI has developed and perfected the management information and reporting system in order to improve the quality of reporting and make it easier for stakeholders to obtain accurate information.

Governance Maturity Level

BRI's Governance Maturity Assessment was conducted as part of efforts to strengthen the implementation of Good Corporate Governance through periodic measurement of governance structure, process, and outcome aspects. In 2025, BRI conducted a governance maturity evaluation for the 2024 period, which was carried out by an independent party, achieving a score of 4.48, an increase compared to the previous period's score of 4.30, as illustrated in the following diagram:

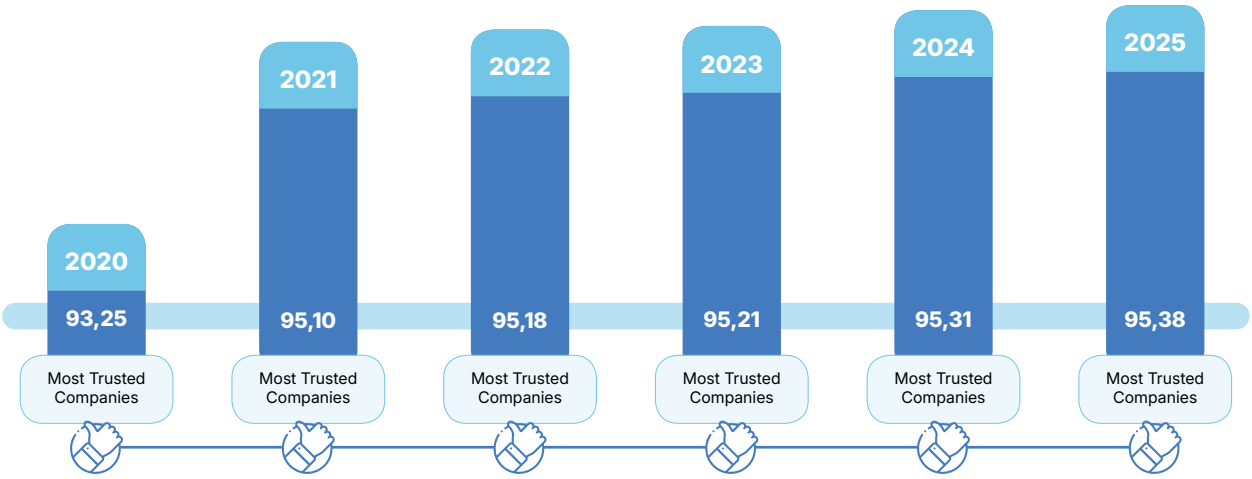


.	Structure & Process	Relationship with Parties Having Financial Claims	Financial Transparency, Information Disclosure & Effectiveness of Internal Control	Effectiveness of Risk Management and Compliance	Quality of Strategic Planning	Relationship with Stakeholders	Implementation of GCG and Change Management
2022	4.24	3.90	3.75	3.73	4.50	3.86	3.68
2023	4.45	4.09	4.45	4.09	4.81	4.22	4.04
2024	4.66	4.13	4.71	4.39	4.72	4.25	4.15

External Assessment

Corporate Governance Perception Index

CGPI is one of the corporate governance assessments through a research method implemented by The Indonesian Institute for Corporate Governance (IICG) in Indonesian companies. For the past 5 (five) years, BRI has consistently improvements to the GCG implementation comprehensively. Hence, and in line with that in 2025, BRI achieved highest in the CGPI assessment event. This achievement shows BRI management's commitment to continuously and sustainably support the achievement of the company's vision and mission.



The CGPI assessment was carried out on 3 aspects of governance, namely:

- Governance Structure includes corporate governance structure and policy.
- Governance Process includes corporate governance system and mechanism.
- Governance Outcome includes output, outcome and impact of GCG implementation process.

The 2024 CGPI Assessment in Subsidiaries

To enhance the implementation of Good Corporate Governance within the BRI Financial Conglomeration, BRI as the parent entity encouraged Subsidiaries that are members of the BRI Financial Conglomeration to participate in the Corporate Governance Perception Index (CGPI) assessment as a form of external evaluation of corporate governance implementation in each respective company. The CGPI scores obtained by the Subsidiaries within the BRI Financial Conglomeration were as follows.

Implementing Year	Pegadaian	PNM	Bank Raya	BRI Finance	BRI Life	BRI Insurance	BRI Danareksa Sekuritas
2022	87.81	82.45	-	81.55	83.29	82.33	-
2023	88.42	83.50	-	-	84.40	82.85	-
2024	88.74	84.62	83.80	-	85.40	83.95	81.77
2025	89.05 **Most Trusted**	85.55 **Most Trusted**	85.07 **Most Trusted**	-	86.35 **Most Trusted**	85.25 **Most Trusted**	83.46 **Trusted**

ASEAN Corporate Governance Scorecard

ACGS is one of the parameters for measuring governance practices agreed by the ASEAN Capital Market Forum (ACMF) and supported by the Asian Development Bank (ADB). It aims to improve governance practices of Listed Companies in ASEAN and supporting Listed Companies in ASEAN to be companies with class assets. The ASEAN Corporate Governance Scorecard (ACGS) criteria adopt the principles of Corporate Governance issued by The Organization for Economic Cooperation and Development (OECD).

1. Shareholder Rights.
2. Sustainability and Resilience.
3. Disclosure and Transparency.
4. Responsibilities of the Board of Directors and Board of Commissioners.

In 2025, BRI was ranked the Top 5 Public Listed Company (PLC) in Indonesia & ASEAN Asset Class PLCs. The implementation of BRI's Corporate Governance referring to the ASEAN Corporate Governance Scorecard is delivered thoroughly on BRI's website at https://www.ir-bri.com/acgs.html or through the following QR Code.

Implementation of Corporate Governance in Accordance with Financial Services Authority Provisions

The implementation of aspects and principles of public company governance is regulated in OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines, which regulates 5 (five) aspects, 8 (eight) principles and 25 (twenty five) recommendations for implementing governance principles.

The implementation of these recommendations in BRI's GCG is as follows:

No	Aspect; Principle; Recommendation			Comply or Explain
A.	ASPECT 1: PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEEING SHAREHOLDER RIGHTS.			
	A.1.	Principle 1: Increase the value of holding a General Meeting of Shareholders (GMS).		
		A.1.1.	Public Companies have technical methods or procedures for collecting votes, both openly and privately, that prioritize independence and the interests of shareholders.	The BRI General Meeting of Shareholders is conducted through one vote one share. The voting mechanism is implemented by way of raising hands and the Officer collects voting rights by approaching all present shareholders. The Company has utilized the decision making procedure through voting which prioritizes independence, and the interest of shareholders in accordance with OJK provision, the Company has implemented as follows: – Have a voting procedure in decision making on GMS agenda as stipulated in the BRI GMS Rules of Conduct which is announced to the shareholders through the company's website. – The voting procedure involves Independent Parties, namely a Notary and the Securities Administration Bureau. – The voting process has been regulated in BRI's Articles of Association and the GMS Rules are uploaded on the company's website. Remarks: Comply
		A.1.2.	All members of the Board of Directors and members of the Board of Commissioners of Public Companies are present at the Annual GMS.	In 2025, BRI held the Annual General Meeting of Shareholders for Fiscal 2024 on March 24, 2025 and the Extraordinary General Meeting of Shareholders on December 17, 2025, which were attended by all members of the Board of Commissioners and the Board of Directors. Remarks: Comply
		A.1.3.	A summary of the GMS minutes is available on the Public Company Website for at least 1 (one) year.	For the GMS convened in 2025, the Company prepared summaries of the minutes in both Indonesian and English with the following details: 1. The minutes of the meeting of AGMS published on the company's website within 1 (one) working day, Tuesday, March 25, 2025. The AGMS was held on Monday, March 24, 2025. 2. The Summary of Minutes of the EGMS was published on the Company's website within 1 (one) working day, namely on Thursday, December 18, 2025. The EGMS was held on Wednesday, December 17, 2025. The minutes of the Bank's AGMS were available for more than 1 (one) year on the BRI website. (www.bri.co.id) Information related to the Annual GMS in 2025 was presented in the General Meeting of Shareholders Sub-Chapter in the Corporate Governance Chapter of this Annual Report. Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
	A.2.	**Principle 2:** **Improving the Quality of Public Company Communication with Shareholders or Investors.**		
		A.2.1.	Public Companies have a communication policy with shareholders or investors.	The Company has a communication policy with shareholders or investors. This policy covers investor relations activities including analyst meetings, public exposes aimed at providing shareholders or investors with a clearer understanding of the information that has been published to the public as disclosed by the Corporate Secretary. BRI has a special unit, namely the Investor Relations Division, which functions to manage relationships with investors. Access Annual Report Information Disclosure this and also disclosed through the Website Company (www.bri.co.id and www.ir-bri.com). Remarks: Comply
		A.2.2.	The Public Company discloses the Public Company's communication policy with shareholders or investors on the Website.	Disclosure of communication policies with shareholders or investors has been uploaded on the Company's website, namely www.bri.co.id and www.ir-bri.com. Remarks: Comply
B.	**ASPECT 2:** **FUNCTIONS AND ROLES OF THE BOARD OF COMMISSIONERS**			
	B.1.	**Principle 3:** **Strengthen the Membership and Composition of the Board of Commissioners.**		
		B.1.1.	Determining the number of members of the Board of Commissioners takes into account the conditions of the Public Company.	The number of members of BRI's Board of Commissioners as of December 31, 2025 was 6 (six) people consisting of 3 (three) Independent Commissioners and 3 (three) non-Independent Commissioners. Remarks: Comply
		B.1.2.	Determining the composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required.	The composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required as stated in the Composition and Division of Duties of the BRI Board of Commissioners. Remarks: Comply
	B.2.	**Principle 4:** **Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.**		
		B.2.1.	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	BRI carries out performance assessments of the Board of Commissioners based on applicable laws and regulations in order to improve the quality of implementation of the duties and responsibilities of the Board of Commissioners and improve BRI's performance on an ongoing basis. The Board of Commissioners has a Self Assessment Policy which is stated in the Board Charter as described in the performance assessment section of the Board of Commissioners of this Annual Report and on the Company's website (www.bri.co.id) Remarks: Comply
		B.2.2.	The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Public Company's Annual Report.	The Board of Commissioners has a Self Assessment Policy which is stated in the Board Manual as described in the performance assessment section of the Board of Commissioners of this Annual Report and on the Company's website (www.bri.co.id) Remarks: Comply
		B.2.3.	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crime.	The Company has a policy regarding the resignation and dismissal of the Board of Commissioners which is contained in the Company's Articles of Association and the resignation policy for the Board of Commissioners is disclosed in the BRI 2025 annual report in the Board of Commissioners Chapter. Remarks: Comply
		B.2.4.	The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function prepares a succession policy in the Nomination process for members of the Board of Directors.	The policy regarding the requirements, procedures for the appointment, dismissal, and succession of the Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. In addition, as a public company, the Company's policy also refers to the OJK Regulation No.33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors Succession Policy is presented in the Nomination and Remuneration Committee Chapter in BRI's 2025 annual report. Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
C.	**ASPECT 3:** **FUNCTIONS AND ROLES OF THE BOARD OF DIRECTORS**			
	C.1.	**Principle 5:** **Strengthen the Membership and Composition of the Board of Directors.**		
		C.1.1.	Determining the number of members of the Board of Directors takes into account the condition of the Public Company and effectiveness in decision making.	The determination of the number of members of the Board of Directors has gone through careful consideration and has referred to OJK Regulation No. 33/ POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies consisting of at least 2 (two) people. The number of members of the BRI Board of Directors in 2025 will be 13 (thirteen) Directors. Remarks: Comply
		C.1.2.	Determining the composition of members of the Board of Directors takes into account the diversity of skills, knowledge and experience required.	A fit and proper test is carried out to ensure that the competency, experience and educational background of the members of the Board of Directors are in accordance with the appropriateness based on applicable regulations and the needs of the Company and is disclosed in the Diversity Composition of the Board of Directors section of this Annual Report. Remarks: Comply
		C.1.3.	Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in the field of accounting.	In accordance with OJK Regulation no. 37/ POJK.03/2019 concerning Transparency and Publication of Bank Reports, the Director in charge/ supervise accounting or finance is held by Achmad Royadi who has expertise and/or knowledge in the field of accounting, including Title and Education: • Master of Business Administration, Tulane University (2009) • Bachelor of Economics, Padjajaran University (1998). Experience: Senior Executive Vice President - Treasury & Global Services Remarks: Comply
	C.2.	**Principle 6:** **Improving the Quality of Implementation of Directors' Duties and Responsibilities**		
		C.2.1.	The Board of Directors has a self assessment policy to assess the performance of the Board of Directors.	BRI carries out performance assessments of the Board of Directors based on applicable laws and regulations in order to improve the quality of the implementation of the Board of Directors' duties and responsibilities and improve BRI's performance on an ongoing basis. The Board of Directors has a Self Assessment Policy which is stated in the Board Charter as described in the performance assessment section of the Board of Commissioners of this Annual Report. Remarks: Comply
		C.2.2.	The self-assessment policy for assessing the performance of the Board of Directors is disclosed in the Public Company's annual report.	The Self Assessment policy on the performance of the Board of Directors has been disclosed in the results section of the Directors' Performance Assessment in the 2025 BRI Annual report. Remarks: Comply
		C.2.3.	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	BRI has a policy regarding the resignation and dismissal of Directors which states the dismissal of a member of the Board of Directors if the person concerned is involved in an action that is detrimental to the Company and/or the State and if the person concerned is found guilty by a court decision that has permanent legal force, as stated in the Board Charter. Policies regarding the resignation and dismissal of Directors are regulated in BRI's Articles of Association. Remarks: Comply
D.	**ASPECT 4:** **STAKEHOLDER PARTICIPATION**			
	D.1.	**Principle 7:** **Improving Corporate Governance Aspects through Stakeholder Participation**		
		D.1.1.	Public Companies have policies to prevent insider trading.	BRI Insider Trading policy is regulated under: 1. Circular Letter (SE) Number SE.09.a-DIR/ KEP/03/2023 dated October 31, 2023 concerning the First Amendment to Corporate Governance Book 6 concerning the Code of Ethics. 2. Circular Letter (SE) Number SE.09-DIR/ KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 1 concerning Conflicts of Interest. Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
		D.1.2.	Public Companies have anti-corruption and anti-fraud policies.	The implementation of the Anti-Fraud Strategy at BRI is regulated in the Board of Directors' Circular Letter Number: SE.58b-DIR/ORD/11/2022 dated December 31, 2024 concerning the Second Amendment to the Guidelines for the Implementation of Operational Risk Management (Book 5 Anti-Fraud Strategy). To improve the ability of banks in preventing fraud and provide a rapid response in handling and completing a fraud event, the management of fraud risk was divided into 2 large activities, namely when the fraud was still a potential risk (managing risk) and after the incident occurs (incident handling). This fraud risk management activity was adapted and developed from 4 (four pillars), namely: 1. Prevention 2. Detection 3. Investigation, Reporting and Sanctions 4. Monitoring, Evaluation and Follow Up To create a company environment that is free from Corruption, Collusion and Nepotism, BRI has an anti-corruption policy as stated in Circular Letter Number SE.09- DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 3 regarding Anti-Bribery and Gratification Control. To create and implement an Anti-Bribery Management System at PT. Bank Rakyat Indonesia (Persero), BRI have implemented ISO 37001:2016 and adopted the ISO 37001:2016 Anti-Bribery Management System policy as stated in Circular Letter (SE) Number SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 4 on the ISO 37001:2016 Anti-Bribery Management System Remarks: Comply
		D.1.3.	Public Companies have policies regarding the selection and improvement of supplier or vendor capabilities.	The Company has established a policy related to BRI Vendor Management as regulated under BRI Board of Directors Decree No. KU.03-DIR/PLM/06/2024 dated June 25, 2024 concerning the General Policy on Fixed Assets Management & Procurement concerning Procurement of Goods and/or Services, as last amended by Circular Letter No. SE.18.b-DIR/PLM/05/2023 dated July 31, 2024 concerning the Second Amendment to Procurement of Goods and/or Services (Book 11). Remarks: Comply
		D.1.4.	Public Companies have policies regarding fulfilling creditor rights.	The Company has a policy regarding fulfilling creditor rights as stated in every Loan Agreement between BRI and debtors. The agreement states the rights and obligations of both parties, such as transparency of financial reports to creditors. Remarks: Comply
		D.1.5.	Public Companies have a whistleblowing system policy.	Implementation Guidelines No. JL.04-KEP/05/2025 dated May 8, 2025 concerning the Whistleblowing System regulate the types of violations reported, reporting channels, protection and confidentiality of reporters, as well as the Business Unit managing the Whistleblowing System. Furthermore, BRI has collaborated with an independent party in receiving complaint reports through the Whistleblowing System. Remarks: Comply
		D.1.6.	Public Companies have a policy of providing long-term incentives to Directors and employees.	BRI has a policy regarding long-term employee incentives which is regulated in the Board of Directors Circular Letter Number SE.36-DIR/HCS/12/2024 dated December 30, 2024. Explanation of Long-Term Incentives is also regulated in the Employee Welfare Section in BRI's 2025 Annual Report. Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
E.	ASPECT 5: INFORMATION DISCLOSURE			
	E.1.	Principle 8: Improving the Implementation of Information Disclosure.		
		E.1.1.	Public Companies make wider use of information technology apart from Websites as a medium for information disclosure.	The Company always to improve the quality of information disclosure to stakeholders through information technology media, in addition to the Company's website. The Omni Channel BRI is an access where BRI customers can obtain information about BRI products and services in full as well as may submit complaints through the following available channel: 1. Direct visits through Customer Service in all BRI operating units 2. Contact BRI 1500017 3. Social Media a. Facebook : BANK BRI b. Instagram : @bankbri_id c. X : @kontakBRI, @promo_BRI, @bankbri_id 4. Youtube : BANK BRI 5. Chatbot : Sabrina via WhatsApp 0812 1214 017 Remarks: Comply
		E.1.2.	The Annual Report of a Public Company discloses the ultimate beneficial owner in Public Company share ownership of at least 5% (five percent), in addition to disclosure of the ultimate beneficial owner in Public Company share ownership through the main and controlling shareholders.	In the 2025 BRI Annual Report, it conveys the obligation to disclose information regarding shareholders who own 5% (five percent) or more shares of a Public Company, as well as the obligation to disclose information regarding the main and controlling shareholders of a Public Company, both directly and indirectly, up to the last beneficial owner in ownership of the shares. Remarks: Comply

Implementation of Corporate Governance Aspects and Principles in Accordance with The Guidelines of Corporate Governance Principles for Banks Published by The Basel Committee in Banking Supervision

The Governance Guidelines include 12 (twelve) corporate governance principles. The description of its implementation can be conveyed as follows.

Principle	Explanation	Implementation at BRI
Principle 1 Responsibility of the Board of Commissioners.	The Board of Commissioners has responsibilities which include: approval and supervision of the implementation of business strategies, governance structures and mechanisms and corporate culture	The scope of the Board of Commissioners' obligations as stated in the Board of Commissioners' Rules of Procedure ratified in the Decree of the BRI Board of Commissioners Number Decree 06-KOM/05/2024 dated May 28, 2024 includes the Board of Commissioners providing opinions and approvals on the Bank's work plan.
Principle 2 Qualifications and Composition of the Board of Commissioners.	Members of the Board of Commissioners must have qualities in accordance with their duties and responsibilities, both individually and collectively. The Board of Commissioners must understand its role in supervising and implementing corporate governance, and be able to carry out decision making in a sound and objective manner.	The scope of the Board of Commissioners' obligations as stated in the Board of Commissioners' Code of Conduct in the Board of Commissioners Decree Number 06-KOM/05/2024 dated May 28, 2024 includes the Board of Commissioners' role in ensuring the implementation of Good Corporate Governance in every business activity of the Company at all levels or organizational levels and supervise the implementation of Integrated Governance. In order to implement good corporate governance, the Board of Commissioners is responsible for, among other things: 1. Propose the appointment of a Public Accountant to the GMS 2. Report the results of supervision carried out to the GMS. All members of the Board of Commissioners have passed the OJK fit and proper test and are certified in risk management, with details stated in the profiles of each member of the Board of Commissioners.
Principle 3 Structure and Mechanism of the Board of Commissioners.	The Board of Commissioners must establish appropriate governance structures and practices in carrying out its duties and periodically review its effectiveness.	The Board of Commissioners has committees under the Board of Commissioners to assist in carrying out the duties of the Board of Commissioners, namely the Audit Committee, Risk Management Monitoring Committee, Nomination and Remuneration Committee, and Integrated Governance Committee.
Principle 4 Directors.	Under the direction and supervision of the Board of Commissioners, the Board of Directors is able to manage the Bank's activities in accordance with business strategy, risk appetite, remuneration policies and other policies that have been approved by the Board of Commissioners.	The duties and responsibilities of the Board of Commissioners include providing direction and supervision to the Board of Directors in the management of the Company. The Board of Commissioners gives approval to the company's plans and work and the implementation of the Bank's strategic policies.
Principle 5 Business Group Governance Structure.	In a business group, the Board of Commissioners of the parent company has overall responsibility for the business group and to ensure the establishment and implementation of clean governance practices related to the structure, business and risks of the business group and entity. The Board of Commissioners and Directors must understand the organizational structure of the business group and the risks faced.	The Integrated Governance Committee is a supporting organ of the Board of Commissioners in ensuring the establishment and implementation of clean governance practices related to the structure, business, and risks of the financial conglomerate. One of the duties and responsibilities of the Integrated Governance Committee is to evaluate the implementation of integrated governance through assessing the adequacy of internal controls, the execution of the compliance function and the implementation of integrated risk management, as well as the implementation of other relevant integrated aspects.
Principle 6 Risk Management Function.	Banks must have a quality risk management function, be independent, have quality resources and have access to the Board of Commissioners.	BRI has a Risk Management function that functions including identifying, measuring, monitoring and controlling all Company risk exposures carried out by Direktorat Risk Management Directorate. In an effort to carry out the supervisory function, the Board of Directors communicates the implementation of the risk management function to the Board of Commissioners through the Risk Management Monitoring Committee.

Principle	Explanation	Implementation at BRI
Principle 7 Risk Identification, Monitoring, and Control.	Risks must be identified, monitored and controlled for all Bank activities. The quality of the risk management infrastructure and internal control must be able to keep up with changes in the Bank's risk profile, external risk conditions and industry practices.	The process of implementing risk management which includes identification, measurement, monitoring and control of risks is carried out on an ongoing basis. Risk management is carried out in all bank activities by referring to the management standard provisions set by the regulator.
Principle 8 Risk Communication.	Implementing effective risk governance requires accurate risk communication within the Bank, both between organizations and through reporting to the Board of Commissioners and Directors.	In order to support the implementation of Operational Risk Management (MRO), BRI has prepared an MRO Framework that is adjusted to the principles of Risk Management in ISO 31000:2018 as a guideline for implementing MRO in every line. The MRO Framework is generally divided into 3 (three) main components, namely Business Strategy, Business Management, and Business Enablers. BRI conducts regular discussions on risk management through the Risk Management Forum, the Risk Management Committee, and the Integrated Risk Management Committee.
Principle 9 Compliance.	The Board of Commissioners is responsible for supervising management related to the Bank's compliance risks. The Board of Commissioners must establish a compliance function and provide approval for policies and processes for identifying, assessing, monitoring and reporting, and providing advice on compliance risks.	The implementation of the Board of Commissioners' supervisory function regarding Bank Compliance risks is carried out by the Risk Management Monitoring Committee regarding the application of the precautionary principle to ensure that all business activities and policies are implemented in compliance with all applicable laws and regulations. Review and evaluation of the compliance function is carried out every semester.
Principle 10 Internal Audit.	The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and Directors in encouraging the implementation of effective governance processes and the long-term health of the Bank.	The Internal Audit Business Unit within the BRI organization is directly under the President Director and can communicate and coordinate in terms of supervision with the Board of Commissioners through the Audit Committee. Duties and responsibilities The Internal Audit Business Unit is responsible for carrying out independent and objective assurance and consulting activities designed to provide added value and improve operational activities.
Principle 11 Compensation.	The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BRI's remuneration structure refers to OJK Regulation Number 45/ POJK.03/2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks. The implementation of BRI's Remuneration Governance is presented in the 2025 BRI Annual Report in the Remuneration Governance Policy Chapter.
Principle 12 Disclosure and Transparency.	The implementation of governance by the Bank must be implemented transparently to Shareholders, Depositors, other relevant Stakeholders and Market Participants.	BRI's disclosure and transparency to shareholders is conveyed via the company website www.bri.co.id regarding the latest information. BRI Bank's information disclosure is also conveyed in its Annual Report, Sustainability Report and Public Expose.

Relationship Between Structure, Mechanism and Governance Results

Corporate governance implemented in an integrated series that encompasses three (3) governance aspects, namely structure, process, and outcome. These three aspects carried out by BRI to ensure the availability of adequate governance structures and infrastructure, maximize the effectiveness of governance implementation processes, and improve governance outcomes to meet stakeholders' expectations.

Implementation of Corporate Governance

Shareholders

Shareholders are individual or legal entity as a legitimate owner of the company's shares. Shareholders do not intervene with the function, duties, and authorities of the Board of Commissioners and Board of Directors.

BRI shares are categorized into 2 (two) types, namely:
1. Series A Dwiwarna shares
2. Series B shares

Shareholders Rights

Holders of Series A Dwiwarna shares and Series B Shares have the same rights and every 1 (one) share gives 1 (one) voting right. Ownership of Dwiwarna Series A Shares provides special rights to the government as the main shareholder as follows:
1. The right to approve in the GMS regarding the following matters:
   a. Approval of amendment to the Articles of Association.
   b. Approval of changes in capital.
   c. Approval of dismissal and appointment of members of the Board of Directors and Board of Commissioners.
   d. Approval on merger, consolidation, expropriation, separation and dissolution.
   e. Approval of remuneration of members of the Board of Directors and Board of Commissioners.
   f. Approval of the transfer of assets based on this Articles of Association requires the approval of the GMS.
   g. Approval regarding participation and reduction in the percentage of equity participation in other companies.
   h. Approval of the use of profits.
   i. Approval regarding investment and long-term financing that is not operational in nature based on this Articles of Association requires the approval of the GMS.
2. The right to nominate members of the Board of Directors and members of the Board of Commissioners.
3. The right to propose the agenda of the GMS.
4. The right to request access to company data and documents, with the mechanism of the use of said rights in accordance with the provisions in the Articles of Association and laws.

Apart from the special rights held by the Series A Dwiwarna Shareholder, the Series A Shareholder and the Series B Shareholder have the same rights as long as it is not regulated otherwise by the Articles of Association, namely:
1. Attend the GMS either directly or through proxy, provide opinion and/or take decision. Each shareholder is entitled to be treated equally and to make a sound according to the type, classification and number of shares owned.
2. Receive accurate and prompt information related to BRI with the principle of equality of information to all shareholders.
3. Receive distribution of dividend and other forms of profit of BRI in proportion to total owned shares.
4. Receive remaining returns from the bank liquidation in the event of bankruptcy.
5. Request a General Meeting of Shareholders by one or more shareholders of either share or jointly representing 1/10 (one ten) or more of the total shares issued by the Company with valid voting rights, in good faith, on the basis of the interests of the Company and does not conflict with the laws and regulations of the Company.
6. Obtain comprehensive and accurate information on the GMS procedures requirement.
7. File a lawsuit against the Bank for any loss resulting from the Bank's acts that are considered unfair and irrational due to the resolutions of GMS, the Board of Directors and/or Board of Commissioners.
8. Request for the Bank to purchase its shares with a fair price with the procedure as stipulated in the Articles of Association/ applicable laws and regulations in the event that the shareholder disagree with the Company's action/ corporate actions that cause such loss to the Shareholders or the Company.
9. Attain corporate information from the Board of Directors and/ or Board of Commissioners at the GMS as far as the requested information is in line with the meeting agenda and does not contradict the Company's interests.
10. Obtain information relating to the Company from the Board of Directors and/or Board of Commissioners in the GMS as long as it is related to the agenda of the Meeting and does not conflict with the interests of the Company.

11. Through the GMS, make changes to the Board of Directors and Board of Commissioners together with the Series A Dwiwarna Shareholders with the provision that they represent more than ½ of the total number of shares with valid voting rights.

Responsibilities of Shareholders

1. All Shareholders must be able to:
   a. Separate the ownership of company's assets and of personal assets.
   b. Separate its function as shareholders and as members of the Board of Commissioners or Board of Directors in the event the shareholder holds a position in either organ.
2. The Controlling Shareholder must be able to:
   a. Take into account the interest of minority shareholders and stakeholders pursuant to the prevailing laws and regulations.
   b. Disclose the ultimate shareholders of the Bank to the law enforcement agency, where suspicion of legal breach arises or requested by competent authority.
   c. Exert the accountability and transparent relationship between companies, where the shareholders are also the controlling shareholders of several other companies.
3. The minority shareholders are responsible to exercise their rights pursuant to the Company's Articles of Association and prevailing laws and regulations.

Equal Treatment for Shareholders

BRI upholds equal treatment for all Shareholders which is reflected in:

1. Each shareholder has 1 (one) voting right.
2. Providing the same access to information through Investor Relations channel by means of direct interaction at Public Expose, Non-deal Roadshow, Press Conference or 1-on-1 Meeting, Conference Call and Email, as well as Documents availability on the Company's website, Investor Relations, and Indonesia Stock Exchange including the Annual Report, Audited Financial Statement, and Highlights of Company's Financial Performance, etc.
3. Equal treatment for all Shareholders to obtain information disclosure from the Bank, including information related with company performance, financial statements, and the implementation of the GMS.

Policy on Shareholders Relations

The relationship between the Company and Shareholders is regulated in the Company's Articles of Association. All communication with Shareholders shall be the responsibility of spokesperson of the company. The Company has a spokesperson who is authorized to communicate with Shareholders. All Shareholders must receive equal treatment and information (equitable treatment) in a timely manner as stated in the Board of Directors Circular Letter Number 17-DIR/CSC/07/2024 dated July 31, 2024 concerning Communication of PT Bank Rakyat Indonesia (Persero) Tbk.

General Meeting of Shareholders

GMS Implementation Stages

The stages of holding the 2025 GMS have met the provisions of POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and/or POJK No. 16/POJK.04/2020 concerning the Implementation of the General Meeting of Shareholders of a Publicly Listed Company Electronically as amended by OJK Regulation No. 14 of 2025 concerning the Electronic Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders, as follows:

Notification to OJK	Announcement of GMS	Summons of GMS	Announcement of Summary of Minutes of GMS	Submission of GMS Minutes
Submit notification to the Financial Services Authority (OJK) no later than 5 (five) days before the announcement of the GMS.	The announcement of the GMS shall be made no later than 14 (fourteen) days before the GMS invitation via the e-GMS provider website, the Indonesia Stock Exchange website, and the Public Company website.	The invitation to the GMS shall be carried out no later than 21 (twenty one) days before the GMS via the website of the e-GMS provider, the Indonesia Stock Exchange website, and the website of the Public Company.	Announcement of the summary of the minutes of the GMS shall be submitted to the OJK no later than 2 (two) days after the GMS, published through the website of the e-GMS provider, the Indonesia Stock Exchange website, the website of the Public Company.	The minutes of the GMS must be submitted to the OJK no later than 30 working days after the GMS.

Quorum Procedure

No.	Agendas	Attendance Quorum	Quorum of Decision
1.	Amendments to the Articles of Association that requires the approval of the Minister who administers government affairs in the field of law and human rights, except for changes to the Articles of Association in order to extend the period of establishment of the Company.	Attended by shareholders representing at least 2/3 (two thirds) of the total number of shares with valid voting rights.	Approved by more than 2/3 (two thirds) of the total shares with voting rights present at the GMS.
2	The transfer of assets constituting more than 50% (fifty percent) of total net assets in 1 (one) or more transactions, whether related to one another or not, made collateral for debt assets constituting more than 50% (fifty percent) of the total net worth in 1 (one) transaction or more, whether related to each other or not, merger, consolidation, acquisition, separation, application for bankruptcy, extension of term of establishment, and dissolution of the Company.	Attended by shareholders representing at least 3/4 (three quarters) of the total number of shares with valid voting rights.	Approved by more than 3/4 (three quarters) of the total shares with voting rights present at the GMS.
3	Changes in rights to shares.	Attended by at least 3/4 (three quarters) of the total number of shares in the classification of shares affected by the change in rights.	Approved by more than 3/4 (three quarters) of the shares with voting rights present at the GMS .
4	Outside of Agenda 1 to 3 above which required the approval of the GMS.	Attended by Shareholders representing at least 1/2 (one half) of the total number of shares with valid voting rights.	Approved by Shareholders representing at least 1/2 (one half) of the total number of shares with voting rights present at the GMS.

No.	Agendas	Attendance Quorum	Quorum of Decision
5	Agenda that required the approval of the GMS only attended by Independent Shareholders.	Attended by more than 1/2 (one half) of the total shares with valid voting rights owned by Independent Shareholders.	Approved by more than 1/2 (one half) of the total shares with valid voting rights owned by Independent Shareholders.

GMS Procedures

The GMS procedures are as follows:

1. Shareholders or their proxies can access or download the GMS Rules of Procedure on the Company's website.
2. The GMS Rules are read out before the GMS begins.
3. Opportunities are given to Shareholders or their proxies present to submit questions/responses and/or proposals to each agenda of the GMS.
4. The Chairperson of the GMS or the party appointed by the Chair of the GMS will answer or respond to questions and/or opinions from the shareholders.
5. Voting is conducted after all questions and/or opinions have been answered. Shareholders or their authorized proxies can only cast votes.
6. The calculation and/or validation of votes in the GMS is carried out by an Independent party namely a Notary assisted by the Share Registrar appointed by the Company.

Efforts to Encourage Shareholders to Attend The GMS

BRI encourage all Shareholders to attend and exercise their rights and authorities in the GMS. The efforts are carried out through:

1. Notifications and summons for the GMS are distributed promptly through the Company's website, the Stock Exchange, and e-RUPS provider.
2. Presenting material from each meeting agenda as a reference for Shareholders.
3. Open access for Shareholders to communicate with the Company regarding the implementation of GMS through the contacts available on the Company Website.
4. Provide a proxy form for Shareholders or Shareholders' proxies to vote at the GMS which can be accessed through the Company's website and/or the Stock Exchange.

Attendance of Shareholders and Other Parties at The GMS

Shareholders, either individually or represented by a power of attorney, are entitled to attend the GMS. Shareholders who are entitled to attend the GMS are shareholders whose names are recorded in the list of shareholders of the Public Company 1 (one) working day before the invitation to the GMS.

BRI accommodates the practice of securing electronic voting in absentia at the General Meeting of Shareholders. For shareholders who cannot attend physically, the company allows shareholders to attend the meeting and cast their votes electronically through the KSEI System facility called eASY. KSEI provides the link, and the company informs shareholders through the Summons for the AGMS and the Rules of Procedure for the AGMS. Shareholders can also grant power of attorney electronically to the Attorney through the eASY.KSEI application or in writing addressed to the Company. The procedures for Granting Power of Attorney for Attendance and Power of Attorney for Voting Rights have been disclosed in the Summons for the AGMS document.

GMS Voting Mechanisms

Every 1 (one) share entitles the holder to cast 1 (one) vote. Before the voting is carried out, the Chairperson of the GMS will explain the voting procedures for each agenda item for which Shareholder approval is requested. The voting procedures in the GMS are:

1. Shareholders or their proxies who are physically present vote abstain or disagree by raising their hands and submitting their voting cards at voting time.
2. Shareholders or their proxies who are physically present and do not raise their hands are deemed to have approved the proposed resolution of the agenda.

3. Shareholders or their proxies who are present electronically vote via e-voting (vote by poll) on eASY.KSEI
4. Shareholders or their proxies who cast abstentions are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes.
5. The chairman of the GMS will announce the voting results.
6. Each shareholder can be represented at the GMS by other holders or a third party with a power of attorney. Members of the Board of Directors, members of the Board of Commissioners, Secretary to the Board of Commissioners and Employees of the Company may act as proxies at the GMS, but are prohibited from acting as proxies in voting.

GMS Voting Involving Independent Parties

In holding the GMS, BRI not only invites shareholders but also always involves independent parties, especially in voting and counting votes, namely Notary Fathiah Helmi S.H and PT Datindo Entrycom.

Process of Organizing GMS and Voting

The quorum provisions, voting procedures, including the rules of the Meeting, are disclosed before the GMS begins. Voting can be conducted electronically. The decision-making mechanism is firstly by providing an explanation regarding each agenda to be decided by shareholders and the minimum number of quorum resolutions for each proposed agenda. Furthermore, the GMS Summary provides an explanation of the stages of implementation of the GMS, the basis for consideration of each GMS agenda, which will receive shareholder approval, and the results of any questions and answers and/or expression of opinions.

Implementation of The 2025 Annual GMS and Its Realization

The Annual GMS was held on March 24, 2025 in accordance with OJK Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and/or POJK Regulation No. 14 Year 2025 concerning the Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders Electronically, with the following stages:

1. Notified the Chairman of the Financial Services Authority about the planned meeting through Letter Number R.219-DIR/CSC/01/2025 dated January 21, 2025.
2. Published the Meeting Announcement for Shareholders on the websites of PT Kustodian Sentral Efek Indonesia, PT Bursa Efek Indonesia, and the Company on January 31, 2025.
3. Published the Meeting Invitation for Shareholders on the Company's website, PT Bursa Efek Indonesia, and PT Kustodian Sentral Efek Indonesia on February 28, 2025.

Date	Agenda	Description
January 21, 2025	Notification of the Annual General Meeting of Shareholders (AGMS) to the Financial Services Authority (OJK)	Notification of the AGMS to OJK was made less than 5 (five) working days before the AGMS announcement.
January 31, 2025	Announcement of the Annual General Meeting of Shareholders	The AGMS announcement was made 14 (fourteen) days before the AGMS invitation date and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company in both Indonesian and English.
February 28, 2025	Invitation to the Annual General Meeting of Shareholders	The AGMS invitation was issued 21 (twenty-one) days before the AGMS and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company in both Indonesian and English
March 24, 2025	Annual General Meeting of Shareholders	
March 25, 2025	Announcement of the Summary of the AGMS Resolutions	The Summary of the AGMS (including voting results) Resolutions was submitted to OJK 1 (one) working day after the AGMS and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company on March 4, 2024. This was earlier than the requirement under OJK Regulation No. 15/POJK.04/2020, which stipulates that the Summary of the AGMS Resolutions must be announced no later than 2 (two) working days after the AGMS is held.
April 23, 2025	Submission of the Meeting Minutes	The AGMS Minutes were submitted to OJK within 30 (thirty) days after the AGMS.

Agenda Items

First	Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report, and Ratification of the Financial Statements for the Micro and Small Business Funding Program for the 2024 Fiscal Year, along with the granting of full release and discharge (volledig acquit et de charge) to the Board of Directors for their management actions and to the Board of Commissioners for their supervisory actions carried out during the 2024 fiscal year.
Second	Determination of the Allocation of the Company's Net Profit for the 2024 Fiscal Year.
Third	Determination of Salary/Honorarium along with Facilities and Allowances for the 2025 Fiscal Year, as well as Tantiem/ Performance Incentives/Special Incentives for Performance in Fiscal Year 2024 and/or Long-Term Incentives for the 2025–2027 Period, for the Company's Board of Directors and Board of Commissioners.
Fourth	Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements for the 2025 Fiscal Year, as well as the Financial Statements and Implementation Report of the Micro and Small Business Funding Program for 2025.Tahun Buku 2025 serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil untuk Tahun Buku 2025
Fifth	Report on the Realization of the Use of Funds from Bank BRI's Sustainable Environmental Bonds I Phase III in 2024.
Sixth	Approval of BRI's Recovery Action Plan Update
Seventh	Establishment of the Write-Off Limit for Principal Bad Debts that Have Been Written Off.
Eighth	Approval of the Company's Share Buyback Plan and the Transfer of Shares Proceedings from the Buyback, which are Retained as the Company's Treasury Stock.
Nineth	Amendments to the Company's Articles of Association
Tenth	Changes in the Composition of the Company's Management.

Annual GMS Attendance Recapitulation 2025

The attendance of the Board of Commissioners and Board of Directors at the 2025 Annual GMS are as follows:

No.	Name	Position	Attendance
1.	Kartika Wirjoatmodjo	President Commissioner	Present
2.	Rofikoh Rokhim	Deputy Main Commissioner/Independent Commissioner	Present
3.	Rabin Indrajad Hattari	Commissioner	Present
4.	Awan Nurmawan Nuh	Commissioner	Present
5.	Dwi Ria Latifa	Independent Commissioner	Present
6.	Heri Sunaryadi	Independent Commissioner	Present
7.	Paripurna Poerwoko Sugarda	Independent Commissioner	Present
8.	Nurmaria Sarosa	Independent Commissioner	Present
9.	Agus Riswanto	Independent Commissioner	Present
10.	Haryo Baskoro Wicaksono	Independent Commissioner	Present
11.	Sunarso	President Director	Present
12.	Catur Budi Harto	Vice President Director	Present
13.	Handayani	Director of Consumer Business	Present
14.	Supari	Director of Micro Business	Present
15.	Ahmad Solichin Lutfiyanto	Director of Compliance	Present

No.	Name	Position	Attendance
16.	Agus Noorsanto	Director of Wholesale and Institutional Business	Present
17.	Agus Sudiarto	Director of Risk Management	Present
18.	Agus Winardono	Director of Human Capital	Present
19.	Amam Sukriyanto	Director of Commercial, Small and Medium Business	Present
20.	Viviana Dyah Ayu Retno Kumalasari	Director of Finance	Present
21.	Arga Mahanana Nugraha	Director of Digital and Information Technology	Present
22.	Andrijanto	Director of Retail Funding and Distribution	Present

Independent Vote Counting Party

Vote counting as a basis for making decisions at the 2025 Annual GMS was carried out by PT Datindo Entrycom as the Securities Administration Bureau. Next, the validation was carried out by Fathiah Helmi, SH., Notary in Jakarta.

Opportunity to Submit Statements/Opinions and Voting

The Shareholders or their proxies were given the opportunity to ask questions and/or express opinions in each Agenda Item of the Meeting. The number of Shareholders or their proxies, whether attending physically and/or electronically, who submitted questions and/ or opinions during the Meeting, as well as the results of the decision-making process through voting, including e-Proxy votes via eASY. KSEI, are as follows.

Agendas	In Favor	Against	Abstain	Questions and/or Responses
First	126,019,760,412 votes or 98.448% of all shares with valid voting rights present at the Meeting	626,747,902 votes or 0.490% of all shares with valid voting rights present at the Meeting	1,360,905,288 votes or 1.063% of all shares with valid voting rights present at the Meeting	1 (one)
Second	126,940,389,244 votes or 99.166% of all shares with valid voting rights present at the Meeting	637,086 votes or 0.0005 % of all shares with valid voting rights present at the Meeting	1,066,387,272 votes or 0.833%% of all shares with valid voting rights present at the Meeting	None
Third	116,373,646,740 Votes or 90.912% of all shares with valid voting rights present at the Meeting	10,452,960,911 votes or 8.166%% of all shares with valid voting rights present at the Meeting	1,180,805,951 votes or 0.922%% of all shares with valid voting rights present at the Meeting	None
Fourth	126,770,833,418 votes or 99.034% of all shares with valid voting rights present at the Meeting	170,267,712 votes or 0.133% of all shares with valid voting rights present at the Meeting	1,066,312,472 votes or 0.833% of all shares with valid voting rights present at the Meeting	1 (one)
Fifth	This Agenda was a report, Therefore. the Company did not vote for decision making at the meeting,			None
Sixth	126,181,457,441 votes or 98.573% of all shares with valid voting rights present at the Meeting	720,853,186 votes or 0.563% of all shares with valid voting rights present at the Meeting	1,105,102,975 votes or 0.863% of all shares with valid voting rights present at the Meeting	1 (one)
Seventh	117,323,087,868 votes or 91.653% of all shares with valid voting rights present at the Meeting	9,475,856,128 votes or 7.402% of all shares with valid voting rights present at the Meeting	1,208,469,606 votes or 0.944% of all shares with valid voting rights present at the Meeting	5 (five)
Eighth	124,692,885,393 votes or 97.410% of all shares with valid voting rights present at the Meeting	2,163,167,600 votes or 1.690% of all shares with valid voting rights present at the Meeting	1,151,360,609 votes or 0.890% of all shares with valid voting rights present at the Meeting	None

Agendas	In Favor	Against	Abstain	Questions and/or Responses
Nineth	114,856,517,283 votes or 89.726% of all shares with valid voting rights present at the Meeting	12,021,347,086 votes or 9.391% of all shares with valid voting rights present at the Meeting	1,129,549,233 votes or 0.882% of all shares with valid voting rights present at the Meeting	None
Tenth	90,577,135,682 votes or 70.760% of all shares with valid voting rights present at the Meeting	35,866,185,989 votes or 28.019% of all shares with valid voting rights present at the Meeting	1,564,091,931 votes or 1.221% of all shares with valid voting rights present at the Meeting	1 (one)

Annual GMS Resolution and Realization 2025

Resolutions	Realization in 2025	Reason for Not Realized yet
AGENDA OF THE FIRST MEETING **Decision** 1. Approved the Company's Annual Report, including the Supervisory Report of the Board of Commissioners for the Fiscal Year 2024, which ended on December 31, 2024. 2. Ratified: a. The Company's Financial Statements for the Fiscal Year 2024, which ended on December 31, 2024, as audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global), in accordance with Report Number 00045/2.1032/AU.1/07/1681-5/1/II/2025 dated February 12, 2025, with an unqualified opinion in all material respects; and b. The Financial Statements of the Micro and Small Business Funding Program for the Fiscal Year 2024, which ended on December 31, 2024, as audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global), in accordance with Report Number 00114/2.1032/AU.2/10/1681-5/1/III/2025 dated March 3, 2025, with an unqualified opinion in all material respects. 3. With the approval of the Company's Annual Report, including the Supervisory Report of the Board of Commissioners, and the ratification of the Company's Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK), all for the Fiscal Year 2024, which ended on December 31, 2024, the General Meeting of Shareholders (GMS) grants full release and discharge of responsibilities (volledig acquit et de charge) to all members of the Board of Directors for the management actions of the Company and to all members of the Board of Commissioners for the supervisory actions of the Company carried out during the Fiscal Year 2024, which ended on December 31, 2024, provided that such actions are not classified as criminal offenses and are reflected in the mentioned reports.	1. The Annual Report, including the Consolidated Financial Statements for the fiscal year ending December 31, 2024, was published on February 28, 2025 2. The GMS has approved the Annual Report, including the Supervisory Report of the Board of Commissioners for the fiscal year ending December 31, 2024 3. The GMS has approved the Financial Statements of the Micro and Small Business Funding Program for the fiscal year ending December 31, 2024 4. The GMS has granted full release and discharge of responsibilities (*Volledig acquit et decharge*) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out during the fiscal year ending December 31, 2024	Completely Realized

Resolutions	Realization in 2025	Reason for Not Realized yet
AGENDA OF THE SECOND MEETING **Decision** Approved the use of the Company's consolidated net profit attributable to the owners of the parent entity for the Fiscal Year 2024, amounting to IDR60,154,886,928,260.40 (sixty trillion one hundred fifty-four billion eight hundred eighty-six million nine hundred twenty-eight thousand two hundred sixty rupiah and forty cents) as follows: 1. A maximum of IDR51,735,546,701,013.60 (fifty-one trillion seven hundred thirty-five billion five hundred forty-six million seven hundred one thousand thirteen rupiah and sixty cents) or IDR343.40 (three hundred forty-three rupiah and forty cents) per share was determined as cash dividends. This amount included interim dividends distributed to Shareholders on January 15, 2025 amounting to IDR20,337,631,646,040 (twenty trillion three hundred thirty-seven billion six hundred thirty-one million six hundred forty-six thousand and forty rupiah) or IDR135 (one hundred thirty-five rupiah) per share. Thus, the remaining amount of cash dividends to be paid to Shareholders was a maximum of IDR31,397,915,054,973.60 (thirty-one trillion three hundred ninety-seven billion nine hundred fifteen million fifty-four thousand nine hundred seventy-three rupiah and sixty cents) or IDR208.40 (two hundred eight rupiah and forty cents) per share. The payment was made with the following provisions: a. The dividend portion of the Republic of Indonesia was IDR27,681,809,459,218.40 (twenty-seven trillion six hundred eighty-one billion eight hundred nine million four hundred fifty-nine thousand two hundred eighteen rupiah and forty cents) including the interim dividend distributed to the Republic of Indonesia on January 15, 2025 amounting to IDR10,883,867,053,320,- (ten trillion eight hundred eighty-three billion eight hundred sixty-seven million fifty-three thousand three hundred twenty rupiah). Thus, the remaining amount of cash dividends to be paid was IDR16,797,942,405,898.40,- (sixteen trillion seven hundred ninety-seven billion nine hundred forty-two million four hundred five thousand eight hundred ninety-eight rupiah and forty cents). The remaining amount of cash dividends was paid to an account to be designated by the Minister of State-Owned Enterprises. b. The Dividend for Fiscal Year 2024 is proportionally distributed to each Shareholder whose name is recorded in the Shareholders' Register on the recording date. c. The Board of Directors is authorized and empowered, with the right of substitution, to: I. Determine the schedule and procedures related to the Dividend Payment for Fiscal Year 2024 in accordance with applicable regulations. II. Deduct Dividend Tax in accordance with applicable tax regulations. III. Handle other technical matters as required under applicable regulations. 2. A minimum of IDR8,419,340,227,246.80 (eight trillion four hundred nineteen billion three hundred forty million two hundred twenty-seven thousand two hundred forty-six rupiah and eighty cents) shall be used as retained earnings.	All dividends (including interim dividends) were paid by the Company	Completely Realized

Resolutions	Realization in 2025	Reason for Not Realized yet
THIRD MEETING AGENDA **Decision** Approving the granting of authority and power to the Series A Dwiwarna Shareholder to determine for the Members of the Board of Commissioners: a. Tantiem/Performance Incentives/Special Incentives for the 2024 Financial Year and/or Long-Term Incentives for the 2025-2027 Financial Years, in accordance with applicable regulations; and b. Honorarium, Facilities, and Allowances for the 2025 Financial Year Approving the granting of authority and power to the Board of Commissioners, with prior written approval from the Series A Dwiwarna Shareholder, to determine for the Board of Directors: a. Tantiem/Performance Incentives/Special Incentives for the 2024 Financial Year and/or Long-Term Incentives for the 2025-2027 Financial Years, in accordance with applicable regulations; and b. Salary, Allowances, and Facilities for the 2025 Financial Year.	The determination of the income of the Board of Directors and the Board of Commissioners has been carried out in accordance with the decisions of the Annual GMS and applicable laws and regulations.	Completely Realized
FOURTH MEETING AGENDA **Decision** 1. Approving the appointment of Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements, Financial Statements and Implementation of the Micro and Small Business Funding Program, as well as other reports for the 2025 Financial Year; 2. Approving the granting of authority and power to the Company's Board of Commissioners to: a. Appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in the 2025 Financial Year for the Company's purposes and interests; and b. Determine the audit service fees and other terms for the Public Accountant and/or Public Accounting Firm, as well as appoint a Replacement Public Accountant and/or Public Accounting Firm in the event that Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global) is unable, for any reason, to complete the audit services for the Company's Consolidated Financial Statements and/or other periods in the 2025 Financial Year, as well as the Financial Statements and Implementation of the Micro and Small Business Funding Program for the 2025 Financial Year, including determining the audit service fees and other terms for the Replacement Public Accountant and/or Public Accounting Firm.	1. The Board of Commissioners has appointed and determined the audit service fees and other terms for Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) to audit the Company's Consolidated Financial Statement, Financial Reports of the Micro and Small Enterprise Funding Program (PUMK), and other Reports for the 2025 Fiscal Year. 2. In this case, the Public Accounting Firm Purwantono, Sungkoro & Surja changed its name to KAP Purwanto Susanti & Surja. The name change did not alter the entity's form, structure, engagement team members, or the terms of the existing agreement. Therefore, KAP Purwanto Susanti & Surja was the KAP approved by the GMS.	Completely Realized
FIFTH MEETING AGENDA **Decision** This agenda item is for reporting purposes only. Therefore, the Company did not conduct voting for decision-making.	The GMS received the report on the Realization of the Use of Proceeds from the Public Offering of Sustainable Environmental Bonds I Phase I of 2022 and the Limited Public Offering.	Completely Realized
SIXTH MEETING AGENDA **Decision** 1. Approved the Update of the Recovery Action Plan in accordance with Financial Services Authority Regulation Number 5 of 2024 concerning the Determination of Supervisory Status and Handling of Commercial Bank Problems, as submitted by the Company to the Financial Services Authority; 2. In line with decision number 1, the Board of Commissioners and Board of Directors shall take any and all necessary actions related to the implementation of the Company's Recovery Action Plan, in accordance with their respective authorities.	1. The Recovery Action Plan has been approved by the Financial Services Authority (OJK) through OJK Letter No. SR-7/PB.2/2025 concerning the Recovery Action Plan of PT Bank Rakyat Indonesia (Persero) Tbk for 2024-2025. 2. The Company has conducted regular monitoring of the Recovery Action Plan. During 2025, no trigger levels for the Recovery Action Plan were exceeded.	Completely Realized

Resolutions	Realization in 2025	Reason for Not Realized yet
SEVENTH MEETING AGENDA **Decision** Approved the write-off limit for bad debts of IDR15,500,000,000,000 (fifteen trillion five hundred billion Rupiah) with the following provisions: 1. The bad debts have been written off, both before and after this GMS resolution. 2. The write-off limit will remain in effect until a new limit is determined by the GMS. 3. The write-off will be conducted based on the Company's Articles of Association, and its implementation will be in accordance with the Company's Policies and Procedures, taking into account the provisions of laws and regulations.	1. The implementation of the write-off of principal receivables was guided by Government Regulation (PP) Number 47 of 2024 concerning the Write-Off of Bad Debts for Micro, Small, and Medium Enterprises, effective as of November 5, 2024. 2. Government Regulation (PP) Number 47 of 2024 was valid for a period of 6 (six) months from the enactment of this PP (ended on May 5, 2025).	Not Realized yet
EIGHTH MEETING AGENDA **Decision** 1. Approved the buyback of the Company's shares issued and listed on the Indonesia Stock Exchange (IDX) in a maximum amount of IDR 3,000,000,000,000 (three trillion Rupiah), excluding costs related to the share buyback, subject to licensing and statutory provisions. 2. Approved the transfer of the shares from the buyback, held as treasury stock, for the implementation of the Employee Stock Ownership Program and/or for Directors and Board of Commissioners who meet the requirements to own Company shares, and/or for other transfers in accordance with the approval of the Financial Services Authority and statutory provisions. 3. Granted the power and authority to implement the Company's share buyback, including the termination of its implementation, to the Company's Board of Directors, while still observing the provisions of laws and regulations. 4. Approved the granting of power and authority to implement the transfer of shares from the buyback held as treasury stock to: a. The Company's Board of Directors for the Employee Stock Ownership Program and/or other transfers in line with the approval of the Financial Services Authority; b. The Company's Board of Directors, subject to the approval of the Series A Dwiwarna Shareholder for the Board of Directors' and/or Board of Commissioners' Stock Ownership Program. while paying attention to the provisions of laws and regulations.	1. The Company conducted a buyback. 2. The Buyback Reports for the June and December 2025 periods were submitted to the Financial Services Authority (OJK). 3. The transfer of shares from the buyback will be implemented after the buyback is completed, and will be guided by Information Disclosure, GMS resolutions, and OJK Regulations.	1. Partially implemented. 2. The transfer of shares from the buyback will be implemented after the buyback is completed, and will be guided by Information Disclosure, GMS resolutions, and OJK Regulations.
NINETH MEETING AGENDA **Decision** 1. Approving the amendments to the Company's Articles of Association to align with Financial Services Authority Regulation Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks 2. Approved the restructuring of all provisions in the Company's Articles of Association in accordance with the amendments mentioned in point 1, as attached to the minutes of the notarial deed. 3. Granted authority and power to the Board of Directors, with substitution rights, to take all necessary actions related to the Meeting's decision, including but not limited to drafting and restating the entire Articles of Association in a Notarial Deed, adjusting the amendments if required by the relevant authorities, submitting the amendments for approval and acknowledgment from the relevant authorities, and taking any necessary actions for this purpose without exception.	The Company amended its Articles of Association as stipulated in Deed Number 15 dated April 22, 2025, and received Notification of Amendments to the Articles of Association from the Minister of Law of the Republic of Indonesia, as stipulated in Number AHU-AH.01.03-0126510 dated May 8, 2025.	Completely Realized

Resolutions	Realization in 2025	Reason for Not Realized yet
TENTH MEETING AGENDA **Keputusan** 1. a. Honorably dismissing the following individuals from their positions as Board of Commissioners: 1) President Commisioner : Mr. Kartika Wirjoatmodjo 2) Commisioner : Mr. Rabin Indrajad Hattari 3) Independent Commisioner : Mrs. Dwi Ria Latifa Each was appointed based on the resolutions of the Annual General Meeting of Shareholders (AGMS) in 2019 dated February 18, with gratitude for their contributions of effort and thought during their tenure as Board of Commissioners. b. All actions of the members of the Board of Commissioners as referred to in point 1 letter a, in their capacity as such from the date of the expiration of their term of office until the date of the closing of this GMS, are declared valid insofar as such actions are reflected in the annual report and annual financial statements with due regard to the applicable regulations. 2. Honorably dismissing the following individuals from their positions as Company Management: 1) President Director : Mr. Sunarso 2) Vice President Director : Mr. Catur Budi Harto 3) Director of Cumsumer Business : Mrs. Handayani 4) Director of Micro Business : Mr. Supari 5) Director of Commercial, Small and Medium Business : Mr. Amam Sukriyanto 6) Director of Digital and Information Technology : Mr. Arga Mahanana Nugraha 7) Director of Human Capital : Mr. Agus Winardono 8) Director of Risk Management : Mr. Agus Sudiarto 9) Director of Retail Funding and Distribution : Mr. Andrijanto 10) Director of Finance : Mrs. Viviana Dyah Ayu Retno Kumalasari 11) Vice President Commissioner/Independent Commissioner : Mrs. Rofikoh Rokhim 12) Independent Commissioner : Mr. Paripurna Poerwoko Sugarda 13) Independent Commissioner : Mrs. Nurmaria Sarosa 14) Independent Commissioner : Mr. Haryo Baskoro Wicaksono 15) Independent Commissioner : Mr. Agus Riswanto 16) Independent Commissioner : Mr. Heri Sunaryadi Appointed respectively based on the Resolution of the Annual GMS for the 2022 Fiscal Year dated March 13, 2023, Resolution of the Annual GMS for the 2023 Fiscal Year dated March 1, 2024, Resolution of the Annual GMS for the 2021 Fiscal Year dated March 1, 2022, Resolution of the Annual GMS for the 2022 Fiscal Year, Resolution of the Annual GMS for the 2022 Fiscal Year dated March 13, 2023, Resolution of the Extraordinary GMS for the 2021 Fiscal Year dated January 21, 2021, Resolution of the Extraordinary GMS for the 2021 Fiscal Year dated January 21, 2021, Resolution of the Extraordinary GMS for the 2021 Fiscal Year dated January 21, 2021, Resolution of the Annual GMS for the 2023 Fiscal Year dated March 1, 2024, Resolution of the Annual GMS for the 2023 Fiscal Year dated March 1, 2024, Resolution of the Annual GMS for the 2021 Fiscal Year dated March 1, 2022, Resolution of the Annual GMS for the 2021 Fiscal Year dated March 1, 2022, Resolution of the Annual GMS for the 2021 Fiscal Year dated March 1, 2022, Resolution of the Annual GMS for the 2021 Fiscal Year dated March 1, 2022, Resolution of the Annual GMS for the 2023 Fiscal Year dated March 1, 2024, Resolution of the Annual GMS for the 2021 Fiscal Year dated March 1, 2022, Resolution of the Extraordinary GMS for the 2021 Fiscal Year dated October 7, 2021. Their dismissal is effective from the closing of the Meeting, with gratitude for their contributions of effort and thought during their tenure as Company Management.	1. The Board of Directors and Board of Commissioners appointed at the Annual GMS and remaining in office until the end of 2025 conducted and received approval for a Fit and Proper Test from the Financial Services Authority (OJK). 2. The updated company management structure has been documented in Deed No. 1, dated January 5, 2026, concerning Annual GMS decision of PT Bank Rakyat Indonesia (Persero) Tbk.	Completely Realized

Resolutions	Realization in 2025	Reason for Not Realized yet
3. Changing the nomenclature of the positions of the Company's Board of Directors as follows: 1) Previously Director of Compliance, changed to Director of Human Capital & Compliance. 2) Previously Director of Human Capital, changed to Director of Human Capital & Compliance. 3) Previously Director of Consumer Business, changed to Director of Consumer Banking. 4) Previously Director of Wholesale and Institutional Business, changed to Director of Corporate Banking. 5) Previously Director of Micro Business, changed to Director of Micro. 6) Previously Director of Finance, changed to Director of Finance & Strategy. 7) Previously Director of Digital dan Information Technology, changed to Director of Information Technology. 8) Previously Director of Commercial, Small, and Medium Business, changed to Director of Commercial Banking. 9) Previously Director of Retail Funding and Distribution, changed to Director of Network and Retail Funding. 10) Addition of a new director position nomenclature, namely, Director of Treasury and International Banking. 11) Addition of a new director position nomenclature, namely Director of Operations. 4. Reassigning the following individuals as members of the Company's Board of Directors: 1) Mr. Agus Noorsanto Previously serves as Director of Wholesale and Institutional Business, changed to Vice President Director. 2) Mr. Ahmad Solichin Lutfiyanto Previously serves as Director of Compliance, changed to Director of Human Capital & Compliance. 5. Appointing the following individuals as members of the Company's Management: 1) President Director : Mr. Hery Gunardi 2) Director of Operations : Mr. Hakim Putratama 3) Director of Corporate Banking : Mr. Riko Tasmaya 4) Director of Network and Retail Funding : Mr. Aquarius Rudianto 5) Director of Treasury and International Banking : Mrs. Farida Thamrin 6) Director of Micro : Mr. Akhmad Purwakajaya 7) Director of Commercial Banking : Mr. Alexander Dippo Paris Y. S. 8) Director of Consumer Banking : Mrs. Nancy Adistyasari 9) Director of Finance & Strategy : Mrs. Viviana Dyah Ayu Retno Kumalasari 10) Director of Risk Management : Mr. Mucharom 11) Director of Information Technology: Mr. Saladin Dharma Nugraha Effendi 12) President Commissioner : Mr. Kartika Wirjoatmodjo 13) Vice President Commissioner/Independent Commissioner : Mr. Parman Nataatmadja 14) Commissioner : Mr. Helvi Yuni Moraza 15) Independent Commissioner : Mr. Edi Susianto 16) Independent Commissioner : Mr. Lukmanul Khakim 6. The term of office of the members of the Board of Directors and Board of Commissioners appointed as referred to in point 5, is in accordance with the provisions of the Company's Articles of Association, taking into account the laws and regulations in the Capital Market sector and without reducing the right of the GMS to dismiss at any time. 7. With the dismissal, change in job nomenclature, transfer of duties, and appointment of the Company's Management as referred to in number 1, number 2, number 3, number 4, and number 5, the composition of the Company's Management is as follows: **Board of Directors** 1) President Director : Mr. Hery Gunardi* 2) Vice President Director : Mr. Agus Noorsanto*		

Resolutions	Realization in 2025	Reason for Not Realized yet
3) Director of Human Capital & Compliance : Mr. Ahmad Solichin Lutfiyanto 4) Director of Operations : Mr. Hakim Putratama* 5) Director of Corporate Banking : Mr. Riko Tasmaya* 6) Director of Network and Retail Funding: Mr. Aquarius Rudianto* 7) Director of Treasury and International Banking : Mrs. Farida Thamrin* 8) Director of Micro : Mr. Akhmad Purwakajaya* 9) Director of Commercial Banking : Mr. Alexander Dippo Paris Y S* 10) Director of Consumer Banking : Mrs. Nancy Adistyasari* 11) Director of Finance & Strategy : Mrs. Viviana Dyah Ayu Retno Kumalasari 12) Director of Risk Mangement : Mr. Mucharom* 13) Director of Information Technology : Mr. Saladin Dharma Nugraha Effendi*		
Boards of Commissioners 1) President Commissioner : Mr. Kartika Wirjoatmodjo 2) Vice President Commissioner/Independent Commissioner : Mr. Parman Nataatmadja* 3) Commissioner : Mr. Awan Nurmawan Nuh 4) Commissioner : Mr. Helvi Yuni Moraza* 5) Independent Commissioner : Mr. Edi Susianto* 6) Independent Commissioner : Mr. Lukmanul Khakim* **Note:** *The appointed Board of Directors and Commissioners member can only perform duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test. 8. Requesting the Board of Directors to submit a written application to the Financial Services Authority for the implementation of the Fit & Proper Test assessment of the members of the Board of Directors and the Board of Commissioners appointed as referred to in point 5, with due regard to the prevailing regulations. 9. Board of Directors and Board of Commissioners members appointed as referred to in point 5 who still hold other positions prohibited by law from being concurrently held with a position in the Board of Directors or Board of Commissioners of a State-Owned Enterprise must resign or be dismissed from their current position. 10. Authority and power, with substitution rights, are granted to the Company's Board of Directors to formalize the resolutions of this Meeting in the form of a Notarial Deed and to appear before a Notary or relevant official, making necessary adjustments or corrections if required by the authorities, to facilitate the implementation of this Meeting's resolutions.		

Extraordinary GMS Implementation and its Realization 2025

The Extraordinary GMS was held on December 17, 2025 according to POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and/or POJK No. 14 Year 2025 concerning Implementation of Electronic General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders, with the following stages:

1. Notifying the plan to hold the Meeting to the Chairman of the Financial Services Authority with Letter Number R.3890-DIR/CSC/CSM/11/2025 dated November 3, 2025.
2. Contains the publication of the Invitation to the Meeting to Shareholders through the websites of PT Kustodian Sentral Efek Indonesia, PT Bursa Efek Indonesia and the Company on November 10, 2025.
3. Contains the publication of the Invitation to the Meeting to Shareholders through the websites of the Company, PT Bursa Efek Indonesia, and PT Kustodian Sentral Efek Indonesia on November 25, 2025.

Date	Agenda	Description
November 3, 2025	Extraordinary GMS Notification to OJK	Notification of EGMS to OJK less than 5 (five) working days before to the announcement of the GMS.

Date	Agenda	Description
November 10, 2025	Extraordinary GMS Announcement	Announcement of the EGMS 14 (fourteen) days prior to the date of the summons for the EGMS and has been posted on the PT Bursa Efek Indonesia website, PT Kustodian Sentra Efek Indonesia and the Company in Indonesian and English.
November 25, 2025	Extraordinary GMS Invitation	Invitation for the EGMS 21 (twenty one) days prior to the EGMS and has been posted on the website of PT Bursa Efek Indonesia, PT Kustodian Sentra Efek Indonesia and the Company's website in Indonesian and English.
December 17, 2025	Extraordinary GMS	
December 18, 2025	Summary Minutes of Extraordinary GMS Announcement	The announcement of the summary of the minutes of the EGMS had been submitted to the OJK 1 (day) after the EGMS and published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentra Efek Indonesia and the Company and the Company's website. Dated December 18, 2025 This was faster than the provisions of POJK No. 15 / POJK.04 / 2020, which stated that the announcement of the summary of the minutes of the AGMS resolutions is no later than 2 (two) working days after the GMS is held.
January 15, 2026	Minutes of Meeting Submission	The minutes of the GMS are submitted to the OJK approximately 30 (thirty) days after the AGMS.

Agenda Items

First	Amendments to the Company's Articles of Association
Second	Delegation of Authority to Approve the 2026 Company Work Plan and Budget
Third	Changes in the Composition of the Company's Management.

Extraordinary GMS Attendance Recapitulation 2025

The attendance of the Board of Commissioners and Board of Directors at the 2025 Extraordinary GMS are as follows:

No.	Name	Position	Attendance
1.	Kartika Wirjoatmodjo	President Commissioner/Commissioner	Present
2.	Parman Nataatmadja	Vice President Commissioner/Independent Commissioner	Present
3.	Helvi Yuni Moraza	Commissioner	Present
4.	Awan Nurmawan Nuh	Commissioner	Present
5.	Edi Susianto	Independent Commissioner	Present
6.	Lukmanul Khakim	Independent Commissioner	Present
7.	Hery Gunardi	President Director	Present
8.	Agus Noorsanto	Vice President Director	Present
9.	Ahmad Solichin Lutfiyanto	Director of Human Capital & Compliance	Present
10.	Hakim Putratama	Director of Operations	Present
11.	Riko Adythia	Director of Corporate Banking	Present
12.	Aquarius Rudianto	Director of Network & Retail Funding	Present
13.	Farida Thamrin	Director of Treasury & International Banking	Present
14.	Akhmad Purwakajaya	Director of Micro	Present

No.	Name	Position	Attendance
15.	Alexander Dippo Paris Y.S	Director of Commercial Banking	Present
16.	Nancy Adistyasari*	Director of Consumer Banking	Present
17.	Viviana Dyah Ayu Retno Kumalasari	Director of Finance & Strategy	Present
18.	Mucharom	Director of Risk Management	Present
19.	Saladin Dharma Nugraha Effendi	Director of Information Technology	Present

Note:
*) Can only perform duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test.

Independent Vote Counting Party

Vote counting as a basis for making decisions at the 2025 Extraordinary GMS was carried out by PT Datindo Entrycom as the Securities Administration Bureau. Next, the validation was carried out by Fathiah Helmi, SH., Notary in Jakarta.

Opportunity to Submit Statements/Opinions and Voting

The Shareholders or their proxies were given the opportunity to ask questions and/or express opinions in each Agenda Item of the Meeting. The number of Shareholders or their proxies, whether attending physically and/or electronically, who submitted questions and/ or opinions during the Meeting, as well as the results of the decision-making process through voting, including e-Proxy votes via eASY. KSEI, are as follows.

Agendas	In Favor	Against	Abstain	Question/ Opinion
First**	120,070,752,097 votes or 93.4910% of all shares with valid voting rights present at the Meeting	6,972,083,689 votes or 5.4286% of all shares with valid voting rights present at the Meeting	1,387,404,406 votes or 1.0802% of all shares with valid voting rights present at the Meeting	None
Second	118,873,158,043 votes or 92.5585% of all shares with valid voting rights present at the Meeting	8,148,828,306 votes or 6.3449% of all shares with valid voting rights present at the Meeting	1,408,253,843 votes or 1.0965% of all shares with valid voting rights present at the Meeting	1 (one)
Third	90,391,451,713 Votes or 70.3817% of all shares with valid voting rights present at the Meeting	36,626,415,657 votes or 28.5185% of all shares with valid voting rights present at the Meeting	1,412,372,822 votes or 1.0997% of all shares with valid voting rights present at the Meeting	None

Notes:
*) In line with the Company's Articles of Association and the OJK Regulation for the GMS, an abstention vote is considered to be the same as the majority vote of the voting Shareholders. Therefore, based on the calculation system of the Indonesian Central Securities Depository (PT Kustodian Sentral Efek Indonesia) and the Securities Administration Bureau, the number of abstention votes is added to the number of affirmative votes.
**) The Series A Dwiwarna Shareholder, as the Shareholder affected by the change in the Preferential Rights of the Series A Dwiwarna Share, was present and gave his approval at the Meeting, representing 1 (one) share, or 100% of the total number of shares in the affected share classification.

Extraordinary GMS Resolution and Realization 2025

Resolutions	Realization in 2025	Reason for Not Realized yet
FIRST MEETING AGENDA **Decision** 1. Approved amendments to the Company's Articles of Association to align with applicable laws and regulations, including (a) Law Number 19 of 2003 concerning State-Owned Enterprises, as last amended by Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises, including amendments to Article 5 of the Company's Articles of Association concerning the adjustment of privileges to Series A Dwiwarna Shares owned by the Republic of Indonesia, and (b) Financial Services Authority Regulation No. 30 of 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies. 2. Approved the restructuring of all provisions in the Company's Articles of Association in accordance with the amendments mentioned in point 1, as attached to the minutes of the notarial deed. 3. Granted authority and power to the Board of Directors, with substitution rights, to take all necessary actions related to the Meeting's decision, including but not limited to drafting and restating the entire Articles of Association in a Notarial Deed, adjusting the amendments if required by the relevant authorities, submitting the amendments for approval and acknowledgment from the relevant authorities, and taking any necessary actions for this purpose without exception.	The Company amended its Articles of Association as stipulated in Deed Number 6 dated January 13, 2026, and has received Notification of Amendments to the Articles of Association from the Minister of Law of the Republic of Indonesia, as stipulated in Number AHU-AH.01.03-0038855 dated January 13, 2026.	Completely Realized
SECOND MEETING AGENDA **Decision** The Board of Commissioners has been granted authority and power, with prior written approval from the Series B Shareholder with the largest number of Shareholders, to approve the Company's 2026 Work Plan and Budget, including any amendments.	The Company's 2026 Work Plan and Budget (RKAP) was approved.	Completely Realized
THIRD MEETING AGENDA **Decision** 1. Honorably dismissing the following individuals from their positions as Company Management: 1) Vice President Director : Agus Noorsanto 2) Director of Human Capital & Compliance : Ahmad Solichin Lutfiyanto 3) Director of Risk Management : Mucharom 4) Director of Consumer Banking : Nancy Adistyasari Appointed respectively based on the Resolution of the Annual GMS for the 2023 Fiscal Year dated March 1, 2024, Resolution of the Annual GMS for the 2024 Fiscal Year dated March 24, 2025, Resolution of the Annual GMS for the 2022 Fiscal Year dated March 13, 2025, Resolution of the Annual GMS for the 2024 Fiscal Year dated March 24, 2025, and Resolution of the Annual GMS for the 2024 Fiscal Year dated March 24, 2025, Their dismissal is effective from the closing of the Meeting, with gratitude for their contributions of effort and thought during their tenure as Company Management. 2. Changing the nomenclature of the positions of the Company's Board of Directors as follows: 1) Previously Director of Human Capital & Compliance, changed to Director Legal & Compliance	1. Changes to the Company's Management have been communicated through the Summary of Minutes and Minutes of the GMS. 2. The newly appointed Directors at the GMS are still undergoing the Fit & Proper Test by the OJK.	Partially realized

Resolutions	Realization in 2025	Reason for Not Realized yet
3. Reassigning Mrs. Viviana Dyah Ayu Retno Kumalasari previously serves as Director of Finance & Strategy chaged to Vice President Director, appointed based on the Resolution of the Annual GMS for the 2024 Fiscal Year dated March 24, 2025, with a term of office continuing the remaining term in accordance with the relevant GMS appointment decision 4. Appointing the following individuals as members of the Company's Management: 1) Director of Finance & Strategy : Achmad Royadi 2) Director of Legal & Compliance : Mahdi Yusuf 3) Director of Risk Management : Ety Yuniarti 4) Director of Consumer Banking : Aris Hartanto 5. The term of office of the members of the Board of Directors appointed as referred to in point 2 shall be no later than the closing of the 5th (fifth) Annual GMS since the enactment of this Resolution, with due observance of the laws and regulations in the Capital Market sector and without prejudice to the right of the GMS to dismiss them at any time. 6. ith the dismissal, change in position nomenclature, transfer of duties, and appointment of the Company's Management as referred to in point 1, point 2, point 3, and point 4, the composition of the Company's Management becomes as follows: **a. Board of Directors** 1) President Director : Hery Gunardi 2) Vice President Director : Viviana Dyah Ayu Retno Kumalasari* 3) Director of Legal & Compliance : Mahdi Yusuf* 4) Director of Operations : Hakim Putratama 5) Director of Corporate Banking: Riko Adythia 6) Director of Network and Retail Funding : Aquarius Rudianto 7) Director of Treasury and International Banking : Farida Thamrin 8) Director of Micro : Akhmad Purwakajaya 9) Director of Commercial Banking : Alexander Dippo Paris Y.S 10) Director of Consumer Banking : Aris Hartanto* 11) Director of Finance & Strategy : Achmad Royadi* 12) Director of Risk Management : Ety Yuniarti* 13) Director of Information Technology : Saladin Dharma Nugraha Effendi **b. Boards of Commissioners** 1) President Commissioner : Kartika Wirjoatmodjo 2) Vice President Commissioner/Independent Commissioner : Parman Nataatmadja 3) Commissioner : Helvi Yuni Moraza 4) Commissioner : Awan Nurmawan Nuh 5) Independent Commissioner : Edi Susianto 6) Independent Commissioner : Lukmanul Khakim **Notes :** *) Can only perform duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test 7. Requesting the Board of Directors to submit a written application to the Financial Services Authority for the implementation of the Fit & Proper Test assessment of the members of the Board of Directors appointed as referred to in point 4, with due regard to the prevailing regulations. 8. Board of Directors appointed as referred to in point 4 who still hold other positions prohibited by law from being concurrently held with a position in the Board of Directors of a State-Owned Enterprise must resign or be dismissed from their current position. 9. Authority and power, with substitution rights, are granted to the Company's Board of Directors to formalize the resolutions of this Meeting in the form of a Notarial Deed and to appear before a Notary or relevant official, making necessary adjustments or corrections if required by the authorities, to facilitate the implementation of this Meeting's resolutions.		

Implementation of The 2024 Annual GMS and Its Realization

The Annual GMS was held on March 1, 2024 in accordance with OJK Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and/or OJK Regulation No. 16/POJK.04/2020 concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies, with the following stages:

1. Notified the Chairman of the Financial Services Authority about the planned meeting through Letter Number R.53-DIR/CSC/01/2024 dated January 12, 2024.
2. Published the Meeting Announcement for Shareholders on the websites of PT Kustodian Sentral Efek Indonesia, PT Bursa Efek Indonesia, and the Company on January 23, 2024.
3. Published the Meeting Invitation for Shareholders on the Company's website, PT Bursa Efek Indonesia, and PT Kustodian Sentral Efek Indonesia on February 7, 2024.

Date	Agenda	Description
January 12, 2024	Notification of the Annual General Meeting of Shareholders (AGMS) to the Financial Services Authority (OJK)	Notification of the AGMS to OJK was made less than 5 (five) working days before the AGMS announcement.
January 23, 2024	Announcement of the Annual General Meeting of Shareholders	The AGMS announcement was made 14 (fourteen) days before the AGMS invitation date and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company in both Indonesian and English.
February 7, 2024	Invitation to the Annual General Meeting of Shareholders	The AGMS invitation was issued 21 (twenty-one) days before the AGMS and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company in both Indonesian and English
March 1, 2024	Annual General Meeting of Shareholders	
March 4, 2024	Announcement of the Summary of the AGMS Resolutions	The Summary of the AGMS Resolutions was submitted to OJK 1 (one) working day after the AGMS and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company on March 4, 2024. This was earlier than the requirement under OJK Regulation No. 15/POJK.04/2020, which stipulates that the Summary of the AGMS Resolutions must be announced no later than 2 (two) working days after the AGMS is held.
March 28, 2024	Submission of the Meeting Minutes	The AGMS Minutes were submitted to OJK within 30 (thirty) days after the AGMS.

Agenda Items

First	Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report, and Ratification of the Financial Statements for the Micro and Small Business Funding Program for the 2023 Fiscal Year, along with the granting of full release and discharge (volledig acquit et de charge) to the Board of Directors for their management actions and to the Board of Commissioners for their supervisory actions carried out during the 2023 fiscal year.
Second	Determination of the Allocation of the Company's Net Profit for the 2023 Fiscal Year.
Third	Determination of Remuneration (salary/honorarium, facilities, and benefits) for the 2024 Fiscal Year, as well as Bonuses (Tantiem) for
Fourth	Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements for the 2024 Fiscal Year, as well as the Financial Statements and Implementation Report of the Micro and Small Business Funding Program for 2024.
Fifth	Report on the Realization of the Use of Funds from Bank BRI's Subordinated Bonds IV in 2023 and Bank BRI's Sustainable Environmental Bonds I Phase II in 2023.
Sixth	Amendments to the Company's Articles of Association.
Seventh	Changes in the Composition of the Company's Management.

Annual GMS Attendance Recapitulation 2024

The attendance of the Board of Commissioners and Board of Directors at the 2024 Annual GMS are as follows:

No.	Name	Position	Attendance
1.	Kartika Wirjoatmodjo	President Commissioner	Present
2.	Rofikoh Rokhim	Deputy Main Commissioner/Independent Commissioner	Present
3.	Awan Nurmawan Nuh	Commissioner	Present
4.	Rabin Indrajad Hattari	Commissioner	Present
5.	Hendrikus Ivo	Independent Commissioner	Present
6.	Dwi Ria Latifa	Independent Commissioner	Present
7.	Heri Sunaryadi	Independent Commissioner	Present
8.	Paripurna Poerwoko Sugarda	Independent Commissioner	Present
9.	Nurmaria Sarosa	Independent Commissioner	Present
10.	Agus Riswanto	Independent Commissioner	Present
11.	Sunarso	President Director	Present
12.	Catur Budi Harto	Vice President Director	Present
13.	Handayani	Director of Consumer Business	Present
14.	Supari	Director of Micro Business	Present
15.	Ahmad Solichin Lutfiyanto	Director of Compliance	Present
16.	Agus Noorsanto	Director of Wholesale and Institutional Business	Present
17.	Agus Sudiarto	Director of Risk Management	Present
18.	Agus Winardono	Director of Human Capital	Present
19.	Amam Sukriyanto	Director of Small and Medium Business	Present
20.	Viviana Dyah Ayu Retno Kumalasari	Director of Finance	Present
21.	Arga Mahanana Nugraha	Director of Digital and Information Technology	Present
22.	Andrijanto	Director of Network and Services	Present

Independent Vote Counting Party

Vote counting as a basis for making decisions at the 2024 AGMS was carried out by PT Datindo Entrycom as the Securities Administration Bureau. Next, the validation was carried out by Fathiah Helmi, SH., Notary in Jakarta.

Opportunity to Submit Statements/Opinions and Voting

The Shareholders or their proxies were given the opportunity to ask questions and/or express opinions in each Agenda Item of the Meeting. The number of Shareholders or their proxies, whether attending physically and/or electronically, who submitted questions and/ or opinions during the Meeting, as well as the results of the decision-making process through voting, including e-Proxy votes via eASY. KSEI, are as follows.

Agendas	In Favor	Against	Abstain	Question/ Opinion
First	135,227,759,694 votes or 99.271% of all shares with valid voting rights present at the Meetin	1,832,504 votes or 0.001% of all shares with valid voting rights present at the Meeting	991,108,963 votes or 0.727% of all shares with valid voting rights present at the Meeting	1 (one)
Second	135,798,149,713 votes or 99.689% of all shares with valid voting rights present at the Meeting	0 votes or 0% of all shares with valid voting rights present at the Meeting	422,551,448 votes or 0.310% of all shares with valid voting rights present at the Meeting	1 (one)
Third	123,387,944,660 votes or 90.579% of all shares with valid voting rights present at the Meeting	12,410,143,153 votes or 9.110% of all shares with valid voting rights present at the Meeting	422,613,348 votes or 0.310% of all shares with valid voting rights present at the Meeting	None
Fourth	135,721,156,176 votes or 99.633% of all shares with valid voting rights present at the Meeting	36,993,538 votes or 0.027% of all shares with valid voting rights present at the Meeting	462,551,447 votes or 0.339% of all shares with valid voting rights present at the Meeting	None
Fifth	This Agenda was a report. Therefore, the Company did not vote for decision making at the meeting			None
Sixth	122,235,809,794 votes or 89.733% of all shares with valid voting rights present at the Meeting	13,356,134,934 votes or 9.804% of all shares with valid voting rights present at the Meeting	628,756,433 votes or 0.461% of all shares with valid voting rights present at the Meeting	None
Seventh	92,633,975,975 votes or 67.268% of all shares with valid voting rights present at the Meeting	43,279,680,626 votes or 31.771% of all shares with valid voting rights present at the Meeting	1,307,044,560 votes or 0.959% of all shares with valid voting rights present at the Meeting	None

Annual GMS Resolution and Realization 2024

Agenda of the First Meeting	Realization in 2024
Decision 1. Approved the Company's Annual Report, including the Supervisory Report of the Board of Commissioners for the Fiscal Year 2023, which ended on December 31, 2023. 2. Ratified: a. The Company's Financial Statements for the Fiscal Year 2023, which ended on December 31, 2023, as audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global), in accordance with Report Number 00035/2.1032/AU.1/07/1681-4/1/I/2024 dated January 31, 2024, with an unqualified opinion in all material respects; and b. The Financial Statements of the Micro and Small Business Funding Program for the Fiscal Year 2023, which ended on December 31, 2023, as audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global), in accordance with Report Number 00042/2.1032/ AU.2/10/1681-4/1/II/2024 dated February 6, 2024, with an unqualified opinion in all material respects. 3. With the approval of the Company's Annual Report, including the Supervisory Report of the Board of Commissioners, and the ratification of the Company's Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK), all for the Fiscal Year 2023, which ended on December 31, 2023, the General Meeting of Shareholders (GMS) grants full release and discharge of responsibilities (volledig acquit et de charge) to all members of the Board of Directors for the management actions of the Company and to all members of the Board of Commissioners for the supervisory actions of the Company carried out during the Fiscal Year 2023, which ended on December 31, 2023, provided that such actions are not classified as criminal offenses and are reflected in the aforementioned reports. **Status: Realized**	1. The Annual Report, including the Consolidated Financial Statements for the fiscal year ending December 31, 2024, was published on February 7, 2024. 2. The GMS has approved the Annual Report, including the Supervisory Report of the Board of Commissioners for the fiscal year ending December 31, 2023. 3. The GMS has approved the Financial Statements of the Micro and Small Business Funding Program for the fiscal year ending December 31, 2023. 4. The GMS has granted full release and discharge of responsibilities (*Volledig acquit et decharge*) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out during the fiscal year ending December 31, 2023.

Agenda of the Second Meeting	Realization in 2024
Decision Approved the use of the Company's consolidated net profit attributable to the owners of the parent entity for the Fiscal Year 2023, amounting to IDR 60,099,862,976,229.60 (sixty trillion – ninety-nine billion – eight hundred sixty-two million – nine hundred seventy-six thousand – two hundred twenty-nine rupiah – sixty cents), as follows: 1. At least IDR 48,102,283,288,576 (forty-eight trillion – one hundred two billion – two hundred eighty-three million – two hundred eighty-eight thousand – five hundred seventy-six rupiah) or IDR 319 (three hundred nineteen rupiah) per share is allocated as Cash Dividend. This amount includes the Interim Dividend distributed to Shareholders on January 18, 2024, totaling IDR 12,666,431,963,136 (twelve trillion – six hundred sixty-six billion – four hundred thirty-one million – nine hundred sixty-three thousand – one hundred thirty-six rupiah) or IDR 84 (eighty-four rupiah) per share. Accordingly, the remaining cash dividend to be paid to Shareholders is at least IDR 35,435,851,325,440 (thirtyfive trillion – four hundred thirty-five billion – eight hundred fifty-one million – three hundred twenty-five thousand – four hundred forty rupiah) or IDR 235 (two hundred thirty-five rupiah) per share. Payment will be executed under the following conditions: a. The portion of the Republic of Indonesia amounts to IDR 25,714,901,623,444 (twenty-five trillion – seven hundred fourteen billion – nine hundred one million – six hundred twenty-three thousand – four hundred forty-four rupiah), including the Interim Dividend paid to the Republic of Indonesia on January 18, 2024, totaling IDR 6,771,322,057,584 (six trillion – seven hundred seventy-one billion – three hundred twenty-two million – fiftyseven thousand – five hundred eighty-four rupiah). Consequently, the remaining cash dividend to be paid is at least IDR 18,943,579,565,860 (eighteen trillion – nine hundred forty-three billion – five hundred seventynine million – five hundred sixty-five thousand – eight hundred sixty rupiah) to be deposited into the State Treasury Account. b. The Dividend for Fiscal Year 2023 is proportionally distributed to each Shareholder whose name is recorded in the Shareholders' Register on the recording date. c. The Board of Directors is authorized and empowered, with the right of substitution, to: i. Determine the schedule and procedures related to the Dividend Payment for Fiscal Year 2023 in accordance with applicable regulations. ii. Deduct Dividend Tax in accordance with applicable tax regulations. iii. Handle other technical matters as required under applicable regulations. 2. An amount of up to Rp11.997.579.687.653,60 (eleven trillion – nine hundred ninety-seven billion – five hundred seventy nine million – six hundred eightyseven thousand – six hundred fifty-three rupiah – sixty cents) shall be allocated s retained earnings. **Status: Realized**	All dividends (including interim dividends) were paid by the Company on March 28, 2024, with the following details: 1. Republic of Indonesia: IDR 25,714,901,623,444 was deposited into the State Treasury Account. 2. Public Shareholders: IDR 22,387,381,665,132. 3. The Remaining Net Profit for the Fiscal Year 2023 that was not distributed as Dividends has been recorded as Retained Earnings based on the Financial Statements for Fiscal Year 2023.

Third Meeting Agenda	Realization in 2024
Decision 1. Approving the granting of authority and power to the Series A Dwiwarna Shareholder to determine for the Members of the Board of Commissioners: a. Tantiem/Performance Incentives/Special Incentives for the 2023 Financial Year and/or Long-Term Incentives for the 2024-2026 Financial Years, in accordance with applicable regulations; and b. Honorarium, Allowances, and Facilities for the 2024 Financial Year. 2. Approving the granting of authority and power to the Board of Commissioners, with prior written approval from the Series A Dwiwarna Shareholder, to determine for the Board of Directors: a. Tantiem/Performance Incentives/Special Incentives for the 2023 Financial Year and/or Long-Term Incentives for the 2024-2026 Financial Years, in accordance with applicable regulations; and b. Salary, Allowances, and Facilities for the 2024 Financial Year. **Status: Realized**	1. Remuneration (salary/honorarium, facilities, and allowances) for the 2024 Financial Year and tantiem for the 2023 Financial Year for the Board of Commissioners have been determined by the Series A Dwiwarna Shareholder as per Letter No. SR-198/MBU/04/2024. 2. Remuneration (salary/honorarium, facilities, and allowances) for the 2024 Financial Year and tantiem for the 2023 Financial Year for the Board of Directors have been determined by the Board of Commissioners based on Board of Commissioners Letter No. SR.12-KOM/04/2024, with the approval of the Series A Dwiwarna Shareholder as per No. SR-198/MBU/04/2024.

Fourth Meeting Agenda	Realization in 2024
Decision 1. Approving the appointment of Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements, Financial Statements and Implementation of the Micro and Small Business Funding Program, as well as other reports for the 2024 Financial Year; 2. Approving the granting of authority and power to the Company's Board of Commissioners to: a. Appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in the 2024 Financial Year for the Company's purposes and interests; and b. Determine the audit service fees and other terms for the Public Accountant and/or Public Accounting Firm, as well as appoint a Replacement Public Accountant and/or Public Accounting Firm in the event that Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global) is unable, for any reason, to complete the audit services for the Company's Consolidated Financial Statements for the 2024 Financial Year and/or other periods in the 2024 Financial Year, as well as the Financial Statements and Implementation of the Micro and Small Business Funding Program for the 2024 Financial Year, including determining the audit service fees and other terms for the Replacement Public Accountant and/or Public Accounting Firm. **Status: Realized**	The Board of Commissioners has appointed and determined the audit service fees and other terms for Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) to audit the Company's Consolidated Financial Statements for other periods in the 2024 Financial Year for the Company's purposes and interests.

Fifth Meeting Agenda	Realization in 2024
This agenda item is for reporting purposes only. Therefore, the Company did not conduct voting for decision-making.	The General Meeting of Shareholders (GMS) has received the Report on the Realization of the Use of Funds from the 2023 Subordinated Bonds IV of Bank BRI and the 2023 Sustainable Environmental Bonds Phase II of Bank BRI.

Sixth Meeting Agenda	Realization in 2024
Decision 1. Approved amendments to the Company's Articles of Association to align with applicable laws and regulations, including: (a) Law No. 4 of 2023, dated January 12, 2023, on the Development and Strengthening of the Financial Sector; (b) OJK Regulation No. 17 of 2023, dated September 14, 2023, on Governance Implementation for Commercial Banks; (c) Minister of SOEs Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Governance Guidelines and Significant Corporate Activities of SOEs; (d) Minister of SOEs Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on SOE Organs and Human Resources; and (e) Other relevant regulations. 2. Approved the restructuring of all provisions in the Company's Articles of Association in accordance with the amendments mentioned in point 1, as attached to the minutes of the notarial deed. 3. Granted authority and power to the Board of Directors, with substitution rights, to take all necessary actions related to the Meeting's decision, including but not limited to drafting and restating the entire Articles of Association in a Notarial Deed, adjusting the amendments if required by the relevant authorities, submitting the amendments for approval and acknowledgment from the relevant authorities, and taking any necessary actions for this purpose without exception. **Status: Realized**	Perubahan Anggaran Dasar terbaru tertuang dalam Akta No. 32 tanggal 22 April 2024 tentang Pernyataan Keputusan RUPS Tahunan PT Bank Rakyat Indonesia (Persero) Tbk

Seventh Meeting Agenda	Realization in 2024
Decision 1. Honorably dismissing the following individuals from their positions as Company Management: 1). Mr. Catur Budi Harto as Vice President Director 2). Mr. Agus Noorsanto as Director of Wholesale and Institutional Business 3). Mr. Agus Sudiarto as Director of Risk Management 4). Mr. Hendrikus Ivo as Independent Commissioner Each was appointed based on the resolutions of the Extraordinary General Meeting of Shareholders (EGMS) in 2019 dated September 2, 2019; the EGMS in 2019 dated September 2, 2019 in conjunction with the EGMS in 2021 dated October 7, 2021; the EGMS in 2019 dated September 2, 2019; and the Annual General Meeting of Shareholders (AGMS) for the Fiscal Year 2018 dated May 15, 2019. Their dismissal is effective from the closing of the Meeting, with gratitude for their contributions of effort and thought during their tenure as Company Management. 2. Changing the nomenclature of the positions of the Company's Board of Directors as follows: Previously: Director of Small and Medium Business; Changed to: Director of Commercial, Small and Medium Business; Previously: Director of Network and Services; Changed to: Director of Retail Funding and Distribution 3. Reassigning the following individuals as members of the Company's Board of Directors: Mr. Amam Sukriyanto Previously: Director of Small and Medium Business Changed to: Director of Commercial, Small and Medium Business Mr. Andrijanto Previously: Director of Network and Services Changed to: Director of Retail Funding and Distribution Each was appointed based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) on January 21, 2021, and the resolution of the Annual General Meeting of Shareholders (AGMS) on March 1, 2022, with their respective terms continuing for the remaining period in accordance with the appointment resolutions. 4. Appointing the following individuals as members of the Company's Management: 1). Mr. Catur Budi Harto as Vice President Director 2). Mr. Agus Noorsanto as Director of Wholesale and Institutional Business 3). Mr. Agus Sudiarto as Director of Risk Management 4). Mr. Haryo Baskoro Wicaksono as Independent Commissioner The term of office for the appointed members of the Board of Directors and Board of Commissioners, as mentioned in point 4, shall be in accordance with the Company's Articles of Association, considering the prevailing capital market regulations, and without limiting the right of the General Meeting of Shareholders (GMS) to dismiss them at any time. 5. With the dismissal, changes in job nomenclature, reassignment of duties, and appointment of members of the Board of Directors and Board of Commissioners as referred to in points 1, 2, 3, and 4, the composition of the Company's Board of Directors and Board of Commissioners is as follows: **Board of Directors:** 1) President Director: Mr. Sunarso 2) Vice President Director: Mr. Catur Budi Harto 3) Director of Consumer Business: Ms. Handayani 4) Director of Micro Business: Mr. Supari 5) Director of Compliance: Mr. Ahmad Solichin Lutfiyanto 6) Director of Wholesale and Institutional Business: Mr. Agus Noorsanto 7) Director of Risk Management: Mr. Agus Sudiarto 8) Director of Human Capital: Mr. Agus Winardono 9) Director of Commercial, Small and Medium Business: Mr. Amam Sukriyanto 10) Director of Finance: Ms. Viviana Dyah Ayu R.K. 11) Director of Digital and Information Technology: Mr. Arga Mahanana Nugraha 12) Director of Retail Funding and Distribution: Mr. Andrijanto **Boards of Commissioners:** 1) President Commissioner: Mr. Kartika Wirjoatmodjo 2) Vice President Commissioner / Independent Commissioner: Ms. Rofikoh Rokhim 3) Commissioner: Mr. Awan Nurmawan Nuh 4) Commissioner: Mr. Rabin Indrajad Hattari 5) Independent Commissioner: Mr. Dwi Ria Latifa 6) Independent Commissioner: Mr. Heri Sunaryadi 7) Independent Commissioner: Mr. Paripurna Poerwoko Sugarda 8) Independent Commissioner: Mr. Agus Riswanto 9) Independent Commissioner: Ms. Nurmaria Sarosa 10) Independent Commissioner: Mr. Haryo Baskoro Wicaksono* **Notes:** *) The appointed Board of Commissioners member can only perform duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test.	1. The appointed commissioner has completed and passed the OJK Fit & Proper Test, as confirmed in OJK Decision No. KEPR-70/D.03/2024 dated August 8, 2024. 2. The updated company management structure has been documented in Deed No. 10, dated September 23, 2024, as per the Annual GMS decision of PT Bank Rakyat Indonesia (Persero) Tbk.

6. Newly appointed Board of Commissioners members, as referred to in point 4, may only carry out their duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test and complying with applicable laws and regulations. In the event that a Board of Commissioners member is later declared unqualified in the Fit & Proper Test by OJK, they shall be honorably dismissed as of the date of the OJK decision. 7. The Board of Directors is requested to submit a formal written request to OJK to conduct the Fit & Proper Test for the appointed Board of Commissioners members as referred to in point 4. 8. Board of Directors and Board of Commissioners members appointed as referred to in point 4 who still hold other positions prohibited by law from being concurrently held with a position in the Board of Directors or Board of Commissioners of a State-Owned Enterprise must resign or be dismissed from their current position. Authority and power, with substitution rights, are granted to the Company's Board of Directors to formalize the resolutions of this Meeting in the form of a Notarial Deed and to appear before a Notary or relevant official, making necessary adjustments or corrections if required by the authorities, to facilitate the implementation of this Meeting's resolutions. **Status: Realized**	

GMS Decisions in The Fiscal Year and 1 (One) Year Prior to The Fiscal Year Which Are Realised In The Fiscal Year

All decisions of the 2025 GMS have been realized in 2025 and the 2024 GMS has been realized in 2024. So there are no decisions of the 2024 and 2025 GMS that have not been realized in 2025.

Board of Directors

Duties and Responsibilities of The Board of Directors

Following the Articles of Association, the Board of Directors is collegially responsible for managing the Company and representing the Company in and out of court matters. The Board of Directors is obliged to prioritize the Company's interests following the aims and objectives of the Company while still complying with the provisions of the applicable laws and regulations, the Articles of Association, and the resolutions of the GMS.

Responsibilities to the Board of Commissioners and Shareholders

1. Implementing the GMS resolutions.
2. Prepare the Corporate LongTerm Plan, Bank Business Plan, Work Plan and Budget and other work plans and changes to be submitted for approval from the Board of Commissioners
3. Conduct the GMS based on a written request from one or more shareholders representing at least 1/10 (one ten) of the total shares issued with valid voting rights.
4. Decide and formulate the Company's strategy.
5. 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.
6. Consult the lending facility above a certain amount to the Board of Commissioners by referring to the prevailing provisions.
7. Submit an Annual Report following the review by the Board of Commissioners within a period of no later than 5 (five) months after the ending of fiscal year to the General Meeting of Shareholders for approval.

Responsibilities in Accounting and Annual Report

1. Conduct and maintain the Bank's books and administration in accordance with the prevailing practices of the company.
2. Ensure the Bank's accounting system is in accordance with financial accounting standards and internal control principles, particularly in terms of financial management, recording, retention and control.
3. Prepare Annual Report and Periodic Financial Report.

Responsibilities on Risk Management

1. Ensure the adequacy of processes and systems to identify, assess and control the risks encountered by the Bank.
2. Monitor and valuate the existence of a sound management process to assess the adequacy of risk management system and internal control, financial reporting and compliance.
3. Ensure the existence of an effective control system to ensure the reliability and integrity of information, compliance with applicable policies, procedures, rules and laws, safeguards of the Bank's assets, the efficient use of economic resources, and the achievement of defined objectives and targets for operations.

Responsibilities on Organization

Create an organizational structure, tasks and assign clear responsibilities, including management appointments.

Rights and Authority of The Board of Directors

In carrying out its duties and responsibilities, the Board of Directors has the authority as regulated in the Company's Articles of Association as follows:

1. Establish Policies in accordance with the management of the Company.
2. Arrange the delegation of authority of the Board of Directors to represent the Company inside and outside the court to one or several members of the Board of Directors specifically appointed for such purpose, or to a personnel and/ or other entity.
3. Administer the regulations on the Company's manpower, including determining salaries, pensions or benefits and other income for the Company's employees pursuant to the prevailing laws and regulations.
4. Appoint and discharge the Company's employees pursuant to the Company's manpower regulations and prevailing laws and regulations.
5. Appoint and discharge the Corporate Secretary.
6. Write-off bad loans hereinafter reported to the Board of Commissioners.
7. Not to recollect interest receivables, penalties, costs and other receivables besides the basis in order to pay off the Company's receivables.
8. Release the right to collect or not collect any more bad debts that have been written off in the context of loan settlement, either in part or in whole, which is implemented based on the policy determined by the Board of Directors with the approval of the Board of Commissioners and within the amount of the write-off ceiling (limit) that has been determined by the GMS which will remain in effect until a new ceiling (limit) is determined by the GMS.
9. Forming committees according to needs.
10. Take or perform all other actions and deeds with regard to the management and ownership of the Company's assets, bind the Company to other parties and/or bind other parties to the Company, and representing the Company inside and outside the court with respect to all matters and in all events, with the limitations as provided in the laws and regulations, the Articles of Association and/or the Resolutions of the GMS.

Board of Directors Tenures

The members of the Board of Directors are appointed for a period starting from the closing of the GMS or the date determined by the GMS that appointed them and ending at the closing of the 5th (fifth) Annual GMS after the date of their appointment with the condition that it may not exceed a period of 5 (five) years, but without reducing the right of the GMS to dismiss members of the Board of Directors at any time before their term of office ends. After the term of office ends, members of the Board of Directors may be reappointed by the GMS for one term of office.

Board of Directors Criterias

The criteria for the Board of Directors of BRI had met the requirements as stipulated in the OJK Regulation No. 33/ POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and OJK Regulation Number 17 2023 Year concerning the Implementation of Governance for Commercial Banks, Minister of SOEs Regulation No. PER-3/MBU/03/2023 on SOE Organs and Human Resources, and other applicable regulations.

General Qualifications

1. An individual who is capable of carrying out legal actions.
2. Domiciled in Indonesia.
3. Within 5 (five) years prior to his appointment and during his tenure, never:
   a. Declared bankrupt;
   b. Become a member of the Board of Directors or a member of the Board of Commissioners who is found guilty of causing a company to be declared bankrupt; or
   c. Sentenced for committing a crime that is detrimental to state finances and/or related to the financial sector.
   d. Never been a member of the Board of Directors and/ or a member of the Board of Commissioners during his/her term of office:
      i. Has ever failed to hold an Annual GMS;
      ii. His/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners has never been accepted by the GMS or has never provided accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS; and
      iii. Has ever caused a company that has obtained a permit, approval, or registration from the OJK to fail to fulfill its obligation to submit an annual report and/or financial report to the OJK.
4. Does not hold concurrent position as:
   a. Member of the Board of Directors of SOEs, Regional owned enterprises, or private enterprises;
   b. Member of the Board of Commissioners/ Supervisory Board of the SOE;
   c. Structural and functional positions in the central or local government institutions;
   d. Member in the structure of political party and or legislative candidate/member and or candidate of head/ deputy head of region; and or

e. Other positions that may inflict conflict of interests and/ or other positions pursuant to the prevailing laws and regulations.

5. Have integrity, dedication, understand company management issues related to one of the management functions, have adequate knowledge in the banking business sector, and be able to provide sufficient time to carry out his/her duties.
6. Do not have any family ties with members of the Bank's Board of Directors and/or Board of Commissioners up to the third degree, either vertically or horizontally, including family ties resulted from marriage.

Compliance with the Fit and Proper Assessment

OJK Regulation No. 27/POJK.03/2016 concerning the Fit and Proper Assessment and Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 concerning the Fit and Proper Assessment for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Board of Commissioners of Banks stipulates that members of the Board of Directors and members of the Board of Commissioners must obtain approval from OJK before carrying out their actions, duties and functions as the Main Party. In this regard, members of the Board of Directors and members of the Board of Commissioners must have and meet the requirements of integrity, financial reputation, adequate knowledge in the banking sector and relevant to their position, experience, expertise and competence in the banking sector and/or finance and the ability to carry out strategic management in order to develop a healthy bank.

Integrity Requirements

In order to meet the integrity requirements, prospective members of the Board of Directors must have:

1. Good character and morals.
2. Commitment to comply with applicable laws and regulations.
3. High commitment to the development of bank soundness operations.
4. Not included in the list of disqualified individuals.

Board of Directors' Working Guidelines and Procedures

BRI Board of Directors has in place the BOD Board Charter, based on the Decree as stated in the Decision of the Nokep Board of Directors B.299-DIR/SKP/04/2020 dated April 24, 2020. The BOD Board Charter contains work rules and guidance of the Board of Directors in performing their respective duties aligned with the vision and mission to be achieved by the Company.

The BOD Board Charter contains among others:

1. General provisions for the positions of members of the Board of Directors
2. Duties and responsibilities of the Board of Directors
3. Authority and obligations of the Board of Directors
4. Company values
5. Board of Directors' work ethic
6. Board of Directors working hours
7. Board of Directors Meeting
8. Membership Structure of the Board of Directors
9. Reporting and Accountability of the Board of Directors

Board of Directors Duties

In accordance with the Decree of NOKEP: 4054-DIR/PPM/08/2025 concerning the Appointment and Division of Directorates within the Organization of PT Bank Rakyat Indonesia (Persero) Tbk. Established on August 15, 2025, are as follows:

Table of Directors' Duties

Position	Scope of Duties	Duties and Authorities
President Director	The President Director is responsible for the overall policies and supervision of the Company as well as maintaining the Company's corporate image. The President Director oversees: a. The Vice President Director, who manages the activities of the Legal & Compliance Directorate led by the Director of Legal & Compliance, the Finance & Strategy Directorate led by the Director of Finance & Strategy, and the Corporate Transformation Sub-Directorate led by the SEVP Corporate Transformation b. Directorates led by Directorsr, c. The Human Capital Sub-Directorate, led by the SEVP Human Capital; d. The Internal Audit Sub-Directorate, led by the SEVP Internal Audit; e. The Financial Conglomerate; f. The Corporate Secretary Group and Branding & Marketing Communication Group, led by the Group Head.	Carrying out duties and authorities include: a. directing the Company's strategy and work plan; b. leading all Directorates and Sub-Directorates responsible for the management of the Company; c. ensuring the achievement of the Company's targets; d. directing the formulation and implementation of strategies for the management of the Financial Conglomerate;
Vice President Director	The Vice President Director is responsible for managing the activities of the Legal & Compliance Directorate led by the Director of Legal & Compliance, the Finance & Strategy Directorate led by the Director of Finance & Strategy, and the Corporate Transformation Sub-Directorate led by the SEVP Corporate Transformation	Carrying out duties and authorities include: a. directing the Company's strategy and work plan; b. ensuring the achievement of the Company's targets as stipulated in the Management Contract; c. formulating and implementing strategies as well as overseeing the development of the Legal & Compliance Directorate, the Finance & Strategy Directorate, and the Corporate Transformation Sub-Directorate; d. managing legal and compliance activities through the Legal & Compliance Directorate; e. managing finance and strategy activities through the Finance & Strategy Directorate; f. managing the formulation and implementation of the Company's long-term plan through the Corporate Transformation Sub-Directorate; g. formulating and implementing strategies for the management of the Financial Conglomerate; h. managing the human capital of the Legal & Compliance Directorate, the Finance & Strategy Directorate, and the Corporate Transformation Sub-Directorate.
Director of Micro	The Director of Micro Business is responsible for managing the micro business segment (including People's Business Credit/Kredit Usaha Rakyat – KUR), partnership programs, ultra micro business, BRILink business, as well as social entrepreneurship and incubation. The Director of Micro Business oversees the following work units: 1. Ultra Micro Business Sub-Directorate 2. Micro Business Development Group 3. Micro Sales Management 1 Group 4. Micro Sales Management 2 Group 5. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Micro Directorate; b. formulating and implementing strategies as well as overseeing the development of the Micro Directorate; c. managing the performance of micro business activities (including People's Business Credit/Kredit Usaha Rakyat – KUR) and partnership programs; d. managing the performance of ultra micro business activities; e. managing the performance of BRILink business activities; f. managing social entrepreneurship and incubation activities; g. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); h. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); i. managing the human capital of the Micro Directorate.

Position	Scope of Duties	Duties and Authorities
Director of Consumer Banking	The Director of Consumer Banking is responsible for managing the credit card and digital lending businesses, consumer loans, Briguna, and wealth management business. The Director of Consumer Banking oversees the following work units: 1. Card Business Group. 2. Consumer Loan Group. 3. Unsecured Loan Group. 4. Wealth Management Group. 5. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Consumer Banking Directorate; b. formulating and implementing strategies as well as overseeing the development of the Consumer Banking Directorate; c. managing the performance of credit card and digital lending businesses; d. managing the performance of consumer loans (including, among others, Property Ownership Loans); e. managing the performance of unsecured loan products (including, among others, Briguna); f. managing the performance of the wealth management business; g. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); h. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); i. managing the human capital of the Consumer Banking Directorate.
Director of Commercial Banking	The Director of Commercial Banking is responsible for managing small business, medium business, and commercial business products, value chain business, credit approvals for the medium and commercial segments, as well as the operational risk of the Commercial Banking Directorate and the Corporate Banking Directorate. The Director of Commercial Banking oversees the following work units: 1. Commercial & SME Business Solution Group 2. Small & Medium Business Group 3. Commercial Business Group 4. Senior Operational Risk Head (SORH) – Wholesale 5. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Commercial Banking Directorate; b. formulating and implementing strategies as well as overseeing the development of the Commercial Banking Directorate; c. managing the performance of small business, medium business, and value chain businesses; d. managing the performance of commercial business activities and commercial credit approvals; e. managing the operational risk of the Commercial Banking Directorate and the Corporate Banking Directorate; f. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); g. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); h. managing the human capital of the Commercial Banking Directorate.
Director of Corporate Banking	The Director of Corporate Banking is responsible for managing institutional relationship business, corporate banking business, syndication business, services for non-bank financial institutions, as well as wholesale transaction banking. The Director of Corporate Banking oversees the following work units: 1. Institutional Business 1 Group 2. Institutional Business 2 Group 3. Corporate Banking 1 Group 4. Corporate Banking 2 Group 5. Corporate Banking 3 Group 6. Corporate Banking 4 Group 7. Wholesale Transaction Banking Group 8. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Corporate Banking Directorate; b. formulating and implementing strategies as well as overseeing the development of the Corporate Banking Directorate; c. managing the performance of institutional relationship business; d. managing the performance of corporate banking business; e. managing the performance of wholesale transaction banking business; f. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); g. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); h. managing the human capital of the Corporate Banking Directorate.

Position	Scope of Duties	Duties and Authorities
Director of Treasury & International Banking	The Director of Treasury & International Banking is responsible for managing treasury business, investment services, international business, overseas offices, fixed assets management, procurement, liquidity and funding management, as well as the operational risk of the Treasury & International Banking Directorate. The Director of Treasury & International Banking oversees the following work units: 1. Treasury Business Group 2. Investment Services Group 3. International Business Group 4. Fixed Assets Management Group 5. Procurement Group 6. Liquidity & Funding Management Group 7. Overseas Offices 8. Senior Operational Risk Head (SORH) – Procurement 9. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Treasury & International Banking Directorate; b. formulating and implementing strategies as well as overseeing the development of the Treasury & International Banking Directorate; c. managing the performance of treasury business activities; d. managing the performance of investment services business; e. managing the performance of international banking business; f. managing the performance of overseas offices; g. managing fixed assets management activities; h. managing procurement activities; i. managing the performance of liquidity and funding management; j. managing the operational risk of the Treasury & International Banking Directorate; k. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); l. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); m. managing the human capital of the Treasury & International Banking Directorate.
Director of Network & Retail Funding	The Director of Network & Retail Funding is responsible for managing the planning, development, and optimization of the branch network, retail funding and transaction businesses, Regional Offices, as well as the operational risk of the Network & Retail Funding Directorate. The Director of Network & Retail Funding oversees the following work units: 1. Retail Transaction & Funding Sub-Directorate 2. Distribution Strategy Group 3. Regional Offices 4. Senior Operational Risk Head (SORH) – Distribution 5. Members of the Financial Conglomerate in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Network & Retail Funding Directorate; b. formulating and implementing strategies as well as overseeing the development of the Network & Retail Funding Directorate; c. managing the performance of retail funding and retail transaction businesses; d. managing the performance of Regional Offices and operational work units; e. managing the operational risk of the Network & Retail Funding Directorate and the distribution network; f. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); g. managing the human capital of the Network & Retail Funding Directorate.
Director of Information Technology	The Director of Information Technology is responsible for managing the planning and development of information technology strategy and architecture, application development, application support, Data Center (DC) infrastructure and information technology operations, information security, endpoint services and operations, digital retail banking, innovation and digital wholesale banking, enterprise data management and analytics, integrated information technology for the Financial Conglomerate, as well as the operational risk of the Information Technology Directorate. The Director of Information Technology oversees the following work units: 1. Digital Banking Sub-Directorate 2. IT Strategy & Enterprise Architecture Group 3. IT Application Development Group 4. IT Application Support Group 5. IT DC Infrastructure & Operations Group 6. Chief Information Security Office (CISO) Group 7. IT Endpoint Services & Operations Group Senior Operational Risk Head (SORH) – Information Technology 8. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Information Technology Directorate; b. formulating and implementing strategies as well as overseeing the development of the Information Technology Directorate; c. managing information technology strategy, policies, and architecture; d. managing platform development activities; e. managing quality assurance activities and platform operations; f. managing information technology infrastructure; g. managing information security; h. managing information technology endpoint services and operations; i. managing the operational risk of the Information Technology Directorate; j. managing digital banking (including, among others, digital retail banking, digital wholesale banking, digital innovation, as well as enterprise data management and analytics); k. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); l. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); m. formulating and implementing strategies for the management of integrated information technology within the Financial Conglomerate; n. managing the human capital of the Information Technology Directorate.

Position	Scope of Duties	Duties and Authorities
Director of Risk Management	The Director of Risk Management is responsible for managing the Company's risk management, market risk, information technology and digital risk, operational risk, policies and procedures (credit and non-credit), data protection and fraud, credit risk rating, credit risk scoring, and credit risk related to lending products, credit risk across all business segments, credit problem resolution, as well as integrated risk management of the Financial Conglomerate. The Director of Risk Management oversees the following work units: 1. Retail Risk Sub-Directorate 2. Wholesale Risk Sub-Directorate 3. Enterprise & Market Risk Group 4. IT & Digital Risk Group 5. Operational Risk Group 6. Policy & Procedure Group 7. Data Protection & Fraud Risk Group 8. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Risk Management Directorate; b. formulating and implementing strategies as well as overseeing the development of the Risk Management Directorate; c. managing market risk and enterprise risk; d. managing information technology and digital risk; e. managing operational risk; f. managing the Company's policies and procedures (credit and non-credit); g. managing data protection and fraud risk; h. managing credit risk for micro, consumer, small, medium, commercial, and corporate segments; i. managing collection and recovery of micro, consumer, small, and medium credit; j. managing recovery of commercial and corporate credit; k. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); l. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); m. formulating and implementing strategies for integrated risk management within the Financial Conglomerate; n. managing the human capital of the Risk Management Directorate.
Director of Operations	The Director of Operations is responsible for managing central operations, credit operations, digital operations, customer experience, as well as credit and operational business process re-engineering. The Director of Operations oversees the following work units: 1. Central Operation Group 2. Retail Credit Operation Group 3. Wholesale Credit Operation Group 4. Digital Operation Group 5. Customer Experience Group 6. Operational Excellence Group 7. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Operations Directorate; b. formulating and implementing strategies as well as overseeing the development of the Operations Directorate; c. managing central operations through the central operations function; d. managing credit operations for micro, small, medium, and consumer segments through the retail credit operations function; e. managing credit operations for commercial and corporate segments through the wholesale credit operations function; f. managing digital operations through the digital operation function; g. managing customer experience through the customer experience function; h. managing credit and operational business process re-engineering through the operational excellence function; i. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); j. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); k. managing the human capital of the Operations Directorate
Director of Legal & Compliance	The Director of Legal & Compliance is responsible for managing compliance with the Bank's policies, provisions, and/or decisions in accordance with applicable laws and regulations, including the management of the Bank's compliance culture, legal advisory and case handling, the management of Environmental, Social & Governance (ESG) strategies and programs, the management of anti-money laundering, counter-terrorism financing, and counter-proliferation financing programs, as well as integrated compliance within the Financial Conglomerate. The Director of Legal & Compliance oversees the following work units: 1. Compliance Group 2. Legal Group 3. Environmental, Social & Governance Group 4. Anti-Money Laundering, Counter Financing of Terrorism & Counter Proliferation Financing (AML, CFT & CPF) Group.	Carrying out duties and authorities include: a. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Legal & Compliance Directorate; b. formulating and implementing strategies as well as overseeing the development of the Legal & Compliance Directorate; c. managing compliance with the Bank's policies, provisions, and/or decisions in accordance with applicable laws and regulations, including the management of the compliance culture; d. managing legal advisory and case handling; e. managing Environmental, Social & Governance (ESG); f. managing anti-money laundering, counter-terrorism financing, and counter-proliferation financing; g. supervising members of the Financial Conglomerate (in accordance with assignments stipulated under separate provisions); h. supervising the performance of the assigned Regional Offices (in accordance with assignments stipulated under separate provisions); i. formulating and implementing strategies for integrated compliance management within the Financial Conglomerate; j. managing the human capital of the Legal & Compliance Directorate.

Position	Scope of Duties	Duties and Authorities
Director of Finance & Strategy	The Finance & Strategy Directorate is led by the Director of Finance & Strategy, who is responsible for managing the Company's planning, budgeting, and performance management, financial and management accounting, investor relations, financial conglomerate management, economic condition analysis, corporate development and strategy, as well as project management and implementation. The Director of Finance & Strategy oversees the following work units: 1. Corporate Transformation Sub-Directorate 2. Planning, Budgeting & Performance Management Group 3. Financial & Management Accounting Group 4. Investor Relations Group 5. Subsidiary Management Group 6. Office of the Chief Economist 7. Members of the Financial Conglomerate and Regional Offices in accordance with the Board of Directors' decision.	Carrying out duties and authorities include: a. managing the Company's strategy and work plan; b. ensuring the achievement of the Company's targets as stipulated in the Management Contract and the targets of the Finance & Strategy Directorate; c. formulating and implementing strategies as well as overseeing the development of the Finance & Strategy Directorate; d. managing Planning & Performance Management activities; e. managing Financial & Management Accounting; f. managing the performance of Financial Conglomerate members through the Subsidiary Management function; g. managing shareholder communication activities through the Investor Relations function; h. managing macroeconomic, financial market, industry sector, and regional economic analysis activities; i. managing the formulation and implementation of the Company's long-term plan through the Corporate Transformation function; j. formulating and implementing strategies for the management of the Financial Conglomerate; k. managing the human capital of the Finance & Strategy Directorate.

Policy of Concurrent Position of Board of Directors

Board of Directors are prohibited from holding concurrent positions as described below, namely:

1. Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, private-owned enterprises.
2. Member of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
3. Other Structural and functional positions in central and/or regional government agencies/institutions.
4. Political party administrators, members of the DPR, DPD, DPRD Level I, and DPRD Level II and/or regional head/deputy regional head candidates.
5. Other positions that may cause conflicts of interest and/or other positions following the applicable laws and regulations.

Table of Concurrent Position of Board of Directors

Name	Position	Tenure Period During 2025	Position in Companies/ Other Agencies	Company name/ Other Agencies
Hery Gunardi	President Director	March 24 – December 31, 2025	-	-
Viviana Dyah Ayu R.K.	Director of Finance	January 1 – March 24, 2025	-	-
	Director of Finance & Strategy	March 24 – December 17, 2025		
	Vice President Director	December 17 – December 31 2025		
Hakim Putratama	Director of Operations	March 24 – December 31, 2025	-	-
Riko Adythia	Director of Corporate Banking	March 24 – December 31, 2025	-	-
Aquarius Rudianto	Director of Network and Retail Funding	March 24 – December 31, 2025	-	-

Name	Position	Tenure Period During 2025	Position in Companies/ Other Agencies	Company name/ Other Agencies
Farida Thamrin	Director of Treasury and International Banking	March 24 – December 31, 2025	-	-
Akhmad Purwakajaya	Director of Micro	March 24 – December 31, 2025	-	-
Alexander Dippo Paris Y.S.	Director of Commercial Banking	March 24 – December 31, 2025	-	-
Saladin Dharma Nugraha Effendi	Director of Information Technology	March 24 – December 31, 2025	-	-
Mahdi Yusuf	Director of Legal & Compliance	December 17 – December 31, 2025	-	-
Aris Hartanto	Director of Consumer Banking	December 17 – December 31, 2025	-	-
Achmad Royadi	Director of Finance & Strategy	December 17 – December 31, 2025	-	-
Ety Yuniarti	Director of Risk Management	December 17 – December 31, 2025	-	-
Nancy Adistyasari	Director of Consumer Banking	March 24 – December 17, 2025	-	-
Mucharom	Director of Risk Management	March 24 – December 17, 2025	-	-
Sunarso	President Director	January 1 – March 24, 2025	-	-
Catur Budi Harto	Vice President Director	January 1 – March 24, 2025	-	-
Agus Noorsanto	Director of Wholesale and Institutional Business	January 1 – March 24, 2025	-	-
	Vice President Director	March 24 – December 17, 2025		
Handayani	Director of Cosumer Business	January 1 – March 24, 2025	-	-
Supari	Director of Micro Business	January 1 – March 24, 2025	-	-
Ahmad Solichin Lutfiyanto	Director of Compliance	January 1 – March 24, 2025	-	-
	Director of Human Capital & Compliance	March 24 – December 17, 2025	-	-
Agus Sudiarto	Director of Risk Management	January 1 – March 24, 2025	-	-
Agus Winardono	Director of Human Capital	January 1 – March 24, 2025	-	-
Amam Sukriyanto	Director of Commercial, Small and Medium Business	January 1 – March 24, 2025	-	-
Arga M. Nugraha	Director of Digital and Information Technology	January 1 – March 24, 2025	-	-
Andrijanto	Director of Retail Funding and Distribution	January 1 – March 24, 2025	-	-

Affiliation Relationship of Directors

Information related to the financial and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or the controlling shareholders of the Bank has been presented in the Company Profile Chapter of this Annual Report.

Board of Directors Conflict of Interest Management

Members of the Board of Directors are prohibited from using the Company for personal, family, and/or other party interests that may harm or reduce the profits and the reputation of the Company and its subsidiaries. In addition, members of the Board of Directors are prohibited from taking and/or receiving personal benefits, either directly or indirectly, in the Company's activities other than remuneration/income (salary/honorarium, facilities, and allowances) and variable remuneration determined following applicable regulations.

Members of the Board of Directors who have a conflict of interest in the Company's transactions and/or corporate actions are required to declare the conflict of interest and cannot be involved in the decision-making process related to the transaction and/or corporate action. Any transaction containing a conflict of interest must first obtain the approval of independent shareholders before the transaction is implemented.

In 2025, there were no BRI corporate actions containing a conflict of interest and carried out by members of the Board of Directors.

Board of Directors Meetings

Board of Directors Meetings Policy

The Board of Directors meeting policies that have been regulated in the Board of Directors Work Guidelines are:

Time and place

1. The Board of Directors is required to hold regular Board of Directors meetings at least 1 (one) time every month. In addition to meetings of the Board of Directors, together with the Board of Commissioners, the Board of Directors periodically at least 1 (one) time in 4 (four) months must hold a meeting with the Board of Commissioners.
2. Meetings in principle are held on certain days in the current month. Meetings can be scheduled on another day if:
   a. It is deemed necessary by 1 (one) or more members of the Board of Directors.
   b. At the written request of 1 (one) person or more members of the Board of Commissioners.
   c. Meetings may be held at the Company's domicile or in other places within the territory of the Republic of Indonesia or where the Company conducts business activities. Based on specific considerations, meetings can be held through conferences (via electronic media, including teleconferencing media, video conferences or other electronic media facilities).
3. The Board of Directors is required to schedule a meeting for the following year before the end of the fiscal year with an agenda that is adjusted to the Management Calendar. The scheduling of the meeting is determined in the Board of Directors Meeting.

Meeting Agenda and Materials

Proposed agendas and meeting materials for the Board of Directors are submitted no later than 5 (five) working days before the meeting is held. Apart from the scheduled meetings, meeting materials are submitted no later than before the meeting is held.

Meeting Invitation

1. The summons for the meeting shall be delivered directly to each meeting participant in writing by letter and/or electronic mail and/or digital message and/or other means with adequate receipts.
2. The summons for the meeting shall include the agenda, presenters, date, time, and place of the meeting.
3. Submitted at least 5 (five) working days before the Board of Directors meeting is held, without taking into account the date of the summons and the date of the meeting, or a shorter period if the situation is urgent.

Quorum and Decision Making

1. The meeting is legal and has the right to make binding decisions if it is attended and/or represented by more than 2/3 (two-thirds) of the total members of the Company's Board of Directors
2. Board of Directors meetings are chaired by the President Director. If the President Director is absent or unable to attend, the Deputy President Director will chair the Board of Directors Meeting.
3. In the event that deliberation to reach a consensus is not reached, then the decision is taken by voting based on the affirmative votes of at least 2/3 (two thirds) of the number of valid votes cast at the Board of Directors Meeting. If the voting results do not reach at least 2/3 (two thirds), then the Board of Directors Meeting does not make a decision on the agenda.
4. Each member of the Board of Directors and/or Board of Commissioners had the right to cast 1 (one) vote and an additional 1 (one) vote for the member of the Board of Directors and/or Board of Commissioners that he/she legally represented in the meeting.

5. In the event that there is a proposal with more than 2 (two) alternative decisions and the voting results have not obtained more than ½ (one half) of the votes for 1 (one) alternative decision, then a re-vote will be carried out for 2 (two) alternative decisions with the total majority of votes, so that more than 2/3 (two thirds) of the valid votes cast at the Board of Directors Meeting are obtained in agreement.
6. A blank vote (abstain) is deemed to approve the proposal submitted at the meeting. Invalid votes are considered nonexistent and are not counted in determining the number of votes cast at the meeting.
7. Voting regarding individuals is carried out using a closed ballot without a signature, while voting regarding other matters is carried out verbally, unless the chairman of the meeting determines otherwise without any objection based on the majority vote of the members of the Board of Directors and/or Board of Commissioners present.
8. Every member of the Board of Directors and/or Board of Commissioners who personally in any way, directly or indirectly, has an interest in a transaction or contract, whether existing or future, with the Company being one of the parties, must state the nature of the interest in the meeting. Therefore, the member of the Board of Directors and/or the Board of Commissioners concerned is not entitled to vote on matters related to the transaction or contract.

Meeting Minutes

1. The meeting results must be stated in the Minutes of Meeting, which is valid evidence for members of the Board of Directors regarding the decisions taken.
2. Minutes of the meeting must at least include:
   a. Place, date, and time the meeting was held.
   b. Agenda discussed.
   c. Attendance list signed by meeting participants.
   d. The length of the meeting.
   e. Decision was taken.
   f. Matters discussed, including statements of disapproval and/or objection (dissenting opinion) along with the reasons, if any.
3. The Company documents minutes of the meeting.

Board of Directors Meeting Plan

The Board of Directors is obliged to hold regular Board of Directors Meetings at least 1 (one) time every month. The Board of Directors Meeting schedule is scheduled to be held every Monday. Board of Directors meetings can be scheduled on other days if deemed necessary.

The Board of Directors' Meeting Agenda for 2026 is explained in the following table.

No.	Meeting Agenda in 2025	Time
1	Performance Evaluation and Report for the Fiscal Year 2025	Second week of January 2026
2	2026 Monthly Performance Update	At least once a month in 2026
3	First Quarter Performance Evaluation in 2026	First week of April 2026
4	Second Quarter Performance Evaluation in 2026	First week of July 2026
5	Third Quarter Performance Evaluation in 2026	Second week of October 2026
6	Forth Quarter Performance Evaluation in 2026	Second week of January 2026
7	Evaluation and Business Plan Revision Strategy for the Bank (2025–2027)	Second week of June 2026
8	Corporate Work Plan and Budget for 2027	Forth week of June 2026
9	Operational Activities and Corporate Decisions Requiring Approval from the Board of Commissioners	To be conducted at least once a month in the year 2026.

Agenda, Datesand Participants of The Board of Directors' Meetings

Throughout 2025, the agenda, dates and participants of the Board of Directors Meetings are as follows.

Board of Directors Meeting Period January 1 – March 24, 2025

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
1	January 6, 2025	- Performance Update as of December 2024 - Collegial KPI Update - Update Corporate Action - Ecosystem Business	1	1	1	1	1	1	
2	January 13, 2025	- Update on the Audit Progress of BRI's Financial Statements as of 31 December 2024 - Preparation for the High-Level Meeting - Update on Support for Government Programs	1	1	1	1	1	1	
3	January 20, 2025	- Update Corporate Action - Update on the 2025 AGMS - Buyback	1	1	1	1	1	1	
4	January 30, 2025	- Update on the Audited Financial Statements as of 31 December 2024	1	1	1	1	1	1	
5	February 3, 2025	- Adjustment of the 2025 RKAP and the 2025–2027 RBB - 2024 Financial Update and Performance Press Conference - Keuangan TW IV Tahun 2024 - Fourth Quarter 2024 Financial Performance	1	1	1	1	1	1	
6	February 4, 2025	- Financial Performance Update as of January 2025	1	1	1	1	1	1	
7	February 10, 2025	- Discussion on the 2025 RKAP and the 2025–2027 RBB - 2025 Collegial KPIs - Organizational Structure Update	1	1	1	1	1	1	
8	February 17, 2025	- RUPST Subsidiary AGMS - OJK Concerns and Directives on the 2025–2027 RBB	1	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Director	Quorum
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	0	1	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
9	February 24, 2025	- Regional Office Profit Target Breakdown - Proposed Non-Performing Loan (NPL) Ceiling for 2025 - Results of the MSME Business Index Survey – Q4 2024	1	1	1	1	1	1	
10	March 3, 2025	- Proposed 2024 Bonus Pool - Corporate Action Update - Government Program Support Update	1	1	0	1	1	1	
11	March 10, 2025	- Dividend on Net Profit for Fiscal Year 2024 - Update on Preparations for the 2025 BRI AGMS - 2025 State-Owned Enterprises Joint Homecoming Program	1	1	1	1	1	1	
12	March 17, 2025	- Corporate Action Update - 2025 Work Unit Performance Evaluation Methodology - Anti-Fraud Strategy	1	1	1	1	1	1	

Board of Directors Meeting Period March 24 – December 31, 2025

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	Director of Commercial, Small and Medium Business	
1.	April 16, 2025	- Government Program Support Update - Update on Decision-Making Authority by the Alternate Director	1	1	1	1	1	1	1	
2.	May 5, 2025	- Proposed RO Organizational Structure and KPIs - Performance Update as of April 2025 - Update on the Board of Directors' Fit and Proper Test Presentation Deck - Micro Business Development Strategy - Retail and Wholesale Transaction Banking Development Strategy - Human Capital Development Strategy - Update on the Indonesian Capital City (IKN)	1	1	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Director	Quorum
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%

	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Direktur Treasury & International Banking	Director in Attendance	Total Director	Quorum
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	Director of Commercial, Small and Medium Business	
3.	May 19, 2025	- MSME Business Index – Q1 2025 - Discussion on the Revised 2025 RKAP Structure - Wholesale Transaction Banking Development Strategy - Retail Funding Development Strategy	1	1	1	1	1	1	1	
4.	May 26, 2025	- Implementation of OJK Regulation No. 30 of 2024 on Financial Conglomerates and Financial Conglomerate Holding Companies - Update Corporate Action - Regional Treasury Team Development Plan - Strategic Alignment of Regional Transaction Banking	1	1	1	1	1	1	1	
5.	June 10, 2025	- Alternative Board of Directors During the Transition Period - Performance Update as of May 2025 - Fee-Based Income Target Achievement Strategy	1	1	1	1	1	1	1	
6.	June 16, 2025	- 2025 Key Performance Indicators of the Regional Office and Operational Work Units - Q2 2025 Micro Loan Achievement Action Plan - Q2 2025 SME Loan Achievement Action Plan - Q2 2025 Current Account Deposit Achievement Action Plan - Business Loan Segmentation Review	1	1	1	1	1	0	1	
7.	June 25, 2025	- Update Corporate Action - Revised 2025 RKAP and Revised 2025–2027 RBB - Alternative Board of Directors During the Transition Period	1	1	1	1	1	1	1	
8.	June 30, 2025	- Update Fund Transfer Pricing - Consumer Business Directorate Development Strategy - Forecast Update as of June 2025	1	1	1	1	1	1	1	

	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Direktur Treasury & International Banking	Director in Attendance	Total Director	Quorum
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	0	1	1	1	1	1	11	11	100%
	0	1	1	1	1	1	10	10	100%
	1	1	0	1	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	Director of Commercial, Small and Medium Business	
9.	July 07, 2025	Determination of Credit Segmentation and Establishment of Credit Approval Authority (PDWK)	1	1	1	1	1	1	1	
10.	July 15, 2025	- 2025 Salary Increase Plan - Promotion Cycle - Review and Proposed Changes to the Structure and Authority of the Talent Committee - Changes to BRI's Organizational Structure	1	1	1	1	1	1	1	
11.	July 22, 2025	- Performance Update as of July 2025 - 2025 Overhead Cost Allocation - Cost of Fund Ratio Calculation	1	1	1	1	1	1	1	
12.	July 29, 2025	- Performance Update as of June 2025 and Forecast for July 2025 - BRINote Update - Procurement Process Update - System Improvements in Operational Work Units - Proposed BRI Participation in the 2025/2026 Super League Sponsorship	1	1	1	1	1	1	1	
13.	August 4, 2025	- BMSI Update – Q2 2025 - Revised 2025 RKAP Segment Profit Target - Corporate Action Update - Implementation of SIPK 2024 and Proposed SIPK 2025	1	1	1	1	1	1	1	
14.	August 12, 2025	- Update Marketing Strategy Treasury - Review Fund Transfer Price (FTP)	1	1	1	1	1	1	1	
15.	August 19, 2025	- Salary Increase Plan and Wage Recomposition - Authority for Rotation, Promotion, and Recruitment - Control Improvement Strategy - Current Update and Work Plan of the Commercial Banking Directorate	1	1	1	1	1	1	1	

	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Direktur Treasury & International Banking	Director in Attendance	Total Director	Quorum
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	0	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%
	0	1	1	0	1	1	10	10	100%
	1	1	1	1	1	1	12	12	100%

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	Director of Commercial, Small and Medium Business	
16.	August 25, 2025	- Handshake Program	1	1	1	1	1	1	1	
		- Promotion Cycle - Current Update and Work Plan of the Risk Management Directorate - Performance Forecast Update as of August 2025 - Consumer Business Update (Mortgage Loans/KPR) - Update on BRI's External Audit Results								
17.	September 2, 2025	- Salary Recomposition Plan 2025 - BRI UMKM EXPO(RT) Update - Brilian Way Internalization Update - Financial Conglomeration and Subsidiary Restructuring	1	1	1	1	1	1	1	
18.	September 8, 2025	- Salary Recomposition Plan - Consolidated Performance Forecast Update as of September 2025 and Collegial Key Performance Indicators - Concept for the Implementation of the Subsidiaries Forum Q3 2025	1	1	1	1	1	1	1	
19.	September 15, 2025	- Strategi Pencapaian Target Fee Based Income 2025 - Adjustment of the Investigation Mechanism and Disciplinary Sanction Recommendations - Adjustment of the Disciplinary Regulation Provisions	1	1	1	1	1	1	1	
20.	September 23, 2025	- Discussion on the Alignment of Credit Facility Maturity Dates and the Adjustment of Billing Dates for Briguna Loan Products - Performance Forecast Update as of September 2025 - Update Corporate Action	1	1	1	1	1	1	1	

	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Direktur Treasury & International Banking	Director in Attendance	Total Director	Quorum
	1	0	1	1	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%
	1	0	1	1	0	1	10	10	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	Director of Commercial, Small and Medium Business	
21.	October 6, 2025	- BRILink Business Update - Mekaar Business Update - Update Collection KPR	1	1	1	1	1	1	1	
22.	October 13, 2025	- Rebranding Visual Corporate - RJPP 2026–2030 Update - RKAP 2026 Update - Series of Events for BRI's 130th Anniversary - CGPI 2025 Update	1	1	1	1	1	1	1	
23.	October 20, 2025	- Update Performance & RKA BRI Finance - Update Performance Q3 All Subsidiaries and Subsidiaries Forum Q3 2025 - Discussion on EDC Strategy - BRI Procurement Process Update - Update Corporate Action	1	1	1	1	1	1	1	
24.	October 27, 2025	- Discussion on Collegial KPIs - Forecast Update as of October 2025 - BRI Analyst Meeting for Q3 2025 - CGPI Update 2025 - Update on BRI's 130th Anniversary - Approval of Risk Appetite and 2026 Recovery Action Plan	1	1	1	1	1	1	1	
25.	November 10, 2025	- Performance Update for October and Forecast for November 2025 - Strategy for Achieving Fee-Based Income Targets - Update on BRI Overseas Unit Performance - Proposal for Changes to the Conglomerate Management Committee Structure	1	1	1	1	1	1	1	
26.	November 17, 2025	- Biometric Platform Review and Journey - Discussion on the World Economic Forum	1	1	1	1	0	0	1	

	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Direktur Treasury & International Banking	Director in Attendance	Total Director	Quorum
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	0	1	1	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	10	10	100%

No	Date	Agenda	President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	Director of Commercial, Small and Medium Business	
27.	November 24, 2025	- Discussion on Write-Offs - Share-Based Compensation Program - Proposal for BRI RBB 2026–2028 and BRI RKAP 2026 - Update on BRI Performance Forecast - Sustainable Finance Action Plan (RKAB) - Series of Extraordinary General Shareholders' Meetings (RUPSLB)	1	1	1	1	1	1	0	
28.	December 8, 2025	- Interim Dividend - Update on Non-Performing Loan Performance - Update on Corporate Customer Business - Discussion on EDC Strategy	1	1	1	1	1	1	1	
29.	December 15, 2025	Update on the Series of Events for BRI's 130th Anniversary	1	0	1	1	1	1	1	
30.	December 18, 2025	Organizational Changes, Appointment of Replacement Directors, Regional Office Supervisory Directors & Members of the Financial Conglomerate, as well as Changes to the Board Committees and December 2025 Forecast	1	1	1	1	1	1	1	
31.	December 28, 2025	Update on December 2025 Performance Forecast	1	1	1	1	1	1	1	

Meetings of Board of Commissioners and Board of Directors

The meetings of the Board of Commissioners and Board of Directors has been presented in the Sub-Chapter Meeting of the Board of Commissioners with the Board of Directors in the Chapter on Corporate Governance in this Annual Report.

	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Direktur Treasury & International Banking	Director in Attendance	Total Director	Quorum
	1	1	0	0	0	1	8	8	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	11	11	100%
	1	1	1	1	1	1	12	12	100%
	1	1	1	1	1	1	12	12	100%

Meeting Frequency and Attendance

Table of Frequency of Attendance of Board of Directors Meetings

Name	Position	Tenure Period During 2025	Board of Directors Meeting			
			Number and Percentage of Attendance			
			Number of Meetings	Number of Attendance	Percentage	
Hery Gunardi	President Director	March 24 – December 31, 2025	31	31	100%	
Viviana Dyah Ayu R.K.	Director of Finance	January 1 – March 24, 2025	12	12	100%	
	Director of Finance & Strategy	March 24 – December 17, 2025	29	28	97%	
	Vice President Director	December 17 – December 31, 2025	2	2	100%	
Hakim Putratama	Director of Operations	March 24 – December 31, 2025	31	28	90%	
Riko Adythia	Director of Corporate Banking	March 24 – December 31, 2025	31	29	94%	
Aquarius Rudianto	Director of Network and Retail Funding	March 24 – December 31, 2025	31	29	94%	
Farida Thamrin	Director of Treasury and International Banking	March 24 – December 31, 2025	31	31	100%	
Akhmad Purwakajaya	Director of Micro	March 24 – December 31, 2025	31	28	90%	
Alexander Dippo Paris Y.S.	Director of Commercial Banking	March 24 – December 31, 2025	31	30	97%	
Saladin Dharma Nugraha Effendi	Director of Information Technology	March 24 – December 31, 2025	31	28	90%	
Mahdi Yusuf	Director of Legal & Compliance	December 17 – December 31, 2025	2	2	100%	
Aris Hartanto	Director of Consumer Banking	December 17 – December 31, 2025	2	2	100%	
Achmad Royadi	Director of Finance & Strategy	December 17 – December 31, 2025	2	2	100%	
Ety Yuniarti	Director of Risk Management	December 17 – December 31, 2025	2	2	100%	
Nancy Adistyasari	Director of Consumer Banking	March 24 – December 17, 2025	29	27	93%	
Mucharom	Director of Risk Management	March 24 – December 17, 2025	29	29	100%	
Sunarso	President Director	January 1 – March 24, 2025	12	12	100%	
Catur Budi Harto	Vice President Director	January 1 – March 24, 2025	12	12	100%	
Agus Noorsanto	Director of Wholesale and Institutional Business	January 1 – March 24, 2025	12	12	100%	
	Vice President Director	March 24 – December 17, 2025	29	28	97%	
Handayani	Director of Consumer Business	January 1 – March 24, 2025	12	12	100%	
Supari	Director of Micro Business	January 1 – March 24, 2025	12	11	92%	
Ahmad Solichin Lutfiyanto	Director of Compliance	January 1 – March 24, 2025	12	12	100%	
	Director of Human Capital & Compliance	March 24 – December 17, 2025	29	29	100%	
Agus Sudiarto	Director of Risk Management	January 1 – March 24, 2025	12	11	92%	
Agus Winardono	Director of Human Capital	January 1 – March 24, 2025	12	12	100%	

	Meeting of the Board of Commissioners and the Board of Directors			GMS		
	Number and Percentage of Attendance			Number and Percentage of Attendance		
	Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage
	10	10	100%	1	1	100%
	5	5	100%	2	2	100
	12	12	100%			
	-	-	-**			
	9	9	100%	1	1	100%
	9	9	100%	1	1	100%
	9	9	100%	1	1	100%
	9	9	100%	1	1	100%
	9	9	100%	1	1	100%
	10	10	100%	1	1	100%
	9	9	100%	1	1	100%
	-	-	-**	-	-	-*
	-	-	-**	-	-	-*
	-	-	-**	-	-	-*
	-	-	-**	-	-	-*
	9	9	100%	1	1	100%
	10	10	100%	1	1	100%
	2	2	100%	1	1	100%
	3	3	100%	1	1	100%
	2	2	100%	2	2	100%
	10	10	100%			
	2	2	100%	1	1	100%
	3	3	100%	1	1	100%
	3	3	100%	2	2	100%
	9	9	100%			
	4	4	100%	1	1	100%
	2	2	100%	1	1	100%

Name	Position	Tenure Period During 2025	Board of Directors Meeting			
			Number and Percentage of Attendance			
			Number of Meetings	Number of Attendance	Percentage	
Amam Sukriyanto	Director of Commercial, Small and Medium Business	January 1 – March 24, 2025	12	12	100%	
Arga M. Nugraha	Director of Digital and Information Technology	January 1 – March 24, 2025	12	12	100%	
Andrijanto	Director of Retail Funding and Distribution	January 1 – March 24, 2025	12	12	100%	

* Appointed as a member of the Board of Directors of BRI at the Extraordinary General Meeting of Shareholders (EGMS) held on 17 December 2025.
** No joint meeting between the Board of Commissioners and the Board of Directors was held following the EGMS.

Training and/or Competency Improvement of Members of The Board of Directors

BRI is subject to and complies with the OJK Regulation (POJK) Number 24 of 2022 which regulates the obligation of banks to carry out sustainable management and development of the quality of human resources owned by the company. Training and/or improving the competence of members of the Board of Directors has been regulated in the Decree of the Board of Directors NOKEP S.43-DIR/ SKP/01/2018 concerning the Policy on Orientation and Education Programs for Directors and the Board of Commissioners. In ensuring that all Directors understand the roles and responsibilities, characteristics, and operations of the Company, as well as understand the latest developments in regulations and best practices, Therefore, BRI has a policy for the Board of Directors, namely at least once a year the Board of Directors will improve competence or refresh knowledge through Executive Education activities, certification, and other activities. The implementation of the Board of Directors education program aims to:

1. Increasing the insight and knowledge of the Board of Directors in accordance with their fields and business developments.
2. Increasing relationships and relationships with external stakeholders.
3. Supporting the implementation of duties and responsibilities that are supported by knowledge of educational outcomes.
4. Developing the professional knowledge, competence and leadership abilities of the Directors in line with the latest developments in the industry and good corporate governance.
5. Similar to education, introduction and development programs for the Board of Directors became an important part of the learning and development process of the Company in addition to strengthening the structure and strengthening the governance of the Company.

Education programs are carried out by members of the Board of Directors at least once a year and/or as needed. The training and or competency improvement that has been attended by active Directors during 2025 are as follows.

Name	Position	Tenure Period During 2025	Types of Training and Development Materials Competence/Training	Implementation Time and Place	Organizer
Hery Gunardi	President Director	March 24 – December 31, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Viviana Dyah Ayu R.K.	Director of Finance	January 1 – March 24, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
	Director of Finance & Strategy	March 24 – December 17, 2025			
	Vice President Director	December 17 – December 31 2025			
Hakim Putratama	Director of Operations	March 24 – December 31, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)

	Meeting of the Board of Commissioners and the Board of Directors			GMS		
	Number and Percentage of Attendance			Number and Percentage of Attendance		
	Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage
	2	2	100%	1	1	100%
	2	2	100%	1	1	100%
	2	2	100%	1	1	100%

Name	Position	Tenure Period During 2025	Types of Training and Development Materials Competence/Training	Implementation Time and Place	Organizer
Riko Adythia	Director of Corporate Banking	March 24 – December 31, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Aquarius Rudianto	Director of Network and Retail Funding	March 24 – December 31, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Farida Thamrin	Director of Treasury and International Banking	March 24 – December 31, 2025	Risk Management Orientation and Certification Refreshment Level 7	Jakarta, April 20-21, 2025	LSPP
			Orientation and Competency Assessment for Treasury Advance Dealers	Jakarta, April 14-18, 2025	Apuvindo & ACI
Akhmad Purwakajaya	Director of Micro	March 24 – December 31, 2025	Risk Management Orientation and Certification Refreshment Level 7	Jakarta, April 20-21, 2025	LSPP
Alexander Dippo Paris Y.S.	Director of Commercial Banking	March 24 – December 31, 2025	Risk Management Orientation and Certification Refreshment Level 7	Jakarta, April 20-21, 2025	LSPP
Saladin Dharma Nugraha Effendi	Director of Information Technology	March 24 – December 31, 2025	Risk Management Refresher Program Level	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Mahdi Yusuf	Director of Legal & Compliance	December 17 – December 31, 2025	Risk Management Orientation and Certification Refreshment Level 7	Jakarta, November 13, 2025	LPPI
Aris Hartanto	Director of Consumer Banking	December 17 – December 31, 2025	Risk Management Orientation and Certification Refreshment Level 7	Jakarta, December 23-24, 2025	LSPP
			Joint Learning Program with Cornell University	Jakarta, October 15, 2025 – December 16, 2025	PT. Danareksa Asset Management (Danantara Indonesia)
Achmad Royadi	Director of Finance & Strategy	December 17 – December 31, 2025	Seminar Refreshment Program: Risk Management Certificate Level 77	Jakarta, August 28, 2025	BARa (Bankers Association for Risk
			Basic Insurance Training	Jakarta, November 19-21, 2025	LPMA-STMA Trisakti
Ety Yuniarti	Director of Risk Management	December 17 – December 31, 2025	Risk Management Orientation and Certification Refreshment Level 7	Jakarta, October 05-6 2025	LSPP

Name	Position	Tenure Period During 2025	Types of Training and Development Materials Competence/Training	Implementation Time and Place	Organizer
Nancy Adistyasari	Director of Consumer Banking	March 24 – December 17, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Mucharom	Director of Risk Management	March 24 – December 17, 2025	Sharing Session with Board of Directors	Jakarta, September 2, 2025	BRI
Sunarso	President Director	January 1 – March 24, 2025	Speaker in Kompas 100 Outlook x BEI: Sustainable Investment in the Global Business Ecosystem	Jakarta, February 17, 2025	Kompas and Indonesia Stock Exchange
Catur Budi Harto	Vice President Director	January 1 – March 24, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Agus Noorsanto	Director of Wholesale and Institutional Business	January 1 – March 24, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
	Vice President Director	March 24 – December 17, 2025			
Handayani	Director of Cosumer Business	January 1 – March 24, 2025	Sharing Session with Board of Directors	Jakarta, March 3, 2025	BRI
Supari	Director of Micro Business	January 1 – March 24, 2025	BRIDS Macro Day Speaker: Current Purchasing Power	Jakarta, March 17, 2025	BRI Danareksa Sekuritas
Ahmad Solichin Lutfiyanto	Director of Compliance	January 1 – March 24, 2025	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
	Director of Human Capital & Compliance	March 24 – December 17, 2025			
Agus Sudiarto	Director of Risk Management	January 1 – March 24, 2025	BDSP MRR Education Resource Person	February 26, 2025	LPPI
Agus Winardono	Director of Human Capital	January 1 – March 24, 2025	Resource person on Strengthening HC Capabilities To Enhance Optimal Business Performance	Jakarta, February 5, 2025	BRI HC Academy
Amam Sukriyanto	Director of Commercial, Small and Medium Business	January 1 – March 24, 2025	Sharing Session with Board of Directors	Jakarta, March 3, 2025	BRI
Arga M. Nugraha	Director of Digital and Information Technology	January 1 – March 24, 2025	Sharing Session with Board of Directors	Jakarta, March 3, 2025	BRI
Andrijanto	Director of Retail Funding and Distribution	January 1 – March 24, 2025	Speaker at BRI UMKM Expo & BRI Microfinance Outlook	ICE BSD, January 30, 2025	BRI

Orientation Program for New Board of Directors

BRI has a company orientation and introduction policy for newly appointed members of the Board of Directors, orientation is given in relation to their duties and responsibilities. The Orientation Program is organized by the Corporate Secretary for new members of the Board of Directors. This orientation program is implemented to comply with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 43 stipulates that members of the Board of Commissioners/Supervisory Board and members of the Board of Directors who are appointed for the first time must be given an introduction program regarding the relevant BUMN. The orientation program for new Directors was in the form of:

1. Requesting presentations to obtain explanations on various aspects deemed necessary, involving the relevant business unit/divisions.
2. Holding meetings with members of the Board of Commissioners/Directors to discuss various current issues in the Company or other required information.
3. Conducting visits to various business locations of Bank BRI.
4. Requesting data/documents related to the vision and mission of the Company, Bank BRI policies, Medium and long term Strategy and Plans, performance and finances of Bank BRI.
5. Conducting discussions with the relevant Business Unit to obtain explanations on various aspects deemed necessary and provide feedback to the relevant Business Unit.

The implementation of the new Directors' orientation program during 2025 is as follows.

Name	Position	Types of Training and Development Materials Competence/Training	Implementation Time and Place	Organizer
Hery Gunardi	President Director	1. Corporate Strategy (RKAP 2025, RBB 2025–2027) 2. Risk Management (Risk Appetite Statement, Bank Soundness Level & Risk Profile) 3. Update on Banking Regulations	BRI Head Office	Internal - Related Group
Agus Noorsanto	Vice President Director			
Hakim Putratama	Director of Operations			
Riko Adythia	Director of Corporate Banking			
Aquarius Rudianto	Director of Network and Retail Funding			
Akhmad Purwakajaya	Director of Micro			
Alexander Dippo Paris Y S	Director of Commercial Banking			
Nancy Adistyasari	Director of Consumer Banking			
Mucharom	Director of Risk Management			
Saladin D. Effendi	Director of Information Technology			
Farida Thamrin	Director of Treasury and International Banking			

Risk Management Certification

Name	Position	Tenure Period During 2025	Certification/ Refreshment		
			Certification Institution	Level	Publication Year
Hery Gunardi	President Director	March 24 – December 31, 2025	LSPP	7	2025
Viviana Dyah Ayu R.K.	Director of Finance	January 1 – March 24, 2025	LSPP	7	2025
	Director of Finance & Strategy	March 24 – December 17, 2025			
	Vice President Director	December 17 – December 31, 2025			
Hakim Putratama	Director of Operations	March 24 – December 31, 2025	LSPP	7	2025
Riko Adythia	Director of Corporate Banking	March 24 – December 31, 2025	LSPP	7	2025
Aquarius Rudianto	Director of Network and Retail Funding	March 24 – December 31, 2025	LSPP	7	2025
Farida Thamrin	Director of Treasury and International Banking	March 24 – December 31, 2025	LSPP	7	2025
Akhmad Purwakajaya	Director of Micro	March 24 – December 31, 2025	LSPP	7	2025

Name	Position	Tenure Period During 2025	Certification/ Refreshment		
			Certification Institution	Level	Publication Year
Alexander Dippo Paris Y.S.	Director of Commercial Banking	March 24 – December 31, 2025	LSPP	7	2025
Saladin Dharma Nugraha Effendi	Director of Information Technology	March 24 – December 31, 2025	LSPP	7	2025
Mahdi Yusuf	Director of Legal & Compliance	December 17 – December 31, 2025	BSMR	7	2024
Aris Hartanto	Director of Consumer Banking	December 17 – December 31, 2025	LSPP	7	2024
Achmad Royadi	Director of Finance & Strategy	December 17 – December 31, 2025	LSPP	7	2025
Ety Yuniarti	Director of Risk Management	December 17 – December 31, 2025	LSPP	7	2025
Nancy Adistyasari	Director of Consumer Banking	March 24 – December 17, 2025	LSPP	7	2025
Mucharom	Director of Risk Management	March 24 – December 17, 2025	LSPP	7	2025
Sunarso	President Director	January 1 – March 24, 2025	LSPP	7	2024
Catur Budi Harto	Vice President Director	January 1 – March 24, 2025	LSPP	7	2024
Agus Noorsanto	Director of Wholesale dan Institutional Business	January 1 – March 24, 2025	LSPP	7	2025
	Vice President Director	March 24 – December 17, 2025			
Handayani	Director of Consumer Business	January 1 – March 24, 2025	LSPP	7	2024
Supari	Director of Micro Business	January 1 – March 24, 2025	LSPP	7	2024
Ahmad Solichin Lutfiyanto	Director of Compliance	January 1 – March 24, 2025	BSMR	7	2025
	Director of Human Capital & Compliance	March 24 – December 17, 2025			
Agus Sudiarto	Director of Risk Management	January 1 – March 24, 2025	LSPP	7	2025
Agus Winardono	Director of Human Capital	January 1 – March 24, 2025	LSPP	7	2024
Amam Sukriyanto	Director of Commercial, Small and Medium Business	January 1 – March 24, 2025	LSPP	7	2024
Arga M. Nugraha	Director of Digital and Information Technology	January 1 – March 24, 2025	LSPP	7	2024
Andrijanto	Director of Retail Funding and Distribution	January 1 – March 24, 2025	LSPP	7	2024

Decisions and Implementation of Directors Duties

During 2025, the Board of Directors carried out the duties and responsibilities, including but not limited to:

1. Carry out GMS consisting of 1 (one) Annual GMS and 1 (one)Extraordinary GMS.
2. Prepare the Company's Long Term Plan (RJPP), Bank Business Plan, Company Work Plan and Budget and other work plans
3. Prepare Annual Reports and Financial Reports.
4. Ensure that the Bank's accounting system complies with financial accounting standards and internal control principles, especially in terms of financial management, recording, storage and supervision.
5. Ensure the adequacy of processes and systems to identify, assess and control the risks faced by the Bank.
6. Carry out internal meetings of the Board of Directors and with related divisions.
7. Create organizational structure, tasks and define clear responsibilities including appointment of management.
8. Ensuring the Company's strategy is running effectively.

In addition, the decisions of the Board of Directors were decided through a Committee forum formed by the Board of Directors as well as the Board of Directors Meeting Forum reported in detail in the 2025 Board of Directors Meeting Sub-Chapter in the Corporate Governance Chapter of this Annual Report.

Performance Assessment of Committees Under The Board of Directors and The Basis of The Assessment

In supporting the effectiveness and efficiency of carrying out the duties and responsibilities of managing the Bank, BRI's Board of Directors is assisted by ten committees that are under and directly responsible to the Board of Directors. As of December 31, 2025, BRI has 10 (ten) committees under the Board of Directors as follows:

No	Committee	Decision Letter Number
1.	Asset and Liability Committee (ALCO)	5892-DIR/PPM/11/2025
2.	Credit Policy Committee	5893-DIR/PPM/11/2025
3.	Environmental, Social & Governance (ESG) Committee	5894-DIR/PPM/11/2025
4	Human Capital Committee	5895-DIR/PPM/11/2025
5.	Information Technology Steering Committee	5896-DIR/PPM/11/2025
6.	Procurement Committee	5897-DIR/PPM/11/2025
7.	Product Committee	5898-DIR/PPM/11/2025
8.	Risk Management Committee	5899-DIR/PPM/11/2025
9.	Transformation Steering Committee	5904-DIR/PPM/11/2025
10.	Financial Conglomeration Governance	5905-DIR/PPM/11/2025

The evaluation procedure for Committees under the year through reports provided by the Committee which are submitted to the Board of Directors. The evaluation is carried out based on performance results, in the form of each Committee's contribution to the Company, including reports and recommendations submitted to the Board of Directors. The Board of Directors assesses that in 2025 all Committees have carried out their duties optimally. The performance of the Board-supporting Committees is discussed in full in the Subsection on under Board of Directors Committees.

Mechanism of Resignment and Termination of Board of Directors

Dismissal The term of office of a member of the Board of Directors ends when:

1. Passed away
2. End of tenure
3. Dismissed at the GMS, due to reasons deemed appropriate by the General Meeting of Shareholders for the interests and objectives of the Company.
4. Declared bankrupt by Commercial Court decision with permanent legal force or put under remission based on court decision.
5. No longer meets the requirements as a member of the Board of Directors based on BRI's Articles of Association and other applicable laws and regulations, including prohibited concurrent positions, as well as resignation. A member of the Board of Directors has the right to resign from his position by notifying BRI in writing of his intention and BRI is obliged to hold a General Meeting of Shareholders to decide on the request for resignation of a member of the Board of Directors within a period of no later than 60 (sixty) days after receipt of the letter of resignation. Board of Commissioners.

Board of Commissioners

Board of Commissioners Duties and Responsibilities

The Board of Commissioners is in charge of supervising management policies, the general course of management both regarding the Company and the Company's business carried out by the Board of Directors as well as providing advisory committees to the Board of Directors including supervision of the implementation of the Company's Long-Term Plan, Work Plan and Company's Budget as well as the provisions of the Articles of Association and Meeting Resolutions. General Shareholders, as well as applicable laws and regulations, for the benefit of the Company and in accordance with the purposes and objectives of the Company.

In carrying out its duties, the Board of Commissioners is obliged to:

1. Carry out duties, authority and responsibilities in good faith and with the principle of prudence.
2. Provide advice, direct, monitor and evaluate the implementation of integrated governance, risk management and compliance as well as the Bank's strategic policies, in accordance with the provisions of laws and regulations, the articles of association and/or GMS decisions.
3. Provide opinions and approval for the Company's Annual Work Plan and Budget as well as other work plans prepared by the Board of Directors, in accordance with the provisions.
4. Follow developments in the Company's activities, provide opinions and suggestions to the GMS regarding any issues deemed important for the management of the Company.
5. Report to Series A Dwiwarna Shareholders if there are symptoms of declining Company performance.
6. Propose to the GMS the appointment of a Public Accountant who will audit the Company's books.
7. Examine and review periodic reports and annual reports prepared by the Board of Directors and sign the annual report.
8. Provide explanations, opinions and suggestions to the GMS regarding the Annual Report, if requested.
9. Prepare minutes of meetings of the Board of Commissioners and keep a copy.
10. Report to the Company regarding his and/or his family's share ownership in the Company and other Companies.
11. Provide a report on the supervisory tasks that have been carried out during the previous financial year to the GMS.
12. Provide explanations regarding all matters asked or requested by Series A Dwiwarna shareholders, taking into account the laws and regulations, especially those that apply in the Capital Market sector.
13. Provide supervision and advice in the formulation and implementation of the Company's strategy.
14. The Board of Commissioners is prohibited from participating in decision making on the Company's operational activities, except:
    a. Provision of funds to related parties as regulated in the provisions regarding the Maximum Limit for Providing Bank Loan; and
    b. Other matters stipulated in the Company's Articles of Association or applicable laws and regulations. Decision making on the Company's operational activities by the Board of Commissioners as referred to in point d is part of the supervisory duties of the Board of Commissioners so that it does not negate the responsibility of the Board of Directors for the implementation of the Company's management.
15. Supervise the Board of Directors' follow-up on audit findings or examinations and recommendations from the Bank's Internal Audit Business Unit, External Auditor, results of supervision by the Financial Services Authority, and/or results of supervision by other authorities.
16. Report to the Financial Services Authority no later than 5 (five) working days after discovery:
    a. Violations of laws and regulations in the fields of finance, banking and those related to the Bank's business activities; and/or
    b. Circumstances or predicted conditions that could endanger the continuity of the Company's business.
17. In order to support the effective implementation of its duties and responsibilities, the Board of Commissioners is obliged to form at least:
    a. Audit Committee;
    b. Nomination and Remuneration Committee;
    c. Risk Management Monitoring Committee; and
    d. Integrated Governance Committee.
18. Ensure that the committees formed by the Board of Commissioners carry out their duties effectively.
19. Evaluate the performance of committees that help carry out their duties and responsibilities on a regular basis.
20. In implementing supervision related to the Risk Management function, the Board of Commissioners has the authority, duties and responsibilities:
    a. Conduct evaluation and approval of Risk Management policies and strategies;
    b. Conduct evaluation of the Board of Directors' accountability for the implementation of Risk Management policies and strategies as referred to in letter a; and
    c. Carry out supervision and provide advice on the implementation of Risk Management functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/ Minister.
21. In carrying out supervision related to the Internal Audit function, the Board of Commissioners has the authority, duties and responsibilities:

a. Ensure that the Board of Directors of BUMN and BUMN Subsidiaries have an Internal Audit Unit (SPI) that carries out the Internal Audit function;
b. Provide approval for the appointment and dismissal of the head of SPI proposed by the Board of Directors;
c. Ensure that SPI has access to information and/or data regarding BUMN that is necessary to carry out its duties;
d. Provide approval for the Internal Audit Charter proposed by the Board of Directors by taking into account the proposals from SPI;
e. Review the effectiveness and efficiency of the Internal Control System based on information obtained from SPI at least once in 1 (one) year;
f. Appoint an independent quality controller from an external party to conduct a review of SPI performance (quality assurance review) at least once in 3 (three) years; and
g. Carry out supervision and provide advice on the implementation of other Internal Audit functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/ Minister.

22. In implementing supervision related to the Integrated Governance function, the Board of Commissioners has the authority, duties and responsibilities:
    a. Evaluate and approve the Integrated Governance policy.
    b. Supervise the implementation of Integrated Governance in BUMN Subsidiaries to align with the Parent BUMN Risk Management policy.
    c. Supervise the implementation of the duties and responsibilities of the Board of Directors of the Parent BUMN, and provide direction or advice to the Board of Directors of the Parent BUMN on the implementation of the Integrated Governance policy.
    d. Evaluate the Integrated Governance policy and provide direction for improvement.
    e. Supervise the implementation of Integrated Governance in BUMN Subsidiaries to align with the Integrated Governance policy of the Parent BUMN and BUMN Subsidiaries.
    f. Supervise and provide advice on the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/Minister.
23. In implementing supervision related to the Remuneration and Nomination functions, the Board of Commissioners has the authority, duties and responsibilities:
    a. Implement remuneration policies in accordance with the OJK Regulation regarding the implementation of governance in providing remuneration for commercial banks.
    b. Implement nomination policies:
        i. Provide recommendations regarding the system and procedures for the selection and/or replacement of members of the Board of Directors and members of the Board of Commissioners to the GMS;
        ii. Provide recommendations regarding candidates for members of the Board of Directors and/ or candidates for members of the Board of Commissioners to the GMS; and
        iii. Conduct evaluations and assessments of the performance of the Board of Directors. More detailed regulations regarding the authority, duties, and responsibilities of the Nomination and Remuneration function are regulated in the General Policy on Human Capital and the Rules of Procedure of the Nomination and Remuneration Committee.
24. Have guidelines and work regulations that are binding for each member of the Board of Commissioners, which must at least include:
    a. Duties, responsibilities, and authorities of the Board of Commissioners;
    b. Regulation of authority and decision procedures of the Board of Commissioners;
    c. Regulation of work ethics of the Board of Commissioners;
    d. Regulation of meetings of the Board of Commissioners;
    e. Prohibitions against the Board of Commissioners;
    f. Evaluation of the performance of the Board of Commissioners; and
    g. Pattern of working relations between the Board of Commissioners and the Board of Directors.
25. Provide time to carry out tasks and responsibilities optimally in accordance with work guidelines and regulations.
26. Maintain all data and information related to the Bank submitted by the Board of Directors, and in accordance with the provisions of laws and regulations.
27. Carry out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with laws and/ or GMS decisions.

Each member of the Board of Commissioners was jointly and severally responsible for the Company's losses caused by mistakes or negligence of members of the Board of Commissioners in carrying out their duties, unless the member of the Board of Commissioners concerned could prove:

1. The loss was not due to his fault or negligence;
2. Had carried out supervision in good faith, full of responsibility, and prudence for the benefit and in accordance with the aims and objectives of the Company;

3. Did not have a conflict of interest, either directly or indirectly, over supervisory actions that resulted in losses; and
4. Had taken action to prevent the occurrence or continuation of the loss.

President Commissioner Duties and Responsibilities

The President Commissioner has the duties and responsibilities to:

1. Lead the implementation of the Board of Commissioners' meeting and the Board of Commissioners' Meeting with the Board of Directors.
2. Lead the implementation of the General Meeting of Shareholders (GMS).
3. Coordinate and monitor the implementation of the work program of the Board of Commissioners.
4. Coordinate the activities of the Board of Commissioners in the context of supervising the implementation of the duties and responsibilities of the Board of Directors.

Rights and Authorities of The Board of Commissioners

The Board of Commissioners has the authority to:

1. Verify books, letters, and other documents, review cash for verification purpose and other securities, and check the Company's assets.
2. Enter the yard, building and office used by the Company.
3. Requesting an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company.
4. Knowing all policies and actions that have been and will be carried out by the Board of Directors.
5. Requesting the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss a Secretary to the Board of Commissioners, at the suggestion of the Series A Dwiwarna Shareholder.
7. Establish an Audit Committee and other committees, if deemed necessary, taking into account the Company's capabilities.
8. Use experts for certain matters and for a certain period of time at the expense of the Company, if deemed necessary.
9. Dismiss members of the Board of Directors temporarily by stating the reasons if the Member of the Board of Directors acts contrary to the Company's Articles of Association or there are indications of taking actions that are detrimental to the Company or neglecting their obligations or there are urgent reasons for the Company.
10. Take actions to manage the Company under certain conditions for a certain period of time in accordance with the provisions of the Company's Articles of Association.
11. Attend Board of Directors meetings and provide views on matters discussed
12. Approved the appointment and dismissal of the Corporate Secretary and/or Head of the Internal Audit Business Unit.
13. Provide written approval for the actions of the Board of Directors as stipulated in Article 12 paragraph 7 of the Company's Articles of Association.
14. Carry out other supervisory authorities as long as they do not conflict with the laws and regulations, the Articles of Association and/or the resolutions of the GMS
15. The duties, rules of procedure, and other requirements for the Board of Commissioners' Secretary to perform their functions are set out in a separate Guideline.

Decision Needs Approval of The Board of Commissioners

The Company's Articles of Association regulate the decisions of the Board of Directors which must be approved by the Board of Commissioners, namely:

1. Releasing/transferring and/or pledging the Company's assets, except for assets that are recorded as inventory and assets in the context of carrying out main business activities that are commonly carried out by companies engaged in the banking sector based on the criteria and values according to the Limits of Authority of the Board of Commissioners and with due observance of laws and regulations invitations in the capital market and banking sector.
2. Write off fixed assets due to certain conditions which:
   a. Lost;
   b. Destroyed;
   c. Damaged and cannot be transferred (total loss);
   d. The transfer costs are greater than the economic value obtained from the transfer;
   e. Dismantled to be rebuilt or built into other fixed assets, the budget for which has been determined through the ratification of the Company's Work Plan and Budget (RKAP);
   f. Dismantled not to be rebuilt in connection with other programs that have been planned in the RKAP;
   g. Dismantled to be rebuilt in connection with government programs; and/or
   h. Based on laws and/or court decisions that have permanent legal force, the fixed assets are no longer owned or controlled by the Company.
3. Establish cooperation with business entities or other parties, in the form of joint operation (KSO), business cooperation (KSU), licensing cooperation, Build, Operate and Transfer (BOT), Build, Transfer, and Operate (BTO),

Build, Operate and Own /BOO) and other agreements that have the same nature as the criteria and values in accordance with the Limits of Authority of the Board of Commissioners.
4. Determine and change the Company's logo.
5. Establish an organizational structure 1 (one) level below the Board of Directors.
6. Make capital investments, releasing capital investments including changes in capital structure with a certain value determined by the Board of Commissioners in other companies, subsidiaries and joint ventures that are not in the context of rescuing receivables by taking into account provisions in the Capital Market and Banking sectors.
7. Establish subsidiaries and/or joint ventures with a certain value determined by the Board of Commissioners by taking into account provisions in the Capital Markets and Banking sectors.
8. Propose representatives of the Company to become candidates for Members of the Board of Directors and Board of Commissioners in subsidiaries that make significant contributions to the Company and/or have strategic value as determined by the Board of Commissioners.
9. Carry out mergers, amalgamations, takeovers, separations and dissolutions of subsidiaries and joint ventures with a certain value determined by the Board of Commissioners by taking into account provisions in the Capital Markets and Banking sectors.
10. Carry out actions which are included in material transactions as determined by the laws and regulations in the capital markets sector with a certain value determined by the Board of Commissioners, unless the actions are included in material transactions which are excluded by the laws and regulations in force in the Capital Markets sector.
11. Actions that have not been stipulated in the RKAP.

Board of Commissioners Tenure

The members of the Board of Commissioners are appointed for a period starting from the closing date of the GMS or the date determined by the GMS that appointed them and at the latest until the closing of the 5th (fifth) Annual GMS after the date of their appointment, but without reducing the right of the GMS to dismiss the members of the Board of Commissioners at any time before their term of office ends by taking into account the provisions in the Capital Market and Banking sector. Members of the Company's Board of Commissioners whose term of office ends may be reappointed by the GMS with an accumulated term of office at the longest until the closing of the 10th (tenth) Annual GMS.

The Board of Commissioners Criteria

The criteria for members of the BRI Board of Commissioners are compiled based on OJK Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks, OJK Regulation Number 27/03.POJK/2016 concerning the Assessment of Capability and Compliance for Main Parties of Financial Services Institutions and internal provisions of the BRI Board of Commissioners Decree of the Board of Commissioners Number Decree 07-KOM/BRI/07/2015 concerning the Nomination Policy for Members of the Board of Commissioners and Board of Directors.

General Qualification	Those who may be appointed as members of the Board of Commissioners are individuals who meet the following requirements at the time of appointment and during their term of office: Minister of State-Owned Enterprises Regulation Number PER-3/MBU/03/2023 To be appointed as a member of the Board of Commissioners of a State-Owned Enterprise (SOE) or a member of the Board of Commissioners of a Subsidiary, an individual must meet the following formal requirements: a. An individual; b. Legally capable of performing acts in law; c. Has not been declared bankrupt within five (5) years prior to appointment; d. Has never served as a member of the Board of Directors or Board of Commissioners/Supervisory Board and been found responsible for causing an SOE, subsidiary, or other business entity to be declared bankrupt within five (5) years prior to appointment; and e. Has never been convicted of a criminal offense causing financial loss to the State, an SOE, a subsidiary, another business entity, or related to the financial sector within five (5) years prior to appointment. POJK Number 17 of 2023 Members of the Board of Commissioners are prohibited from holding concurrent positions: a. As a member of the board of directors, member of the board of commissioners, member of the sharia supervisory board, or executive officer at a financial institution or financial company, whether a bank or non-bank; b. As a member of the board of directors, member of the board of commissioners, member of the sharia supervisory board, or executive officer at more than 1 (one) non-financial institution or company, whether domiciled in or outside the country; c. In the field of functional duties at a bank financial institution and/or non-bank financial institution domiciled in or outside the country; d. In other positions that may give rise to a conflict of interest in carrying out duties as a member of the Board of Commissioners; and/or e. Other positions in accordance with the provisions of laws and regulations.
Fulfillment of OJK Regulation No.27/03. POJK/2016 on Fit and Proper Test for Main Entity of Financial Services Institution	Prospective Members of the Board of Commissioners must obtain approval from the OJK Regulation before carrying out their actions, duties and functions as Members of the Board of Commissioners. In obtaining the said approval, Members of the Board of Commissioners must meet the requirements of integrity, financial reputation, and competence in the fit and proper assessment conducted by the OJK. Integrity Requirements: a. Legally capable of performing acts in law; b. Possess good character and morals, at a minimum demonstrated by adherence to applicable regulations, including never having been convicted of a criminal offense within a specified period prior to nomination; c. Committed to complying with laws and regulations and supporting the policies of the Financial Services Authority; d. Committed to the development of a sound Financial Services Institution; e. Not included among parties prohibited from serving as a key party Financial Reputation Requirements: a. Has no non-performing loans and/or financing; b. Has never been declared bankrupt and/or has never been a shareholder, Controller of an Insurance Company (other than a shareholder), member of the Board of Directors, or member of the Board of Commissioners who was found responsible for causing a company to be declared bankrupt within the five (5) years prior to nomination; Financial Eligibility Requirements: a. Possess a good financial reputation; b. Have financial capacity to support the business development of the Financial Services Institution; c. Commit to taking necessary actions should the Financial Services Institution encounter financial difficulties.
Fulfillment of OJK Circular Letter 39/SEOJK.03/ 2016 concerning Fit and Conformity Assessment for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Board of Commissioners of Banks	Member of the Board of Commissioners shall have: 1. Adequate knowledge in banking field and relevant with the positions. 2. Experiences and skills in banking and/or financial fields. 3. Capabilities to carry out strategic management for the bank soundness development.

Board of Commissioners Work Guidelines and Rules of Procedure

The Board of Commissioners has a Work Guideline and Work Rules for the Board of Commissioners which was ratified in the Decree of the BRI Board of Commissioners Number 06-KOM/05/2024 dated May 28, 2024. Rules of Procedure of the Board of Commissioners is a reference for the Board of Commissioners in carrying out its duties and as a basis for implementing Good Corporate Governance for the Board of Commissioners. The contents of the Guidelines and Rules of Procedure of the Board of Commissioners are as follows:

Chapter	Discussion
Chapter I	Introduction 1.1 Legal Basis 1.2 General Understanding
Chapter II	Company Values, Organizational Structure, and Code of Ethics 2.1 Company Values 2.2 Organizational Structure, Membership and Code of Ethics
Chapter III	Work Guidelines and Regulations 3.1 Objectives, Authorities, Duties and Responsibilities 3.2 Prohibitions 3.3 Division of Work 3.4 Working Hours 3.5 Self-Assessment 3.6 Meeting Governance and Decision Making 3.7 Orientation and Training of the Board of Commissioners 3.8 Reports and Correspondence
Chapter IV	Closing

Board of Commissioners Supervision Duties

The supervisory duties of the Board of Commissioners are as follows.

Table of Duties of the Board of Commissioners for the Period January 1, 2025 to March 24, 2025

Name	Position	Duties
Kartika Wirjoatmodjo	President Commissioner	▪ Nomination and Remuneration Committee ▪ Integrated Governance Committee
Rofikoh Rokhim	Vice President Commissioner / Independent Commissioner	▪ Chairman of the Audit Committee ▪ Nomination and Remuneration Committee ▪ Integrated Governance Committee ▪ Risk Management Monitoring Committee
Rabin Indrajad Hattari	Commissioner	▪ Nomination and Remuneration Committee ▪ Risk Management Monitoring Committee
Dwi Ria Latifa	Independent Commissioner	▪ Nomination and Remuneration Committee ▪ Risk Management Monitoring Committee
Heri Sunaryadi	Independent Commissioner	▪ Chairman of Nomination and Remuneration Committee ▪ Integrated Governance Committee ▪ Risk Management Monitoring Committee ▪ Audit Committee
Paripurna Poerwoko Sugarda	Independent Commissioner	▪ Chairman of Integrated Governance Committee ▪ Nomination and Remuneration Committee
Agus Riswanto	Independent Commissioner	▪ Nomination and Remuneration Committee ▪ Audit Committee
Nurmaria Sarosa	Independent Commissioner	▪ Chairman of Risk Management Monitoring Committee ▪ Nomination and Remuneration Committee
Awan Nurmawan Nuh	Commissioner	▪ Nomination and Remuneration Committee ▪ Risk Management Monitoring Committee
Haryo Baskoro Wicaksono	Independent Commissioner	▪ Nomination and Remuneration Committee ▪ Integrated Governance Committee ▪ Risk Management Monitoring Committee ▪ Audit Committee

Table of Duties of the Board of Commissioners for the Period March 24, 2025 to December 31, 2025

Nama	Jabatan	Bidang Tugas
Kartika Wirjoatmodjo	President Commissioner	▪ Nomination and Remuneration Committee ▪ Integrated Governance Committee ▪ Risk Management Monitoring Committee
Parman Nataatmadja	Vice President Commissioner / Independent Commissioner	▪ Chairman of Risk Management Monitoring Committee ▪ Nomination and Remuneration Committee ▪ Audit Committee
Awan Nurmawan Nuh	Commissioner	▪ Nomination and Remuneration Committee ▪ Risk Management Monitoring Committee
Helvi Yuni Moraza	Commissioner	▪ Nomination and Remuneration Committee ▪ Risk Management Monitoring Committee
Edi Susianto	Independent Commissioner	▪ Chairman of Nomination and Remuneration Committee ▪ Chairman of Audit Committee ▪ Integrated Governance Committee
Lukmanul Khakim	Independent Commissioner	▪ Chairman of Integrated Governance Committee ▪ Nomination and Remuneration Committee

Concurrent Position of The Board of Commissioner Policy

The policy of concurrent positions of members of the BRI Board of Commissioners refers to the provisions of the OJK Regulation Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks and the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, with the following details:

1. Members of the Board of Commissioners are prohibited from holding concurrent positions:
   a. As a member of the Board of Directors, member of the Board of Commissioners, member of the Sharia Supervisory Board, or executive officer at a financial institution or financial company, both bank and nonbank;
   b. As a member of the Board of Directors, member of the Board of Commissioners, member of the Sharia Supervisory Board, or executive officer in more than 1 (one) non-financial institution or company, whether domiciled at home or abroad;
   c. As a member of the Board of Commissioners/ Supervisory Board of a BUMN, except based on a special assignment from the Minister.
   d. As a member of the Board of Directors of a BUMN, other business entity or holding a position that based on laws and regulations is prohibited from being held concurrently with the position of a member of the Board of Commissioners/Supervisory Board of a BUMN, or a position that may give rise to a conflict of interest with the BUMN concerned,
   e. In the field of functional duties at a bank financial institution and/or non-bank financial institution domiciled in or outside the country;
   f. In other positions that may give rise to a conflict of interest in carrying out duties as a member of the Board of Commissioners;
   g. Other positions in accordance with the provisions of laws and regulations.
2. Does not include concurrent positions, if:
   a. Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners or executive officers who carry out supervisory functions in 1 (one) non-bank subsidiary company controlled by the Bank;
   b. Non-Independent Commissioners carry out functional duties from the Bank's shareholders in the form of legal entities in the Bank and/or the Bank's business group; and/or
   c. Members of the Board of Commissioners hold positions in non-profit organizations or institutions.
3. Candidates for members of the Board of Commissioners who have positions as intended in number 2 are required to make a statement to:
   a. Maintain integrity.
   b. Avoid all forms of conflict of interest.
   c. Avoid actions that could harm the Bank and/or cause the Bank to violate the precautionary principle while serving as a member of the Board of Commissioners.
4. Independent Commissioners are prohibited from holding concurrent positions as public officials.

Table of Concurrent Positions of the Board of Commissioners for the Period from January 1, 2025 to March 24, 2025

Name	Position	Position at Other Companies/ Institutions	Name of Company/ Other Institutions
Kartika Wirjoatmodjo	President Commissioner	Deputy Minister of State-Owned Enterprises	Ministry of State-Owned Enterprises
Rofikoh Rokhim	Vice President Commissioner / Independent Commissioner	Lecturer and Researcher	Universitas Indonesia (University of Indonesia)
		Corporate and Trade Assessment Committee Member	Indonesia Stock Exchange
Rabin Indrajad Hattari	Commissioner	Secretary of the Ministry of State-Owned Enterprises	Ministry of State-Owned Enterprises
Dwi Ria Latifa	Independent Commissioner	Lawyer	Law Office of Ria Latifa & Partners
		President Commissioner	PT Bersua Utama Indonesia
Heri Sunaryadi	Independent Commissioner	Independent Commissioner	PT Tower Bersama Infrastructure Tbk
Nurmaria Sarosa	Independent Commissioner	-	-
Agus Riswanto	Independent Commissioner	-	-
Paripurna Poerwoko Sugarda	Independent Commissioner	Lecturers	Universitas Gadjah Mada
		President Commissioner	PT Kaltim Methanol Industri
Awan Nurmawan Nuh	Commissioner	Inspector General	Ministry of Finance
Haryo Baskoro Wicaksono	Independent Commissioner	-	-

Table of Concurrent Positions of the Board of Commissioners for the Period from March 24, 2025 to December 31, 2025

Name	Position	Position at Other Companies/ Institutions	Name of Company/ Other Institutions
Kartika Wirjoatmodjo	President Commissioner	-	-
Parman Nataatmadja	Vice President Commissioner / Independent Commissioner	-	-
Helvi Yuni Moraza	Commissioner	Deputy Minister of MSMEs	Ministry of MSMEs
Awan Nurmawan Nuh	Commissioner	Inspector General	Ministry of Finance
Edi Susianto	Independent Commissioner	-	-
Lukmanul Khakim	Independent Commissioner	-	-

Affiliated Relationship of the Board of Commissioners

Information related to the financial and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or the controlling shareholders of the Bank has been presented in the Company Profile Chapter of this Annual Report.

Board of Commissioners Conflict of Interest Management

Management of Conflicts of Interest of the Board of Commissioners is regulated in the Company's Board of Commissioners' Guidelines and Rules of Procedure as follows:

1. Each Commissioner is required to safeguard information that, under prevailing laws and regulations, must be kept confidential, including provisions on insider trading and other information not yet disclosed to the public by the Company.
2. Each Commissioner is required to disclose:
   a. Their share ownership in the Company as well as in other companies, both domestic and abroad.
   b. Financial and family relationships with other members of the Board of Commissioners and members of the Board of Directors, including their family members.
   c. Other information that, according to laws and regulations, must be disclosed to the public.
3. Commissioners are prohibited from participating in decision-making related to banking operational activities and/or any decisions that may give rise to conflicts of interest.
4. In carrying out their duties, responsibilities, and authorities, Commissioners are prohibited from using the Company for personal, family, other company, or third-party interests in a manner that conflicts with laws, regulations, and the Company's code of ethics.

Board of Commissioners that have conflict of interest in the Company's transaction and/or corporate action must declare such conflict of interest and therefore he/she is not included in the decisionmaking process of such transaction and/or corporate action. Any transaction with a conflict of interest shall first obtain the approval of the independent shareholders prior to its execution.

In 2025 there were no BRI corporate transactions or actions containing conflict of interest by Board of Commissioners.

Independent Commissioner

The Board of Commissioners has fulfilled the requirements of OJK Regulation no. 17 of 2023, which was issued on September 14, 2023, and pertains to the Governance Implementation for Commercial Banks. The regulation states that the number of Independent Commissioners should be at least 50% (fifty per cent) of the total number of members of the Board of Commissioners. As of December 31, 2025, there were 3 (three) people out of 6 (six) members of the Board of Commissioners (50%). This composition ensures that the Company adheres to high corporate governance standards and provides transparent and independent oversight of the Company's activities.

Independent Commissioner Determination Criteria

The criteria for Independent Commissioners refer to the provisions of OJK Regulation no. 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks. The criteria for Independent Commissioners are as follows:

Period from January 1, 2025 to March 24, 2025

Independent Commissioner Criteria	Independent Commissioner						
	RR	DRL	HS	NS	AR	PPS	HBW
Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Issuer or Public Company in the following period	√	√	√	√	√	√	√
Do not own shares directly or indirectly in the Issuer or Public Company	√	√	√	√	√	√	√
Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or significant shareholder of the Issuer or Public Company	√	√	√	√	√	√	√
Does not have a business relationship, directly or indirectly related to the business activities of the Issuer or Public Company	√	√	√	√	√	√	√

Information :

RR Rofikoh Rokhim
DRL Dwi Ria Latifa
HS Heri Sunaryadi
NS Nurmaria Sarosa
AR Agus Riswanto
PPS Paripurna Poerwoko Sugarda
HBW Haryo Baskoro Wicaksono

Period from March 24, 2025 to December 31, 2025

Independent Commissioner Criteria	Independent Commissioner		
	PN	ES	LK
Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Issuer or Public Company in the following period	√	√	√
Do not own shares directly or indirectly in the Issuer or Public Company	√	√	√
Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or significant shareholder of the Issuer or Public Company	√	√	√
Does not have a business relationship, directly or indirectly related to the business activities of the Issuer or Public Company	√	√	√

Information :

PN Parman Nataatmadja **ES** Edi Susianto **LK** Lukmanul Khakim

Independent Commissioner's Statement

SURAT PERNYATAAN INDEPENDEN
PT. BANK RAKYAT INDONESIA (PERSERO) Tbk.

Rofikoh Rokhim

SURAT PERNYATAAN INDEPENDEN
PT. BANK RAKYAT INDONESIA (PERSERO) Tbk.

Saya yang bertanda tangan di bawah ini :

Nama	:	Dwi Ria Latifa
Tempat/tanggal lahir	:	Tanjung Balai Karimun / 1 Desember 1966
No KTP	:	
Alamat domisili (copy KTP)	:	
Nomor telepon rumah	:	
Jabatan	:	Komisaris Independen
Nama perusahaan	:	PT Bank Rakyat Indonesia (Persero) Tbk.
Nomor telepon perusahaan	:	021 5751620

Dengan ini menyatakan bahwa saya :

1. Merupakan pihak yang independen terhadap pemilik bank atau PSP
2. Tidak memiliki hubungan kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan lain yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Pelaksanaan Good Corporate Governance bagi Bank Umum.
3. Apabila dikemudian hari, saya ditemukan memiliki hubungan-hubungan sebagaimana dimaksud pada butir 1 diatas, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Mengetahui,
Sunarso
Direktur Utama PT BRI (Persero) Tbk.

Jakarta, 09 Desember 2020
Dwi Ria Latifa

Dwi Ria Latifa

Nurmaria Sarosa

Haryo Baskoro Wicaksono

Heri Sunaryadi

Paripurna Poerwoko Sugarda

Agus Riswanto

Parman Nataatmadja

Edi Susianto

Lukmanul Khakim

Board of Commissioners' Meetings

Meeting Policy

The implementation of the Board of Commissioners' meeting was regulated in the Board of Commissioners' Guidelines and Rules of Conduct.

1. Board of Commissioners Meetings, consisting of Internal Board of Commissioners Meetings and Board of Commissioners Meetings with the invitation of the relevant Field Director and/or Senior Executive Vice President (SEVP).
2. Meeting of the Board of Commissioners and Directors, namely a meeting of the Board of Commissioners with the Directors and/or with the relevant SEVP.

Meeting of the Board of Commissioners and Directors took place on an ongoing basis and can be initiated by the Board of Commissioners or the Board of Directors in order to obtain a unified view and alignment of actions, including the Board of Commissioners in supervising and providing advice.

Meeting Organizing Mechanism

1. Meetings of the Board of Commissioners shall be held periodically at least once a month.
2. Meeting with Directors shall be held periodically at least once in four months.
3. The meetings may be held at any time at the request of one or more Commissioners or at the request of the Directors, stating the matters to be discussed.
4. The meeting call must be made by the President Commissioner. If the President Commissioner is prevented or absent, which does not need to be proven to a third party, then the meeting call for the Board of Commissioners is made by the Deputy President Commissioner and if the Deputy President Commissioner is not present or absent or prevented, which does not need to be proven to a third party, then the meeting call can be made by a member of the Board of Commissioners.
5. The Meeting Call by the Board of Commissioners with the Board of Directors must be made in writing and delivered or submitted directly to each member of the Board of Commissioners with adequate receipt, or electronic mail (e-mail) no later than five days before the meeting is held, without taking into account the date of the call and the date of the meeting, or in a shorter time if in urgent circumstances.
6. The Board of Commissioners meeting invitation shall be in writing, and delivered physically or through electronic media.
7. The meeting invitations as stated above are not required for meetings that have been scheduled by the decision in the meeting held previously.
8. In special situations, which are extraordinary in nature (extraordinary situation) related to sudden proposals from the Board of Directors and require immediate decisionmaking, the Board of Commissioners may call a meeting in less than 1 (one) day or at any time through any media that is possible in the situation.
9. The meeting guidelines is set as follows:
    a. The meeting invitation must include the event/agenda, date, time, and venue of the meeting.
    b. The meeting is held at the Company's domicile or elsewhere within the territory of the Republic of Indonesia or at the Company's place of business.
    c. The agenda and schedule of the meeting are the responsibility of the Secretary of the Board of Commissioners by considering input from the Board of Commissioners.
    d. The Secretary of the Board of Commissioners is responsible for assisting, organizing and preparing the meeting, preparing, and distributing the meeting agenda and discussion materials.
    e. In the event that the Board of Commissioners meeting invites the Board of Directors/Directors, the Secretary of the Board of Commissioners may coordinate with the Company's Secretariat Division
    f. The materials for the Board of Commissioners meeting inviting the Board of Directors/Directors must be provided to the Board of Commissioners no later than three working days before the meeting takes place, so that the Board of Commissioners has the opportunity to review the information and/or request additional information before the meeting.
10. 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.
11. Meeting materials for the Board of Commissioners are distributed to all meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside of schedule, meeting materials can be submitted before the meeting is held.

Decision-Making

1. The decisions of the Board of Commissioners Meeting shall be based on deliberation to reach a consensus. If a decision based on deliberation to reach consensus is not reached, then the decision shall be taken by voting based on agreed votes of more than one-half of the total legitimate votes taken at the meeting.
2. The meeting chairman shall inform the conclusion and decision at the end of every meetingat.
3. All meeting decisions are binding for all members of the Board of Commissioners.
4. Any recommendations proposed by the Committee and requiring the approval of the Board of Commissioners can be made through a meeting mechanism and/or written approval from the Board of Commissioners (circular).

5. Member of the Board of Commissioners can have a proxy in the meeting by other member of the Board of Commissioners with written attorney specifically provided for such matter and a member of the Board of Commissioners can only represent one other member of the Board. In this proxy, the absence members of the Board of Commissioners can submit his/her opinions on the concurrence of the meeting discussions and this opinion will be legitimately valid.
6. If a member of the Board of Commissioners and/or Directors cannot attend the meeting physically, then a member of the Board of Commissioners and/or Directors shall participate in the discussion via teleconference, video conference, or other electronic media according to applicable rules.

Voting Rights

1. Voting rights in the meeting is stipulated as follows:
    a. Every Member of the Board of Commissioners has the right to cast one vote and one additional vote for a legitimate proxy at the meeting.
    b. The abstain voting considered as affirmative vote in the meeting. Invalid votes are considered nonexistent and are not counted to determine the number of votes cast in the meeting.
    c. Voting on persons is conducted with closed ballots without signature, whereas voting on other matters is carried out verbally, unless the chairman determines otherwise without objection based on the majority of votes present.
    d. Every Member of the Board of Commissioners who personally, in any way, directly or indirectly, has an, interest in a proposed transaction, contract or proposed contract in which the Company is a party, shall be declared the nature of its interests in a meeting and is not entitled to participate in voting on matters relating to the transaction or contract.
    e. Invited guests are not granted any authority in decision making.

2. The Board of Commissioners may also take a valid decision without holding the Board of Commissioners Meeting provided that all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners gave their written approval and sign the agreement. the decisions taken have the same validity as decisions taken legitimately at the Board of Commissioners Meetings.
3. Decision-making related to granting approval to the Board of Directors' proposal must be carried out no later than 15 (fifteen) working days since the final proposal is submitted or becomes an agenda for the Board of Commissioners Meeting and/or Board of Commissioners and Board of Directors Meeting or in writing for circular decisions;
4. All Board of Commissioners Meetings are chaired by the President Commissioner, and in the event that the President Commissioner is absent or unable to attend, in a matter that does not need to be proven to a third party, the Board of Commissioners Meeting is chaired by the Vice President Commissioner. In the event that the Vice President Commissioner is absent or unable to attend due to any reason, in a matter that does not need to be proven to a third party, the Board of Commissioners meeting shall be chaired by a member of the Board of Commissioners present and elected at the meeting.
5. In every meeting, minutes of the meeting must be made containing the matters discussed and matters decided. The minutes of the meeting are valid evidence for the Members of the Board of Commissioners and for third parties regarding the decisions taken in the relevant meeting.

Meeting of The Board of Commissioners

2025 Meeting Plan

The 2025 Board of Commissioners Meeting Plans and Joint Meeting of the Board of Commissioners with the Board of Directors:

No	Key Materials/Discussion Agenda
1	Realization and Periodic Evaluation of Company Performance, including the 2024 Consolidated Financial Statements (Audited)
2	Proposed Bank Business Plan (RBB) and Company Work Plan and Budget (RKAP) for the following year, along with revisions
3	Proposed BRI Sustainable Finance Action Plan
4	Meeting of the Board of Commissioners
5	Evaluation and/or Appointment of a Public Accounting Firm (KAP).
6	Preparation for the 2025 Annual General Meeting of Shareholders
7	Nomination of the Company's Management and Subsidiaries of PT Bank Rakyat Indonesia (Persero) Tbk
8	Remuneration of the Company's Management

No	Key Materials/Discussion Agenda
9	Proposed Collegial Key Performance Indicators (KPI) for the Board of Directors
10	Review of Human Resource Management Strategy
11	Changes to the Organizational Structure of PT Bank Rakyat Indonesia (Persero) Tbk
12	Credit Approval Report by the Board of Directors to the Board of Commissioners
13	Discussion of the Parent Risk Profile and Integrated Risk Profile.
14	Semester-Only Monitoring of Bank Soundness Level
15	Monitoring of Semester-Only Compliance Function
16	Implementation Report on the Implementation of AML, CFT, PPPSPM Policies
17	Report on the Implementation of Anti-Fraud Strategies
18	Report on the Main Audit Results at BRI and Subsidiaries and Quarterly Reports
19	Review of the Implementation of Integrated Governance in Financial Conglomerates
20	Evaluation of Supporting Organs of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk
21	Board of Commissioners Working Meeting

2026 Meeting Plan

The 2026 Board of Commissioners Meeting Plans and Joint Meeting of the Board of Commissioners with the Board of Directors:

No	Key Material/Discussion Agenda
1	Realization and Periodic Evaluation of Company Performance, including the 2025 Consolidated Financial Statements (Audited)
2	Proposed Bank Business Plan (RBB) and Company Work Plan and Budget (RKAP) for the following year, along with revisions
3	Proposed BRI Sustainable Finance Action Plan
4	Update on the Company's Business Strategy for each loan segment
5	Nomination of the Company's Management and Subsidiaries of PT Bank Rakyat Indonesia (Persero) Tbk
6	Remuneration of the Company's Management
7	Proposed Collegial Key Performance Indicators (KPI) for the Board of Directors
8	Review of Human Resource Management Strategy
9	*Monitoring the implementation of Brivolution Reignite*
10	Credit Approval Report by the Board of Directors to the Board of Commissioners
11	Discussion of the Parent Risk Profile and Integrated Risk Profile.
12	Semester-Only Monitoring of Bank Soundness Level
13	Monitoring of Semester-Only Compliance Function
14	Implementation Report on the Implementation of AML, CFT, PPPSPM Policies
15	Report on the Implementation of Anti-Fraud Strategies
16	Report on the Main Audit Results at BRI and Subsidiaries and Quarterly Reports
17	Performance Review of Controlled Entities and Subsidiaries as part of BRI Group supervision
18	Evaluation of Supporting Organs of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk
19	Meeting of the Board of Commissioners
20	Evaluation of Supporting Organs of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk
21	Preparation for the 2026 Annual General Meeting of Shareholders
22	Board of Commissioners Working Meeting

No	Key Material/Discussion Agenda
23	Changes to the Organizational Structure of PT Bank Rakyat Indonesia (Persero) Tbk
24	Evaluation and/or Appointment of a Public Accounting Firm (KAP).
25	Supervision of ICoFR implementation

Realization of The Board of Commissioners Meeting

REALIZATION OF MEETING OF THE BOARD OF COMMISSIONERS

Board of Commissioners Meeting for the Period from January 1, 2025 to March 24, 2025

No	Day & Date	Agenda	KW	ANN	RR	RIH	DRL	HS	NS	PPS	AR	HBW	Present Commissioner	Total Board of Commissioners	Quorum	Board of Directors	SEVP
1	Tuesday, January 7, 2025	Discussion on the Proposal for Approval of the 2025 Board of Directors' Collegial KPI	1	1	1	1	1	1	1	1	1	1	10	10	100%	Viviana Dyah Ayu R.K (Director of Finance)	
2	Tuesday, January 7, 2025	Approval of the 2025 Annual Audit Plan (PAT)	0	1	1	1	1	1	1	1	1	1	9	10	90%		Yulianto Setiawan (SKAI)
3	Tuesday, January 7, 2025	Update on the Progress of ICoFR Implementation	0	1	1	1	1	1	1	1	1	1	9	10	90%	A Solichin Lutfianto (Dir.Kep); Agus Sudiarto (Dir MR); Viviana Dyah Ayu R.K (Dir. Keu))	
4	Tuesday, January 14 2025	Credit Consultation	1	1	1	1	1	1	1	1	1	1	10	10	100%	Agus Sudiarto (Dir MR); Amam Sukriyanto (Dir Bisnis Kecil & Menengah)	
5	Tuesday, January 21, 2025	Strategy for Managing Negative News/Sentiment from External and Internal Sources	1	1	1	1	1	1	1	1	1	1	10	10	100%	-	-
6	Tuesday, January 21, 2025	Risk Profile for Q4/2024 and Bank Soundness Level for Semester II/2024	1	1	1	1	1	1	1	1	1	1	10	10	100%	A Solichin Lutfianto (Dir.Kep); Agus Sudiarto (Dir MR);	
7	Thursday, Januariy 30, 2025	Implementation Report and Main Highlights of the Q4 2024 Audit Report	1	0	1	1	1	1	1	1	1	1	9	10	90%		Yulianto Setiawan (SKAI)
8	Tuesday, February 4, 2025	1. Preparation for the 2024 Annual GMS; 2. Appointment of the 2024 GMS leadership.	1	1	1	1	1	1	1	1	1	0	9	10	90%		
9	Tuesday, February 4, 2025	2024 Board of Directors Performance Evaluation	1	1	1	1	1	1	1	1	1	0	9	10	90%	Sunarso (President Director)	

No	Day & Date	Agenda	KW	ANN	RR	RIH	DRL	HS	NS	PPS	AR	HBW	Present Commissioner	Total Board of Commissioners	Quorum	Board of Directors	SEVP
10	Tuesday, February 11, 2025	Implementation of the Anti-Fraud Strategy for Semester II 2024	1	1	1	1	1	1	1	1	1	1	10	10	100%	A Solichin Lutfianto (Dir.Kep); Agus Sudiarto (Dir MR);	Yulianto Setiawan (SKAI)
11	Tuesday, February 11, 2025	Compliance Report for Semester II 2024	1	1	1	1	1	1	1	1	1	1	10	10	100%	A Solichin Lutfianto (Dir.Kep)	
12	Tuesday, February 11, 2025	Implementation of BRI's Anti-Fraud and Counter-Terrorism (AML/CFT) Policy for Quarter-II of 2024	1	1	1	1	1	1	1	1	1	1	10	10	100%	A Solichin Lutfianto (Dir.Kep)	
13	Monday, February 17, 2025	Approval of the Revised Update of BRI's Recovery Plan for 2024-2025	1	1	1	0	1	1	1	1	1	1	9	10	90%	Agus Sudiarto (Dir MR);	
14	Tuesday, February 25, 2025	Appointment of the 2025 GMS leadership	-	1	1	-	-	1	1	1	1	1	7	7	100%	-	-
15	Tuesday, March 4, 2025	Update on Business Conditions for Quarter-II of 2024, Future Strategic Plan, and Governance Implementation at PT Permodalan Nasional Madani (PNM)	-	1	1	-	-	1	1	1	1	1	7	7	100%	Sunarso (President Director); Supari (Director of Micro Business); Viviana Dyah Ayu R.K (Director of Finance)	-
16	Tuesday, March 4, 2025	Results of the Micro Manpower Planning Review	-	1	1	-	-	1	1	1	1	1	7	7	100%	Agus Winardono (Dir HC);	Yulianto Setiawan (SKAI)
17	Tuesday, March 4, 2025	SKAI investigative audit results	-	1	1	-	-	1	1	1	1	1	7	7	100%		Yulianto Setiawan (SKAI)
18	Tuesday, March 11, 2025	IT governance and security systems in BRI applications	-	1	1	-	-	1	1	1	1	1	7	7	100%	Arga Mahana (Dir IT);	Yulianto Setiawan (SKAI)
19	Tuesday, March 11, 2025	Update on Business Conditions for Quarter-II of 2024, 2025 Strategic Plan, and Evaluation of Governance Implementation at PT Pegadaian (Pegadaian)	-	1	1	-	-	1	1	1	1	1	7	7	100%	Sunarso (Direktur Utama); Supari (Dir Bisnis Mikro); Viviana Dyah Ayu R.K (Dir. Keu)	
20	Tuesday, March 18, 2025	Condition Update Business for Quarter-II of 2024, 2025 Strategic Plan, and Evaluation of PT BRI Ventura Investama (BRI Ventures) Governance Implementation	-	1	1	-	-	1	1	1	1	1	7	7	100%	Sunarso (Direktur Utama); Viviana Dyah Ayu R.K (Dir. Keu)	

Notes :
0 : Not present 1 : Present

KW Kartika Wirjoatmodjo
ANN Awan Nurmawan Nuh
RR Rofikoh Rokhim
RIH Rabin Indrajad Hattari
DRL Dwi Ria Latifa
HS Heri Sunaryadi
NS Nurmaria Sarosa
PPS Paripurna Poerwoko Sugarda
AR Agus Riswanto
HBW Haryo Baskoro Wicaksono

Board of Commissioners Meeting for the Period from March 24, 2025 to December 31, 2025

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Present Commissioner	Total Board of Commissioners	Quorum	Board of Directors	Quorum
21	Wednesday, April 9, 2025	Meeting of the Board of Commissioners	1	1	-	-	-	-	2	2	100%	-	-
22	Tuesday, April 15, 2025	a. Update on business conditions for the second half of 2024, the 2025 strategic plan, and evaluation of the implementation of corporate governance at PT BRI Life; b. Discussion on the evaluation of the implementation of the Board of Commissioners' oversight.	1	1	-	-	-	-	2	2	100%	Viviana Dyah Ayu R.K (Director of Finance)	-
23	Tuesday, April 15, 2025	a. Update on Business Conditions for the second half of 2024, Future Strategic Plans, and the Implementation of Corporate Governance at PT BRI Multifinance Indonesia; b. Discussion on the Evaluation of the Implementation of Corporate Supervision by the Board of Commissioners at PT BRI Multifinance Indonesia	1	1	-	-	-	-	2	2	100%	Alexander Dippo Paris Y. S (Dir Commercial),	-
24	Tuesday, April 22, 2025	Performance Evaluation of PT Bank Raya Indonesia, Corporate Governance, and the Implementation of Corporate Supervision by the Board of Commissioners at PT Bank Raya Indonesia Tbk for the second half of 2024	1	1	-	-	-	-	2	2	100%	Hery Gunardi (President Director); Agus Noorsant (Deputy President Director); Akhmad Purwakajaya (Director of Micro)	100%
25	Tuesday, April 29, 2025	Risk Profile for Quarter-I of 2025	1	1	-	-	-	-	2	2	100%	Hery Gunardi (President Director); Agus Noorsant (Deputy President Director); A Solichin (Director of HC & Compliance); Viviana (Director of Finance); Akhmad Purwaka (Director of Micro); A Dippo (Director of Commercial); Farida (Director of Treasury); Riko (Director of Corp Banking); Aquarius (Director of Network); Nancy (Director of Consumer); Hakim (Director of Ops); Mucharom (Director of Mr); Saladin (Director of IT)	100%

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Present Commissioner	Total Board of Commissioners	Quorum	Board of Directors	Quorum
26	Tuesday, May 6, 2025	a. Update on business conditions for the second half of 2024, the 2025 strategic plan, and evaluation of the implementation of corporate governance at PT BRI Asuransi Indonesia (BRINS); b. Discussion on the evaluation of the implementation of corporate supervision by the Board of Commissioners	1	1	-	-	-	-	2	2	100%	Viviana Dyah Ayu R.K (Director of Finance)	100%
27	Tuesday, May 6, 2025	Audit Implementation Report and Key Highlights for Quarter-I of 2025	1	1	-	-	-	-	2	2	100%		Yulianto Setiawan (SKAI)
28	Tuesday, May 20, 2025	Evaluation of the Performance, Governance, and Supervision of the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS) for Quarter-II of 2024 and Quarter-I of 2025	1	1	-	-	-	-	2	2	100%	Farida (Director of Treasury), Viviana (Director of Finance)	
29	Tuesday, May 20, 2025	a. Business condition update for Quarter-II of 2024, 2025 strategic plan, and evaluation of the implementation of governance at PT BRI Manajemen Investasi (BRI-MI); b. Discussion on the evaluation of the implementation of supervision by the Board of Commissioners.	1	1	-	-	-	-	2	2	100%	Nancy (Dir Consumer)	
30	Tuesday, May 27, 2025	Request for Approval of Amendments to Anti-Money Laundering (AML), Counter-Terrorism Financing (CFT), and Counter-Proliferation of Weapons of Mass Destruction (PPPSPM) Policies.	1	1	-	-	-	-	2	2	100%	A Solichin (Dir Hc & Compliance)	
31	Thursday, June 5, 2025	Credit Consultation	1	1	-	-	-	-	2	2	100%	Riko (Dir Corp Banking)	Ety Yuniarti (Retail Risk)
32	Tuesday, June 17, 2025	Review of liquidity risk management and treasury balance sheet structure	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu), Farida (Dir Treasury), Mucharom (Dir Mr),	Ety Yuniarti (Retail Risk)
33	Tuesday, July 1, 2025	Loan Consultation	1	1	-	-	-	-	2	2	100%	Riko (Dir Corp Banking), Mucharom (Dir Mr)	
34	Tuesday, July 15, 2025	BRI Supervised Branch Office Performance Update	1	1	-	-	-	-	2	2	100%	Farida (Dir Treasury), Mucharom (Dir Mr),	
35	Tuesday, July 22, 2025	Risk Profile for Quarter-II of 2025, Bank Soundness Level for the First Half of 2025, and Anti-Fraud Strategy for the First Half of 2025	1	1	-	-	-	-	2	2	100%	Mucharom (Dir Mr)	Yulianto (SKAI), Ety Yuniarti (Retail Risk)

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Present Commis-sioner	Total Board of Commis-sioners	Quorum	Board of Directors	Quorum
36	Tuesday, July 22, 2025	Implementation of anti-money laundering, counter-terrorism financing, and counter-funding of weapons of mass destruction (AML, CFT, and PPPSPM) policies for the first half of 2025	1	1	-	-	-	-	2	2	100%	Solichin (Dir Hc & Compliance)	
37	Tuesday, July 22, 2025	Approval of BRI's Revised 2025 Risk Appetite Statement	1	1	-	-	-	-	2	2	100%	Mucharom (Dir Mr)	Yulianto (SKAI), Ety Yuniarti (Retail Risk)
38	Tuesday, July 22, 2025	Implementation of the Compliance Function for the First Half of 2025	1	1	-	-	-	-	2	2	100%		Yulianto (SKAI),
39	Tuesday, July 29, 2025	Audit Implementation Report and Highlights for the First Half of 2025 and Quarter-II of 2025	1	1	-	-	-	-	2	2	100%		Yulianto (SKAI),
40	Tuesday, August 5, 2025	Approval of the 2025 Annual Audit Planning Addendum	1	1	-	-	-	-	2	2	100%		Yulianto (SKAI),
41	Tuesday, August 5, 2025	PMO Performance Update: BRIvolution Reignite	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu),	
42	Tuesday, August 19, 2025	Loan Consultation	1	1	-	-	-	-	2	2	100%	Riko (Dir Corp Banking), Mucharom (Dir Mr)	
43	Tuesday, August 19, 2025	Approval of Adjustments to the 2025 Annual Audit Planning (PAT) Addendum	1	1	-	-	-	-	2	2	100%		Yulianto (SKAI),
44	Tuesday, August 26, 2025	a. Update on Business Conditions for the First Half of 2025, the 2025 Strategic Plan, and Evaluation of the Implementation of Good Corporate Governance at PT Permodalan Nasional Madani (PNM); b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu), Akhmad Purwaka (Dir Micro)	
45	Tuesday, September 02, 2025	Proposed Approval of BRI's 2025 Collegial and Individual KPIs	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu)	
46	Tuesday, September 02, 2025	a. Update on Business Conditions for the First Half of 2025, the 2025 Strategic Plan, and Evaluation of the Implementation of Good Corporate Governance at PT Pegadaian; b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners.	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu), Akhmad Purwaka (Dir Micro)	
47	Tuesday, September 09, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT Asuransi BRI Indonesia (BRINS); b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Asuransi BRI Indonesia (BRINS)	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu), Hakim (Dir Ops)	

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Present Commissioner	Total Board of Commissioners	Quorum	Board of Directors	Quorum
48	Tuesday, September 09, 2025	a. Business Condition Update for Semester I/2025, 2025 Strategic Plan, and Evaluation of Governance Implementation of PT BRI Life; b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners.	1	1	-	-	-	-	2	2	100%	Viviana (Dir Keu), Nancy (Dir Consumer)	
49	Tuesday, September 09, 2025	Funding Transactions & Distribution Strategy Update	1	1	-	-	-	-	2	2	100%	Aquarius (Dir Network)	
50	Tuesday, September 23, 2025	State Funds Placement Distribution Strategy at BRI	1	1	1	-	-	-	3	3	100%	Viviana (Dir Keu), Farida (Dir Treasury), Riko (Dir Corp Banking), Mucharom (Dir Mr)	
51	Tuesday, September 30, 2025	a. Business Condition Update for Quarter-I of 2025, Future Strategic Plan, and Governance Implementation of PT BRI Investment Management (BRIMI); b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Investment Management (BRIMI)	1	1	1	-	-	-	3	3	100%	Nancy (Dir Consumer)	
52	Tuesday, September 30, 2025	a. Business Condition Update for Quarter-I of 2025, Future Strategic Plan, and Governance Implementation of PT BRI Danareksa Sekuritas (BRIDS); b. Discussion of the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS)	1	1	1	-	-	-	3	3	100%	Hery Gunardi (Dirut), Viviana (Dir Keu), Farida (Dir Treasury)	
53	Tuesday, October 07, 2025	Business Condition Update for Quarter-I of 2025, Strategic Plan and Governance of PT BRI Ventura Investama (BVI), and Legal Case Update on the Tani Hub Group Investment	1	1	1	-	-	-	3	3	100%	Riko (Dir Corp Banking)	
54	Tuesday, October 14, 2025	Loan Consultation	1	1	1	-	-	-	3	3	100%	Mucharom (Dir Mr), Riko (Dir Corp Banking)	
55	Tuesday, October 14, 2025	a. Business Condition Update for Quarter-I of 2025, Future Strategic Plan, and Governance Implementation of PT Bank Raya Indonesia Tbk (Bank Raya); b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Bank Raya Indonesia Tbk (Bank Raya)	1	1	1	-	-	-	3	3	100%	Hery Gunardi (Dirut), Viviana (Dir Keu), Mucharom (Dir Mr), Saladin (Dir IT)	

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Present Commis-sioner	Total Board of Commis-sioners	Quorum	Board of Directors	Quorum
56	Tuesday, October 21, 2025	a. 2025 Human Capital Strategy Update; b. 2025 Human Capital Development Program Update	1	1	1	-	-	-	3	3	100%	A Solichin (Dir Hc & Compliance)	Steven (HC)
57	Tuesday, October 21, 2025	Human Capital Safeguard Framework - Governance & Reporting System, Handling, Mitigation, and Protection of Workers from Fraud & Organized Crime Risks-	1	1	1	-	-	-	3	3	100%	A Solichin (Dir Hc & Compliance),	Steven (HC)
58	Tuesday, October 21, 2025	Evaluation of Governance, Policies, and SOPs in the Goods and Services Procurement Process	1	1	1	-	-	-	3	3	100%	Farida (Dir Treasury)	
59	Tuesday, October 28, 2025	Risk Profile for Quarter- III of 2025	1	1	1	1	-	-	4	4	100%	Mucharom (Dir Mr)	
60	Tuesday, October 28, 2025	Report on the Implementation and Highlights of the Internal Audit Results for Quarter-III of 2025	1	1	1	1	-	-	4	4	100%		Yulianto (SKAI)
61	Tuesday, November 04, 2025	Discussion of the Reinventing Market Landscape Plan, BVI Historical Performance, Strategy Roadmap, Mapping Pipeline & BVI Synergy, Tanihub Updates.	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Dirut), Viviana (Dir Keu), Riko (Dir Corp Banking)	
62	Tuesday, November 04, 2025	a. Business Condition Update for Semester I, 2025, Future Strategic Plan, and Governance Implementation of PT BRI Multifinance Indonesia b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Multifinance Indonesia	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Dirut), Viviana (Dir Keu), A Dippo (Dir Commercial)	
63	Tuesday, November 11, 2025	Audit Review of Top Debtors with High Exposure and Politically Exposed Persons (PEP)	1	1	1	1	-	-	4	4	100%		Yulianto (SKAI)
64	Tuesday, November 11, 2025	Loan Consultation	1	1	1	1	-	-	4	4	100%	Riko (Dir Corp Banking), Mucharom (Dir Mr)	100%
65	Tuesday, November 11, 2025	Update of the Top 50 Debtors with High-Risk Exposure	1	1	1	1	-	-	4	4	100%	Riko (Dir Corp Banking), Mucharom (Dir Mr)	100%
66	Tuesday, November 18, 2025	Loan Consultation	1	1	1	1	-	-	4	4	100%	Riko (Dir Corp Banking), Mucharom (Dir Mr)	100%
67	Tuesday, November 18, 2025	Legal risk management, governance, and legal case management for BRI	1	1	1	1	-	-	4	4	100%	A Solichin (Dir Hc & Compliance), Mucharom (Dir Mr)	100%

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Present Commissioner	Total Board of Commissioners	Quorum	Board of Directors	Quorum
68	Tuesday, November 25, 2025	Approval of the 2025 BRI Recovery Plan Update	1	1	1	1	-	-	4	4	100%	Mucharom (Dir Mr)	100%
69	Tuesday, November 25, 2025	Update on BRI's KUR Governance	1	1	1	1	-	-	4	4	100%	Viviana (Dir Keu), Akhmad Purwaka (Dir Micro), Hakim (Dir Ops),	Yulianto (SKAI), Ety Yuniarti (Retail Risk)
70	Tuesday, December 2, 2025	Loan Consultation	1	1	1	1	-	-	4	4	100%	Riko (Dir Corp Banking), Mucharom (Dir Mr)	Babas Bastma (wholesale)
71	Tuesday, December 9, 2025	Update on the KPI Governance for Micro Businesses up to the Ministerial Level	1	1	1	1	-	-	4	4	100%		Yulianto (SKAI), Ety Yuniarti (Retail Risk)
72	Monday, December 15, 2025	Additions and Exceedances of Credit PH in 2025; Disaster Management and Impact on NPLs	1	1	1	1	-	-	4	4	100%	Viviana (Dir Keu), Mucharom (Dir Mr)	Ety Yuniarti (Retail Risk)
73	Monday, December 15, 2025	Profit and Loss Performance by Segment and Product	1	1	1	1	-	-	4	4	100%		100%
74	Monday, December 15, 2025	Approval of the 2026 Annual Audit Plan (PAT)	1	1	1	1	-	-	4	4	100%		100%

Notes:
1. Heri Sunaryadi resigned as Chairman on March 24, 2025.
2. Rofikoh Rokhim, Nurmaria Sarosa, Paripurna P. Sugarda, Agus Riswanto, and Haryo Baskoro Wicaksono resigned as Chairman on March 24, 2025.
3. Kartika Wirjoatmodjo, based on OJK voting rights, completed her term of office on February 18, 2025, and was effectively reappointed at the BRI AGM on March 24, 2025.
4. OJK voting rights: Rabin Indrajad Hattari and Dwi Ria Latifa completed their terms of office on February 18, 2025, and effectively resigned at the BRI AGM on March 24, 2025.
5. Edi Susianto, Parman Nataatmadja, Helvi Yuni Moraza, and Lukmanul Khakim were appointed on March 24, 2025.
6. Passed the fit and proper test. OJK test: Parman Nataatmadja (15 September 25); Edi Susianto (24 October 25); Helvi Yuni Moraza and Lukmanul Khakim (19 December 25)

Note :
0 : Not Present 1 : Present

KW Kartika Wirjoatmodjo
ANN Awan Nurmawan Nuh
PN Parman Nataatmadja
ED Edi Susianto
HYM Helvi Yuni Moraza
LK Lukmanul Khakim

REALIZATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTOR MEETING

Board of Commissioners and Board of Directors Meeting for the Period from January 1, 2025 to March 24, 2025

No	Day & Date	Agenda	KW	ANN	RR	RIH	DRL	HS	NS	PPS	AR	HBW	Commissioners present	Total Commissioners	Quorum	Board of Directors	SEVP
1	Thursday, January 30, 2025	Audit Report on the Consolidated Financial Statements as of December 31, 2024	1	0	1	1	1	1	1	1	1	1	9	10	90%	Viviana (Dir. Finance)	Yulianto (SKAI)
2	Tuesday, February 11, 2025	Integrated Risk Profile, Implementation of the Integrated Compliance Function, and Assessment of the Adequacy of Integrated Internal Controls for Semester II/2024	1	1	1	1	1	1	1	1	1	1	10	10	100%	Agus Sud (Dir. Risk Management), Viviana (Dir. Finance), A Solichin (Dir. Compliance)	Yulianto (SKAI)

No	Day & Date	Agenda	KW	ANN	RR	RIH	DRL	HS	NS	PPS	AR	HBW	Commissioners present	Total Commissioners	Quorum	Board of Directors	SEVP
3	Tuesday, February 11, 2025	1. Realization of the Financial Statements for Quarter-IV of 2024; and 2. Evaluation of the Realization of the Bank's Business Plan (RBB), Collegial KPIs (KM), and the Work Plan and Budget (RKAP) for Quarter-IV of 2024.	1	1	1	1	1	1	1	1	1	1	10	10	100%	Sunarso (Pres Dir), Catur Budi (Vice Pres Dir), Supari (Dir Bisnis Mikro), Handayani (Dir. Consumer), A Solichin (Dir. Compliance), Agus Noor (Dir. Wholesale & Institutional Bussiness), Agus Sud (Dir. Risk Management), Amam (Dir. Small and Medium), Agus Win (Dir HC), Viviana (Dir. Finance), Arga (Dir IT), Andrijanto (Dir. Network & Services)	Sunarso (Pres Dir), Catur Budi (Vice Pres Dir), Supari (Dir Bisnis Mikro), Handayani (Dir. Consumer), A Solichin (Dir. Compliance), Agus Noor (Dir. Wholesale & Institutional Bussiness), Agus Sud (Dir. Risk Management), Amam (Dir. Small and Medium), Agus Win (Dir HC), Viviana (Dir. Finance), Arga (Dir IT), Andrijanto (Dir. Network & Services) Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Management and Procurement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC)
4	Monday, February 17, 2025	Adjustment to the 2025 RKAP and Evaluation of the Bank's Business Plan (RBB) for 2025-2027 and Realization of the 2024 RBB	1	1	1	1	1	1	1	1	1	1	10	10	100%	Sunarso (Pres Dir), Catur Budi (Vice Pres Dir), Supari (Dir Bisnis Mikro), Handayani (Dir. Consumer), A Solichin (Dir. Compliance), Agus Noor (Dir. Wholesale & Institutional Bussiness), Agus Sud (Dir. Risk Management), Amam (Dir. Small and Medium), Agus Win (Dir HC), Viviana (Dir. Finance), Arga (Dir IT), Andrijanto (Dir. Network & Services)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Management and Procurement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC)
5	Tuesday, February 25, 2025	Performance Update in January 2025		1	1			1	1	1	1	1	7	10	70%	Agus Sud (Dir. Risk Management), Viviana (Dir. Finance)	
6	Tuesday, March 11, 2025	Closing Meeting of the Audit of the Financial Statements of the Company's Micro and Small Enterprise Funding Program (PUMK) for the 2024 Fiscal Year		1	1			1	1	1	1	1	7	10	70%	Supari (Dir Bisnis Mikro), Viviana (Dir. Finance),	

Note :
0 : Not Present 1 : Present

KW Kartika Wirjoatmodjo
ANN Awan Nurmawan Nuh
RR Rofikoh Rokhim
RIH Rabin Indrajad Hattari
DRL Dwi Ria Latifa
HS Heri Sunaryadi
NS Nurmaria Sarosa
PPS Paripurna Poerwoko Sugarda
AR Agus Riswanto
HBW Haryo Baskoro Wicaksono

Board of Commissioners and Board of Directors Meeting for the Period from March 24, 2025 to December 31, 2025

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Commissioners present	Total Commissioners	Quorum	Board of Directors	SEVP
7	Wednesday, April 9, 2025	Proposed Changes to BRI's Organization in 2025	1	1	-	-	-	-	2	2	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	
8	Monday, April 28, 2025	Results of the Internal Audit Unit's Audit Review of BRI's Financial Statements for Quarter-I of 2025	1	1	-	-	-	-	2	2	100%	Viviana (Dir. Finance)	Yulianto (SKAI)
9	Tuesday, April 29, 2025	1. Performance Realization for the First Quarter of 2025; 2. Evaluation of the Realization of the Business Plan for Quarter-I of 2025; and 3. Evaluation of the Realization of the Collegial KPI for Quarter-I of 2025	1	1	-	-	-	-	2	2	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Manag & Procirement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC), Ety Yuniarti (Retail Risk)
10	Tuesday, June 10, 2025	Update on Follow-up to the Determination of POJK 30/2024; Request for Approval of the Financial Conglomerate Corporate Plan	1	1	-	-	-	-	2	2	100%	Viviana (Dir. Finance) A Dippo (Dir Commercial)	
11	Monday, June 23, 2025	Discussion of the 2025-2027 Business Plan and Revision of the Revised 2025 Work Plan and Budget	1	1	-	-	-	-	2	2	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Manag & Procirement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC), Ety Yuniarti (Retail Risk)
12	Tuesday, July 29, 2025	Realization of the Financial Statements for Quarter-II of 2025; and Evaluation of the Realization of the Business Plan, Collegial KPI (KM), and Work Plan and Budget for Quarter-II of 2025	1	1	-	-	-	-	2	2	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Manag & Procirement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC), Ety Yuniarti (Retail Risk)
13	Tuesday, July 29, 2025	Proposed Changes to BRI's Organization in 2025	1	1	-	-	-	-	2	2	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Manag & Procirement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC), Ety Yuniarti (Retail Risk)
14	Tuesday, July 29, 2025	Results of the Internal Audit Unit's Audit Review of BRI's Financial Statements for Quarter-II of 2025	1	1	-	-	-	-	2	2	100%		Yulianto (SKAI)
15	Tuesday, August 26, 2025	Evaluation of the Implementation of Integrated Governance of the Financial Conglomerate of PT Bank Rakyat Indonesia (Persero) Tbk. for the First Semester of 2025	1	1	-	-	-	-	2	2	100%	A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Mucharom (Dir. Risk Management),	Yulianto (SKAI)

No	Day & Date	Agenda	KW	ANN	PN	ED	HYM	LK	Commissioners present	Total Commissioners	Quorum	Board of Directors	SEVP
16	Monday, October 27, 2025	Results of the internal audit review of BRI's Financial Statements for Quarter-III of 2025	1	1	1	1	-	-	4	4	100%		Yulianto (SKAI)
17	Tuesday, October 28, 2025	a. Performance and Realization of the Business Plan (RBB) for the Third Quarter of 2025; b. 2026 Work Plan and Budget (RKAP); c. Evaluation of the Functions, Effectiveness, and Cross-Functional Synergy of the PMO	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Manag & Procirement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC), Ety Yuniarti (Retail Risk), Babas Bastma (wholesale)
18	Tuesday, November 25, 2025	a Approval of BRI's 2026-2028 Business Plan and BRI's 2026 Work Plan and Budget; b. Approval of BRI's 2026 Business Plan and Budget	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	Yulianto (SKAI), A Royadi (Treasury), Aestika (Fixed Asset Manag & Procirement), M Candra (Ultra Micro), I Nyoman (Operations), Steven (HC), Ety Yuniarti (Retail Risk), Babas Bastma (wholesale)
19	Tuesday, December 2, 2025	Corporate Logo Adjustment Approval	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	
20	Tuesday, December 9, 2025	Discussion on the Application for Approval of Interim Dividends for the 2025 Fiscal Year	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir),	
21	Tuesday, December 9, 2025	Discussion of the Conglomerate Management Structure and Framework Plan, Financial Conglomerate Management Infrastructure, and the Journey of Implementing Financial Conglomerate Management	1	1	1	1	-	-	4	4	100%	Hery Gunardi (Pres Dir), Agus Noor (Vice Pres Dir), A Solichin (Dir Hc & Compliance), Viviana (Dir. Finance), Akhmad Purwaka (Dir Micro), A Dippo (Dir Commercial), Farida (Dir Treasury), Riko (Dir Corp Banking), Aquarius (Dir Network), Nancy (Dir Consumer), Hakim (Dir Ops), Mucharom (Dir. Risk Management), Saladin (Dir IT)	

Notes:
1. Heri Sunaryadi resigned as Chairman on March 24, 2025.
2. Rofikoh Rokhim, Nurmaria Sarosa, Paripurna P. Sugarda, Agus Riswanto, and Haryo Baskoro Wicaksono resigned as Chairman on March 24, 2025.
3. Kartika Wirjoatmodjo, based on OJK voting rights, completed her term on February 18, 2025, and was effectively reappointed at the BRI AGM on March 24, 2025.
4. OJK voting rights: Rabin Indrajad Hattari and Dwi Ria Latifa completed their terms on February 18, 2025, and effectively resigned at the BRI AGM on March 24, 2025.
5. Edi Susianto, Parman Nataatmadja, Helvi Yuni Moraza, and Lukmanul Khakim were appointed on March 24, 2025.
6. Passed the fit and proper test. OJK: Parman Nataatmadja (15 September 25); Edi Susianto (24 October 25); Helvi Yuni Moraza and Lukmanul Khakim (19 December 25)

Notes :
0 : Not Present 1 : Present

KW Kartika Wirjoatmodjo
ANN Awan Nurmawan Nuh
PN Parman Nataatmadja
ED Edi Susianto
HYM Helvi Yuni Moraza
LK Lukmanul Khakim

Meeting Frequency and Attendance

Name	Position	Board of Commissioners Meeting			Meeting of the Board of Commissioners and Board of Director			AGMS		
		Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage
Kartika** Wirjoatmodjo	President Commissioner	67	65	97%	19	19	100%	1	1	100%
Rofikoh Rokhim*	Vice President Commissioner / Independent Commissioner	20	20	100%	6	6	100%	1	1	100%
Rabin Indrajad Hattari*	Commissioner	13	12	92%	4	4	100%	1	1	100%
Dwi Ria Latifa*	Independent Commissioner	13	13	100%	4	4	100%	1	1	100%
Awan Nurmawan Nuh*	Commissioner	74	73	99%	21	20	95%	1	1	100%
Heri Sunaryadi*	Independent Commissioner	20	20	100%	6	6	100%	1	1	100%
Agus Riswanto*	Independent Commissioner	20	20	100%	6	6	100%	1	1	100%
Paripurna P. Sugarda*	Independent Commissioner	20	20	100%	6	6	100%	1	1	100%
Nurmaria Sarosa*	Independent Commissioner	20	20	100%	6	6	100%	1	1	100%
Haryo Baskoro Wiaksono*	Independent Commissioner	20	18	90%	6	6	100%	1	1	100%
Parman Nataatmadja	Wakil Komisaris Utama/ Independen	25	25	100%	6	6	100%	1	1	100%
Edi Susianto	Independent Commissioner	16	16	100%	6	6	100%	1	1	100%
Helvi Yuni Moraza	Commissioner	-	-	-	-	-	-	1	1	100%
Lukmanul Khakim	Independent Commissioner	-	-	-	-	-	-	1	1	100%

Notes:
*) Rofikoh Rokhim, Heri Sunaryadi, Nurmaria Sarosa, Paripurna P. Sugarda, Agus Riswanto dan Haryo Baskoro Wicaksono ceased to serve as of March 24, 2025
**) Kartika Wirjoatmodjo based on OJK's Voting Rights ceased to serve as of February 18, 2025, and was effectively re-nominated in BRI's AGMS on March 24, 2025
- Rabin Indrajad Hattari and Dwi Ria Latifa based on OJK's Voting Rights completed their term of office on February 18, 2025, and effectively ceased to serve in BRI's AGMS on March 24, 2025
- Appointed at the BRI Annual General Meeting of Shareholders (AGMS) on 24 March 2025: Edi Susianto, Parman Nataatmadja, Helvi Yuni Moraza, Lukmanul Khakim
- Lulus fit and Proper test OJK: Parman Nataatmadja (15 September 2025); Edi Susianto (24 Oktober 2025); Helvi Yuni Moraza dan Lukmanul Khakim (19 Desember 2025)

Training and/or Competency Improvement of Members of Board of Commissioners

BRI is subject to and complies with the Financial Services Authority Regulation (POJK) Number 24 of 2022 which regulates the obligation of banks to carry out sustainable management and development of the quality of human resources owned by the company. Training and/or improving the competence of members of the Board of Commissioners has been regulated in the Decree of the Board of Directors NOKEP S.43-DIR/SKP/01/2018 concerning the Policy on Orientation and Education Programs for Directors and the Board of Commissioners. In ensuring that all the Board of Commissioners understand the roles and responsibilities, characteristics, and operations of the Company, as well as understand the latest developments in regulations and best practices, Therefore, BRI has a policy for the Board of Commissioners, namely at least once a year the Board of Commissioners will improve competence or refresh knowledge through training activities, certification, and other activities. The implementation of the Board of Commissioners education program aims to:

1. Increase the insight and knowledge of the Board of Commissioners following their fields and business developments;
2. Increase relations with external stakeholders;
3. Support the implementation of duties and responsibilities supported by knowledge of educational outcomes;
4. Develop professional knowledge, competence, and leadership abilities of the Board of Commissioners in line with the latest developments in the industry and good corporate governance; and
5. Provide provision to develop and strengthen the Company's structure and governance.

The education program was carried out by members of the Board of Commissioners at least once a year and/or as needed. The training and/or competency improvement attended by the Board of Commissioners during 2025 are as follows.

Table of Board of Commissioners Training for the Period from January 1, 2025 to March 24, 2025

Name	Position	Types of Training and Development Materials Competency / Training	Implementation	Organizer
Kartika Wirjoatmodjo	President Commissioner	Risk Management Refresher Program Level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	Leading Global Business Strategy	North Carolina (USA), February 16-19, 2025	Fuqua School of Business, Duke University
Rabin Indrajad Hattari	Commissioner	Risk Management Certification Level 6	Jakarta, February 06, 2025	Corpu dan LSPP
Dwi Ria Latifa	Independent Commissioner	Leading the AI-Driven Organization	Massachusetts (USA), February 10-14, 2025	MIT Sloan School of Management
Heri Sunaryadi	Independent Commissioner	Risk Management Certification Level 6	Jakarta, February 06, 2025	Corpu dan LSPP
Nurmaria Sarosa	Independent Commissioner	Risk Management Certification Level 6	Jakarta, January 24, 2025	Corpu dan LSPP
		Leading the AI-Driven Organization	Massachusetts (USA), February 10-14, 2025	MIT Sloan School of Management
Agus Riswanto	Independent Commissioner	Risk Management Certification Level 6	Jakarta, February 06, 2025	Corpu dan LSPP
Paripurna Poerwoko Sugarda	Independent Commissioner	Risk Management Certification Level 6	Jakarta, February 06, 2025	Corpu dan LSPP
Awan Nurmawan Nuh	Commissioner	Risk Management Certification Refreshment Level 6	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Haryo Baskoro Wicaksono	Independent Commissioner	Private Equity: Investing and Creating Value	Philadelphia, February 2-7, 2025	Wharton School, University of Pennsylvania

Table of Board of Commissioners Training for the Period from March 24, 2025 to December 31, 2025

Name	Position	Types of Training and Development Materials Competency / Training	Implementation	Organizer
Kartika Wirjoatmodjo	President Commissioner	Risk Management Refresher Program level 7	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Parman Nataatmadja	Vice President Commissioner/ Independent Commissioner	Risk Management Orientation and Certification Level 6	Jakarta, April 23 and 30, 2025	Corpu dan LSPP
Helvi Yuni Moraza	Commissioner	Risk Management Orientation and Certification Level 6	Jakarta, April 23 and 30, 2025	Corpu dan LSPP
Awan Nurmawan Nuh	Commissioner	Risk Management Refresher Program level 6	Jakarta, November 27, 2025	BARa (Bankers Association for Risk Management)
Edi Susianto	Independent Commissioner	Risk Management Orientation and Certification Level 6	Jakarta, April 23 and 30, 2025	Corpu dan LSPP
Lukmanul Khakim	Independent Commissioner	Risk Management Orientation and Certification Level 6	Jakarta, April 23 and 30, 2025	Corpu dan LSPP
		Risk Management Orientation and Certification Level 7	Jakarta, December 15, 2025	BSMR

Orientation Program for New Commissioners

BRI has a company orientation and introduction policy for newly appointed members of the Board of Commissioners, orientation is given in relation to their duties and responsibilities. The Orientation Program is organized by the Corporate Secretary for new members of the Board of Commissioners. This orientation program is implemented to comply with the Regulation of the Minister of StateOwned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 43 stipulates that members of the Board of Commissioners/ Supervisory Board and members of the Board of Directors who are appointed for the first time must be given an introduction program regarding the relevant BUMN. Implementation of this program in the form of presentations, meetings, visits to the company's business unit and the assessment of documents or other programs. The objectives of the Board of Commissioners' orientation programs are as follows:

1. Adding knowledge to and new Commissioners on Vision, Mission, Profile and objectives of BRI Bank.
2. Supporting the achievement of the Bank's objectives through continuous improvement of performance
3. Provide an overview of responsibilities, authorities and prohibitions as a Commissioner of BRI.
4. Provide guidelines for Commissioners in carrying out their duties.
5. To increase the Board of Commissioners' understanding of work and operational system at Bank BRI.
6. Adding to the understanding of work and operational systems at Bank BRI; understanding of value creation for stakeholders, risk management, understanding of the banking industry or the subsidiary business of Bank BRI.
7. Increase the knowledge and knowledge of the Board of Commissioners in accordance with its field and business development of BRI.
8. Support the implementation of duties and responsibilities supported by knowledge of educational outcomes.

The realization of the new Board of Commissioners' orientation program during 2025 is as follows.

Orientation Program Materials	Implementation date	Organizer
Overview of Integrated Governance	April 11, 2025	Compliance Group
Rights and Obligations of the Board of Commissioners	April 15, 2025	Corporate Secretary Group
Duties and Responsibilities of the Board of Commissioners	April 15, 2025	Corporate Secretary Group
Overview of BRI Organizational Structure	April 16, 2025	Planning, Budgeting, and Performance Management Group
Corporate Plan, RBB, dan RKAP BRI	April 16, 2025	Planning, Budgeting, and Performance Management Group, Change Management Group

Orientation Program Materials	Implementation date	Organizer
Financial Updates	April 16, 2025	Investor Relations Group
Overview Subsidiaries	April 16, 2025	Subsidiaries Management Group
Corporate Governance and Integrated Governance	April 17, 2025	Compliance Group
Internal Audit Function and Integrated Internal Audit	April 17, 2025	Internal Audit Unit
Enterprise Risk Management and Integrated Risk Management	April 17, 2025	Market, Portfolio, & Enterprise Risk Management Group
Business Strategy and Risk Management Framework	April 23, 2025	Risk Management Monitoring Committee
BRI Risk Profile and Risk Management	April 24, 2025	Risk Management Monitoring Committee
BRI Risk Profile and Risk Management	May 8, 2025	Risk Management Monitoring Committee
BRI Risk Profile and Risk Management	May 14, 2025	Risk Management Monitoring Committee
Enterprise Risk Management and Integrated Risk Management	May 22, 2025	Market, Portfolio, & Enterprise Risk Management Group
Implementation of Audit Functions & Integrated Audit	June 4, 2025	Internal Audit Unit
Prudential Banking	June 17, 2025	Risk Management Monitoring Committee
Prudential Banking	June 18, 2025	Risk Management Monitoring Committee
Risk Profile and Bank Soundness Level	June 24, 2025	Risk Management Monitoring Committee
Anti Fraud Strategy	June 30, 2025	Risk Management Monitoring Committee
Bank Business and Performance	July 2, 2025	Risk Management Monitoring Committee
Bank Business and Performance	July 3, 2025	Risk Management Monitoring Committee
Bank Business and Performance	July 7, 2025	Risk Management Monitoring Committee
APU, PPT, dan PPPSPM	July 28, 2025	Risk Management Monitoring Committee
Performance Update as of June 2025	August 7, 2025	Risk Management Monitoring Committee
Risk Appetite Statement, TKB and Risk Profile	August 11, 2025	Market, Portfolio, & Enterprise Risk Management Group
Discussion on External Audit & Follow-Up Actions	August 11, 2025	Audit Standard & Development Group
Fit & Proper Briefing	August 12, 2025	Risk Management Monitoring Committee
BRI Strategy, Performance, and Risk Management	August 12, 2025	Risk Management Monitoring Committee
Risk Management	August 14, 2025	Market, Portfolio, and Enterprise Risk Group
PMO Session	August 15, 2025	Project Management Office & Change Management
Governance and Consumer Protection	August 15, 2025	Compliance Group
BRIVolution Update	August 15, 2025	Change Management Group

Risk Management Certification

Based on the OJK Regulation Circular Letter Number 28/SEOJK.03/2022 concerning Risk Management Certification for Human Resources of Commercial Banks, members of the BRI Board of Commissioners must have a valid Risk Management Certificate while holding office. The Risk Management Certification in question must be organized by a Professional Certification Institution (LSP) in the banking sector registered with the OJK Regulation, which is adjusted to the competency unit referring to the Indonesian National Work Competency Standards (SKKNI) in the field of banking risk management and qualification levels referring to the Indonesian National Qualification Framework (KKNI) in the field of banking risk management, by referring to and paying attention to:

1. Scope of BRI risk management implementation and BRI Group integrated risk management;
2. BRI business activities and functions as the main entity in the BRI Group; and
3. Current risk developments.

The validity period of the Risk Management Certificate is for a period of 3 (three) years from the date of issuance of the certificate in question, and can be extended for 3 (three) years after the date the validity period of the previous Risk Management Certificate ends.

Board of Commissioner for January 1, 2025 up to March 24, 2025

Name	Position	Certification/ Refreshment		
		Certification Organizer	Level	Year of Publication
Kartika Wirjoatmodjo	President Commissioner	BARa	Level 7	2025
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	LSPP	Level 6	2024
Rabin Indrajad Hattari	Commissioner	LSPP	Level 6	2024
Dwi Ria Latifa	Independent Commissioner	LSPP	Level 6	2024
Heri Sunaryadi	Independent Commissioner	LSPP	Level 6	2024
Agus Riswanto	Independent Commissioner	LSPP	Level 6	2024
Nurmaria Sarosa	Independent Commissioner	LSPP	Level 6	2024
Paripurna Poerwoko Sugarda	Independent Commissioner	LSPP	Level 6	2024
Haryo Baskoro Wicaksono	Independent Commissioner	LSPP	Level 6	2024
Awan Nurmawan Nuh	Commissioner	BARa	Level 6	2025

Board of Commissioner for March 24, 2025 up to December 31, 2025

Name	Position	Certification/ Refreshment		
		Certification Organizer	Level	Year of Publication
Kartika Wirjoatmodjo	President Commissioner	BARa	Level 7	2025
Parman Nataatmadja	Vice President Commissioner/ Independent Commissioner	LSPP	Level 6	2025
Helvi Yuni Moraza	Commissioner	LSPP	Level 6	2025
Awan Nurmawan Nuh	Commissioner	BARa	Level 6	2025
Edi Susianto	Independent Commissioner	LSPP	Level 6	2025
Lukmanul Khakim	Independent Commissioner	BSMR	Level 7	2025

Supervision of The Implementation of The Company's Strategy

Based on the Financial Services Authority Regulation No. 5/ POJK.03/2016 concerning Bank Business Plans, the Board of Commissioners is required to supervision and providing advice the implementation of the Bank's Business Plan which includes among others management policies and strategies. The results of the supervision are set forth in the Supervision Report on the Implementation of the Bank's Business Plan which is submitted to the Financial Services Authority each semester as follows:

1. Board of Commissioners' Supervisory Report on the Performance of PT BRI Semester II of 2024 on February 28, 2025.
2. Supervisory Report of the Board of Commissioners for Semester I of 2024 on August 5, 2025.

Implementation f Supervisory Duties of The Board of Commissioners

The Board of Commissioners has carried out its duties, obligations, and responsibilities to supervise the management policies and the running of the Company's management as determined based on the applicable laws and regulations, the Company's Articles of Association, and the stipulated Work Plan. Duties, obligations, and responsibilities are carried out through meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors, or meetings and evaluations with committees under the Board of Commissioners and a letter from the Board of Commissioners to the Board of Directors.

As for the implementation of the duties of the Board of Commissioners during 2025, among others:

1. Supervise and provide advice on the Board of Directors' policies in carrying out the management of the Company during 2025.
2. Review of the realization of BRI's financial report performance on a consolidated and quarterly basis.
3. Evaluation of the proposed RBB for 2025-2027 and RKAP 2025, including the realization of the achievements of RKAP and RBB for 2025.
4. Evaluation of the proposed RBB for 2026-2028 and RKAP for 2026.
5. Appointment of Public Accounting Firm and/or Public Accountant for the general audit of BRI's consolidated financial statements and PUMK financial statements for 2025.
6. Loan consultation from the Board of Directors to the Board of Commissioners.
7. Approval of the 2025 SKAI Annual Audit Planning.
8. Evaluation of the performance and implementation of integrated governance in BRI's financial conglomerate.
9. Nomination and remuneration of the BRI Board of Directors and Board of Commissioners including nomination of Subsidiary Company management.
10. Review and approval of provision to related parties and capital participation under the authority of the Board of Commissioners
11. Evaluation of the performance and implementation of the main results of the SKAI audit, monitoring of follow-up actions on internal and external audit findings on a quarterly basis.
12. Review of Business Development in each Loan Segment.
13. Evaluation of the implementation of BRI's human capital policy.
14. Evaluation of Bank's soundness level, risk profile, implementation of compliance function, anti-fraud strategy and implementation of AML CFT.
15. Evaluation of BRI's talent pool policy and implementation.
16. Evaluation of reorganization proposals in the context of aligning business targets and collaboration between segments.
17. Evaluation of the implementation of Internal Control over Financial Reporting (ICoFR) and strengthening of Integrated governance.
18. Review of corporate loan portfolios and high-risk debtors.
19. Review of BRI IT governance, architecture and strategy.
20. Review and approval of sustainable financial action plans, recovery plans, and resolution plans.
21. Review of DPLK's financial and investment performance in 2024, including approval of Bank DPLK's business plan in 2025.
22. Approval on corporate secretary nomination and changes to the company's logo.
23. Implementation of other duties of the Board of Commissioners in the context of supervisory functions and providing advice to the Board of Directors.

Board of Commissioners' Recommendations

Throughout 2025, the Board of Commissioners has provided recommendations/approvals to the Company's Management in accordance with its authority as stipulated in the Articles of Association and applicable regulations. The details are as follows:

No	Day and date	Recommendation/Approval
1	Thursday, Januari 23, 2025	Approval on the 2025 SKAI Annual Audit Planning (PAT).
2	Monday, February 3, 2025	Approval of the Audit Scope for the Procurement of Public Accounting Firm Services in the General Audit of the Consolidated Financial Statements and the Micro and Small Business Funding Program Financial Statements for the 2025 Fiscal Year.
3	Monday, February 17, 2025	Approval on the Revised Update of BRI's 2024-2025 Recovery Plan
4	Monday, February 17, 2025	Approval on the Adjustment to BRI's 2025-2027 Business Plan and 2025 Work Plan and Budget (RKAP).
5	Tuesday, Februari 25, 2025	Approval on the 2025 Performance of PT Bank Rakyat Indonesia (Persero) Tbk
6	Wednesday, March 19, 2025	Approval on BRI New York Agency's 2025 Annual Audit Planning (PAT).
7	Tuesday, April 15, 2025	Approval on Proposal for BRI's Organizational Structure Changes.
8	Tuesday, April 15, 2025	Stipulation of the Composition of the Committees of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk
9	Wednesday, Mei 21, 2025	Approval on the Scope of Public Accounting Firm Services in terms of Follow-Up to the Audit Results of the Financial Audit Agency (BPK RI).
10	Tuesday, Mei 27, 2025	Approval of the Policy for the Implementation of AML, PFT, and PPPSPM Programs.
11	Tuesday, June 17, 2025	Response to the Appointment of BRI as the Holding Company of the Financial Conglomerate, the Planned Amendment to BRI's Articles of Association, and Approval on the Financial Conglomerate Corporation.
12	Monday, June 23, 2025	Approval on the Adjustments to BRI's 2025-2027 Business Plan (RBB) and BRI's 2025 Work Plan and Budget (RKAP).
13	Friday, August 1, 2025	Approval on the Proposal of Changes to BRI's Organizational Structure.
14	Tuesday, August 5, 2025	Approval of the Results of the Public Accounting Firm Advisory Services Procurement Implementation
15	Tuesday, 5 August 2025	Approval of BRI's 2025 Revised Risk Appetite Statement.
16	Tuesday, 19 August 2025	Approval of the Addendum to the 2025 Annual Audit Plan (PAT).
17	Tuesday, September 2, 2025	Response to the Request for Approval of Funding Provision to Related Parties
18	Tuesday, September 9, 2025	Approval of the Signing of the Annual Management Contract Containing the 2025 Performance of PT Bank Rakyat Indonesia (Persero) Tbk.
19	Tuesday, October 28, 2025	Penetapan Susunan Komite Dewan Komisaris PT Bank Rakyat Indonesia (Persero) Tbk.
20	Tuesday, November 11, 2025	Approval on Funding Provision to Related Parties
21	Wednesday, November 19, 2025	Approval on the Adjustments to BRI's 2025-2027 Revised Business Plan
22	Wednesday, November 26, 2025	Approval on BRI's 2026-2028 Business Plan and 2026 Work Plan and Budget (RKAP)
23	Wednesday, November 26, 2025	Approval on the Update of BRI's 2025 Recovery Action Plan Document.
24	Wednesday, November 26, 2025	Approval on the 2026 Short-Term and 2026-2030 Long-Term RAKB.
25	Tuesday, Desember 16, 2025	Approval on the 2026 Internal Audit Unit's Annual Audit Plan (PAT)
26	Wednesday, Desember 31, 2025	Response to the Request for Approval of the Prima Customer Management Circular Letter Policy
27	Wednesday, Desember 31, 2025	*Approval on the Fourth Amendment to BRI's Report Management Policy as a Public Company, Book 2, ICoFR Design Guidelines*
28	Wednesday, Desember 31, 2025	Request for Approval of BRI's 2026 Corporate Work Plan and Budget (RKAP)

Performance Assessment of The Board of Directors and Board of Commissioners

Board of Directors Performance Assessmenti

The Board of Directors' performance assessment is based on the Board of Directors' KPI achievement, both collectively and individually. The Board of Commissioners conducts the assessment, which is then submitted to Shareholders through the GMS.

The performance assessment of the President Director and members of the Board of Directors is conducted routinely every year. Performance assessments are based on collegial or joint Key Performance Indicators (KPIs) and Directorate (Individual) KPIs.

Procedures for The Implementation of The President Director and Member of The Board of Directors

1. The Board of Directors submits the Board of Directors' KPI proposal collegially to the GMS/Minister
2. The Board of Directors' KPIs, submitted collegially, are determined simultaneously with the submission of the Company's Work Plan and Budget.
3. The Board of Directors explains the Board of Directors' KPIs collegially into the Board of Directors' KPIs individually.
4. The individual KPI of the Board of Directors is submitted to the Board of Commissioners for approval.
5. The Board of Commissioners approves the individual KPIs of the Board of Directors submitted
6. After the Board of Directors' KPI is collegially determined by the GMS/Minister and the Board of Directors' KPI is individually approved by the Board of Commissioners, the Board of Directors signs the Annual Management Contract which contains the Board of Directors' KPI collegially and the Board of Directors' KPI individually.
7. Annual Management Contract containing the Board of Directors' KPI Targets collegially signed by the Board of Directors, also signed by the Board of Commissioners and the GMS/Minister
8. The Annual Management Contract containing the individual KPI targets of the Board of Directors is signed by the Board of Directors members with the President Director and Commissioners.
9. The Board of Directors' KPI achievements are collegially reported in periodic reports and Annual Reports.
10. The calculation of the Board of Directors' KPI achievements is reviewed collegially and individually by an independent Public Accounting Firm (KAP) that audits the Company's financial statements.
11. 11. The results of the Board of Directors' KPI achievements, both collegially and individually, are submitted by the Board of Commissioners to the GMS.
12. The GMS assesses the performance of the Board of Directors

The procedures for implementing the evaluation of the performance of the Board of Directors are carried out in the GMS agenda. The results of the evaluation of the performance of the Board of Directors as a whole and the performance of each Member of the Board of Directors individually are an integral part of the remuneration, compensation and incentive scheme for Members of the Board of Directors.

The performance assessment of the Board of Directors is performed with reference to the established criteria and measuring tools, including the achievement of Key Performance Indicators (KPIs) and the results of the assessment of the implementation of Good Corporate Governance (GCG) in the Board of Directors' aspects, in order to ensure alignment between performance, governance, and the achievement of the Company's objectives.

Criteria for Assessing The Board of Directors Performance

COLLEGIAL BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT CRITERIA

The performance evaluation criteria measured are as follows:
1. Economic and Social Value for Indonesia, consisting of financial, operational, and social aspects
2. Business Model Innovation
3. Technology Leadership
4. Increased Investment
5. Talent Development

CRITERIA FOR ASSESSMENT OF INDIVIDUAL PERFORMANCE

Directorate (Individual) performance is assessed based on the achievement of each Directorate's KPI targets, with the following explanation:

President Director
- Consolidated PPOP performance achieved its target
- Consolidated cost control was maintained. The consolidated CIR ratio reached the target
- The government's KUR quota was distributed according to target
- BRI's service delivery showed improvement. The NPS score increased and exceeded the target
- The CASA ratio recorded an increase, driven by growth in low-cost funds and an increase in BRImo users.
- No cyber security incidents were recorded throughout 2025.
- The ESG rating was achieved in accordance with the established target
- Sustainable credit achieved beyond target
- In terms of human capital, employee productivity showed improvement and achieved the target

Vice-President Director
- Average Daily Balance of Third-Party Funds (TPF) & Cash Assets (CASA) achieved targets
- Recovery and claim income from the Micro segment increased.
- Fraud management remained below appetite
- The government's KUR quota was distributed according to BRI's targets. This supported the continued maintenance of the Micro business portfolio
- ATM, CRM, and EDC Merchant reliability exceeded targets
- Business process improvements through the implementation of PMO Operations ran according to targets and milestones

Finance & Strategy Directorate
- BRI Group's consolidated operating revenue achieved its target and grew year-on-year
- Subsidiaries' net profit achieved its target, and its contribution to consolidated profit increased significantly year-on-year
- Liability management was well maintained, as reflected in the cost of funds reaching its target
- Business efficiency efforts positively impacted BRI Group's performance, as reflected in the consolidated CIR ratio reaching its target
- Interim DPS and dividend yield increased year-on-year
- Monetization of synergies between subsidiaries and BRI through product diversification achieved its target and contributed to increased fee income and outstanding loans for BRI, including from the synergy between Gold Savings in BRImo and KKB Joint Financing
- The process of aligning the arrangement of BRI's subsidiaries with PT Danantara Asset Management is progressing according to milestones

Corporate Transformation Sub-Directorate
- The implementation of BRI's long-term plan initiatives was generally conducted according to milestones.
- Evaluation of implemented initiatives was carried out consistently and routinely
- The alignment process of BRI's subsidiary structure with PT Danantara Asset Management was in progress according to milestones
- The reorganization and organizational evaluation were performed successfully

Consumer Banking Directorate
- Consumer segment profit exceeded the target
- Consumer loan grew year-on-year
- Consumer loan quality remained stable and met the target
- Non-TPF Assets Under Management (AUM) exceeded the target
- The number of consumer customers met the target

Micro Business Directorate & Ultra Micro Business Sub-Directorate
- Micro and Super Micro KUR distribution targets achieved
- The number of Productive BRILink Agents achieved
- New Micro segment customers sourced from the Incubation Program pipeline, Government Programs, and BRILink Agents met the target
- The number of Ultra Micro customers upgraded to a higher level grew beyond the target

- Overall, the performance of the Ultra Micro Holding was achieved, as reflected in the Ultra Micro credit quality indicators, Ultra Micro loan disbursement, and e-channel business, all of which met the established targets.

Commercial Banking Directorate
- The daily average balance of Performing Loans increased, with maintained credit quality
- The CASA to Loan Ratio target for Commercial, Small & Medium Enterprises (CSME) was achieved
- The fee-based income target for the CSME segment was achieved
- The target number of new CSME customers was achieved
- The daily average customer funds managed by SMEs were achieved
- The pipeline management development initiative was achieved on target

Corporate Banking Directorate
- Corporate segment profit target achieved
- Daily average current account balance target achieved
- Cost of Fund (DPK) target achieved
- Daily average performing loan balance target achieved with maintained loan quality, as reflected in the LAR (L/R, DPK, and NPL) ratio
- The composition of non-GRE (Government Related Entity) customer funds to total core depositors increased.

Treasury and International Banking Directorate
- Treasury and international business revenue performance met the targets
- Liquidity risk management was maintained within appetite
- Liquidity management efficiency was maintained, as reflected in the CoIBL and CoND ratios meeting targets
- Performance contributions from UKLN and Bank Representatives met targets
- Effectiveness and efficiency of goods and services procurement met the targets
- Forex transaction volume met the targets

Risk Management Directorate
- The frequency of internal fraud decreased.
- The Integrated Risk Profile was maintained at Low to Moderate
- The roadmap for improving risk management implementation was achieved according to milestones
- No cybersecurity incidents were recorded throughout 2025.

Wholesale Risk Sub-Directorate
- The target for successful restructuring and settlement of NPLs was achieved
- The target for net downgrade to LAR for the corporate segment was achieved
- The target for the daily average for the corporate segment was achieved

Retail Risk Sub-Directorate
- SME outstanding performing loan target achieved
- SME and Consumer loan cost deduction target achieved
- Consumer segment net downgrade to LAR target achieved

Operations Directorate
- Cash management indicators (such as cash ratio, maximum cash balance, and the difference between ATM and CRM cash) were achieved
- The credit operations function improved, as reflected in the achievement of the insurance claim success rate and premium refund targets.
- BRI's Net Promoter Score (NPS) increased and exceeded targets
- ATM, CRM, and Merchant EDC reliability exceeded targets

Human Capital & Compliance Directorate
- Good Corporate Governance (GCG) and Integrated Governance (IGC) Human Capital aspect ratings achieved the target
- ESG rating achieved as targeted.
- Sustainable lending exceeded the target.
- Regulator-related fines/losses management exceeded the targets
- Internal fraud frequency control exceeded the targets
- Disciplinary penalty settlement exceeded the targets
- Score BRI Group's HC Maturity exceeded the targets
- Employee Productivity exceeded the targets
- Talent Mobility exceeded the targets

Human Capital Sub-Directorate
- Employee Productivity exceeded targets
- Human Capital System targets were achieved according to the milestones
- Successor planning success rates exceeded targets
- Talent development targets were achieved according to the milestones
- Performance management system targets were achieved according to the milestones

Network & Retail Funding Directorate
- Retail Savings and CASA grew year-on-year
- Average Daily Balance of Retail Savings and CASA grew year-on-year
- Retail funding costs were maintained, with third-party funding costs reaching targets
- Network Transformation Targets were achieved according to the milestones

Retail Transaction & Funding Sub-Directorate
- The number of BRIMO users and transactions grew year-on-year
- The number of productive EDC and QRIS merchants grew year-on-year
- BRIMO active users and transaction volume exceeded targets
- Merchant EDC and QRIS transaction volume exceeded targets
- Merchants' average daily balance of third-party funds exceeded targets

Information Technology Directorate
- IT maturity level target achieved
- Zero incident cybersecurity breach target achieved
- IT hygiene implementation achieved according to the milestone
- IT strategic plan implementation achieved according to the milestone
- Establishing Unified Data Management implementation was achieved according to the milestone

Digital Banking Sub-Directorate
- Customer data quality targets achieved
- Advance Analytics and AI performance rate targets for customer pipelines achieved
- E-channel productivity targets achieved
- Digital innovation management achieved according to milestones

Internal Audit Sub-Directorate
- The number of fraud incidents decreased compared to the previous year.
- The quality of follow-up to the Whistleblowing System (WBS) was achieved.
- Completion of fraud case investigations was in accordance with the SLA.
- Development of the Audit Finding Summarization tool was achieved.
- Development of a new risk indicator model (Fraud Risk Detection & Periodic Monitoring) exceeded the target.

ASSESSMENT OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE IN THE BOARD OF DIRECTORS ASPECT

Based on the provisions of POJK No. 17/POJK.03/2023 and SEOJK No. 14/SEOJK.03/2025, which require Commercial Banks to conduct self-assessments of their GCG implementation, BRI conducted an assessment of the Board of Directors' aspects of GCG implementation during the fiscal year. Furthermore, the Board of Directors has an assessment mechanism that refers to the ASEAN CG Scorecard best practice assessment.

The Party Conducting The Assessment

The parties responsible for evaluating the performance of the Board of Directors are the Board of Commissioners and the General Meeting of Shareholders (GMS). In conducting the performance evaluation of the Board of Directors, the Board of Commissioners refers, among others, to the achievement of Key Performance Indicator (KPI) targets. The performance of the Board of Directors as a whole and of each individual member of the Board of Directors is evaluated by the Board of Commissioners. The realization of KPIs for each member of the Board of Directors is reported to the Board of Commissioners and subsequently reviewed by the Remuneration and Nomination Committee as a basis for consideration in determining the remuneration of each member of the Board of Directors. The individual performance of each Director can be specifically observed through the Individual KPI, which consists of Shared KPIs and Directorate KPIs.

Furthermore, the Board of Commissioners and the Board of Directors were accountable for the Company's 2025 performance achievements, including the implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors in the GMS. Before being disclosed in the GMS, the assessment of the Board of Directors' Collegial KPI passed through a review process by the Public Accounting Firm (KAP).

Results of The Collegial Performance Assessment of The Board of Directors

The results of the collegial performance assessment of the Board of Directors have been reviewed by an independent party, namely the Public Accounting Firm that audited the Company's Financial Statements. The results of the collegial performance assessment of the Board of Directors are as follows.

Category		Weight	No	KPI	ESG/C	Achievement
Economic and Social Value for Indonesia	Financial	57%	1	**Consolidated** Pre-Provision Operating Profit (PPOP)	C	100,7%
			2	**Consolidated** Tier 1 Return on Equity (ROE)	C	98,8%
			3	Total Shareholder Return (TSR)	C	66,67%
	Operational		4	Cost of Credit (CoC) Parent Only	G	98,1%
			5	**Consolidated** Cost-to-Income Ratio (CIR)	C	100,0%
	Social		6	KUR Loan Disbursement Realization	S	110,0%
			7	NPS for Bank	S	110,0%
Business Model Innovation		10%	8	**Consolidation** CASA Ratio	C	105,0%
			9	Average Loan Growth of Consumer & SME (Parent Only)	C	81,9%
Technology Leadership		10%	10	Number of Active BRImo Users	C	110,0%
			11	Cyber Security Breach	G	110,0%
Investment Growth		15%	12	Environment, Social, Government (ESG) Rating	E	100,0%
			13	Ultra Micro Loan Disbursement	C	95,4%
			14	Sustainable Financing/Lending (Parent Only) (IDR Trillion)	E	101,5%
Talent Development		8%	15	Human Capital Transformation	S	92,0%

Board of Commissioners Performance Assessment

The Board of Commissioners prepares a work plan at the beginning of the year and conducts a self-assessment based on the achievements of the Board of Commissioners and the predetermined Key Performance Indicators (KPI). Furthermore, the Board of Commissioners also reviewed the implementation of the duties of supporting bodies under the Board of Commissioners in accordance with the targets set in the Work Plan and Budget.

Based on the review results and the self-assessment of the performance of the Board of Commissioners and the Committees under the Board of Commissioners, it was concluded that all work plans established at the beginning of 2025 were successfully implemented 100% in line with the set targets.

Procedure for Implementing The Performance Assessment of The Board of Commissioners

The performance assessment of the Board of Commissioners is conducted collegially through a self-assessment method and reported to the GMS, where the results of the Board of Commissioners' performance are conveyed through a report on the implementation of their duties to Shareholders. At the GMS, shareholders review this report and provide approval in the form of a full release and discharge (*Volledig acquit et decharge*) to the Board of Commissioners and the Board of Directors for the implementation of their supervisory and management duties for the company during the Fiscal Year.

Board of Commissioners' Performance Evaluation Criteria

Board of Commissioners Performance indicators or criteria are measured by the achievement of the work program/ work plan and budget (RKA) that was prepared at the beginning of each year. The work program of the Board of Commissioners is prepared by taking into account the key success factors in the implementation of the Board of Commissioners duties, including the learning & growth, Internal process, compliance and financial perspectives. The 2025 assessment of the Board of Commissioners criteria are as follows:

Assessment Aspects		Indicators	Parameter	Weight
PERSPECTIVE I : LEARNING AND GROWTH				
Board of Commissioners Organization	a	Organization of the Board of Commissioners Following the provisions	Organization of the Board of Commissioners following applicable regulations	2,00
	b	Organ organization under the Board of Commissioners following the provisions	Organ organization under the Board of Commissioners following applicable regulations	2,00
Board of Commissioners Competency Development	a	New Board of Commissioners orientation program	The entire Board of Commissioners has just joined the orientation program	2,00
	b	Members of the Board of Commissioners fulfill competency/ certification in accordance with applicable regulations	Members of the Board of Commissioners have fulfilled their competencies in accordance with applicable regulations	2,00
	c	Education/training/seminar programs to improve competence	Each Commissioner member has attended at least one education/ training/seminar program	2,00
Total Weight of Perspective I				**10,00**
PERSPECTIVE II : INTERNAL PROCESS				
Planning	a	Ratification of the Work Plan and Budget of the Board of Commissioners	The RKA of the Board of Commissioners is approved before the implementation of the current year the RKAP takes effect	2,50
	b	Approval of RBB and/or revision of RBB on tim	The RBB is ratified before November 30, and the Revised RBB is approved by the Board of Commissioners before June 30 every year	5,00
Implementation	a	Approval of corporate actions of the Board of Directors that require the support of the Board of Commissioners following the provisions	The application for approval from the Board of Commissioners on the proposal of the Board of Directors is given no later than 15 working days from the date it is received	5,00

Assessment Aspects	Indicators		Parameter	Weight
	b	Meetings of the Board of Commissioners are held following the provisions and targets	Meetings of the Board of Commissioners are held at least once a month, and the Meetings of the Board of Commissioners with the Board of Directors are held at least once every four months	10,00
	c	Formulate Nomination Policy and Implementation of the Nomination Process Candidates for the management of the Company, including subsidiaries under the authority of the Board of Commissioners	a. Company Nomination Policy b. Letter of submission of nominated talent to the Cluster Talent Committee (CTC)	2,50
	d	Develop remuneration policies and remuneration structures for the Board of Directors and the Board of Commissioners	a. Remuneration Policy for the Board of Directors and the Board of Commissioners. b. Recommendations on the remuneration structure for the Board of Commissioners and the Board of Directors submitted to Series A Dwi Warna Shareholders.	2,50
	e	Appointment of a Public Accounting Firm on the Company's Financial Statements	The recommendation of KAP to carry out an audit of the company's financial statements is given before the Company's Annual GMS	5,00
Supervision	a	Implementation of the Working Visit of the Board of Commissioners	Implementing working visits to Regional Offices	7,50
	b	Implementation of internal control review	Review of The Internal Audit Business Unit Annual Audit Planning (PAT) and evaluation of the implementation of internal audit	2,50
	c	Implementation of the Internal Audit Audit Report Review and follow-up on the results of the internal audit	Internal audit report review and followup on findings are carried out following the provisions and on time according to the target	2,50
	d	Implementation of Internal Audit Audit Report Review and follow-up on external audit results	External audit report review and followup on findings are carried out following the provisions and on time according to the target	2,50
	e	Implementation of the Financial Report Review	Review of financial statements is carried out following the provisions and on time according to the target	2,50
Total Weight of Perspective II				**50,00**
PERSPECTIVE III : COMPLIANCE				
Implementation of corporate activities in accordance with Good Corporate Governance	a	Implementation of GCG selfassessment	The GCG self-assessment is carried out every Semester in accordance with the provisions and on time according to the target	2,50
	b	Implementation of the Integrated Governance self-assessment	GCG self-assessment is carried out every semester in accordance with the provisions and on time according to the target	2,50
	c	Public Accountant's Opinion on the Company's Financial Statements	Unqualified Public Accountant Opinion	5,00
	d	CGPI Assessment Score	CGPI assessment score is better than previous year	2,50
Implementation of the Supervision function on the Management of Risk Management	a	Performance of a review of the Risk Profile Report	Implementation of the review of the Risk Profile Report every three months in accordance with the provisions and on time according to the target	10,00
	b	Implementation of the compliance function	The review of the implementation of the compliance function is carried out every semester	2,50

Assessment Aspects	Indicators		Parameter	Weight
	c	Implementation of Review on Risk Profile Report and Compliance Function and bank soundness level	The review of the Compliance function and the soundness level of the bank is carried out every semester in accordance with the provisions and on time according to the target	2,50
	d	Implementation of the Integrated Internal Control Adequacy Review, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report.	Implementation of Integrated Internal Control Adequacy Review, Integrated Risk Profile, Implementation of Integrated Governance, and Integrated Governance Annual Report is carried out every Semester in accordance with the provisions and on time according to the target	2,50
Total Weight of Perspective III				**30,00**
PERSPECTIVE IV : FINANCIAL				
Assessment of profitability and capital aspects	a	Net profit	Achievement of net profit targets in accordance with the RKAP	2,50
	b	Aset	Achievement of asset targets in accordance with the RKAP	2,50
	c	NPL	Achievement of NPL targets in accordance with the RKAP	2,50
	d	CAR	Achievement of CAR targets in accordance with the RKAP	2,50
Total Weight of Perspective IV				**10,00**
Total KPI Weight				**100,00**

Parties That Conduct The Assessment

The Board of Commissioners evaluates the performance of the Board of Commissioners in 2025 by conducting a self-assessment and presented to the shareholders at the GMS.

Board of Commissioners Performance Assessment Results

Assessment Aspects	Indicator		Parameter	Realization	Weight	Score
PERSPEKTIF I : LEARNING AND GROWTH						
Board of Commissioners Organization	a	Organization of the Board of Commissioners As per the provisions	Organization of the Board of Commissioners following applicable regulations	The organization of the Board of Commissioners was in accordance with the applicable regulations	2,00	2,00
	b	Organizational Organs of the Board of Commissioners as per the provisions	Organ organization under the Board of Commissioners following applicable regulations	The organization of the Board of Commissioners was in accordance with the applicable regulations	2,00	2,00
Board of Commissioners Competency Development	a	New Board of Commissioners orientation program	The entire Board of Commissioners has just joined the orientation program	In 2025. one new Board of Commissioners member. Mr. Haryo Baskoro Wicaksono. completed the orientation program.	2,00	2,00
	b	Members of the Board of Commissioners fulfill competency in accordance with applicable regulations	Members of the Board of Commissioners have fulfilled their competencies in accordance with applicable regulations	All Board of Commissioners members met competency requirements per regulations.	2,00	2,00

Assessment Aspects	Indicator		Parameter	Realization	Weight	Score
	c	Education/training/ seminar programs to improve competence	Each Commissioner member has attended at least one	The Board of Commissioners had followed Risk Management/its refreshment education/ facilitation	2,00	2,00
Total Score of Perspective I					**10,00**	**10,00**
PERSPECTIVE II : INTERNAL PROCESS						
Planning	a	Ratification of the Work Plan and Budget of the Board of Commissioners	The RKA of the Board of Commissioners is approved before the implementation of the current year the RKAP takes effect	The Board of Commissioners' 2026 Work Plan and Budget (RKAP) was ratified before the implementation of the current year of the 2026 Work Plan and Budget (RKAP) applied.	2,50	2,50
	b	Approval of RBB and/or revision of RBB on tim	The RBB is ratified before November 30. and the Revised RBB is approved by the Board of Commissioners before June 30 every year	The revised 2025-2027 Work Plan and Budget (RBB) was ratified before June 30, 2025. The 2026-2028 Work Plan and Budget (RBB) was approved before November 30, 2025.	5,00	5,00
Implementation	a	Approval of corporate actions of the Board of Directors that require the support of the Board of Commissioners following the provisions	The application for approval from the Board of Commissioners on the proposal of the Board of Directors is given no later than 15 working days from the date it is received	Requests for the Board of Commissioners' approval to the Board of Directors' 2025 proposals were granted within 15 working days of receipt by the Board of Commissioners.	5,00	5,00
	b	Meetings of the Board of Commissioners are held following the provisions and targets	Meetings of the Board of Commissioners are held at least once a month. and the Meetings of the Board of Commissioners with the Board of Directors are held at least once every four months	The Board of Commissioners held 97 meetings, and the Board of Commissioners and the Board of Directors held 19 meetings.	10,00	11,00
	c	Formulate Nomination Policy and Implementation of the Nomination Process Candidates for the management of the Company, including subsidiaries under the authority of the Board of Commissioners	a. Company Nomination Policy b. Letter of submission of nominated talent to the Cluster Talent Committee (CTC)	The Board of Commissioners established a policy for Nominating Members of the Board of Commissioners and the Board of Directors through the Board of Commissioners Decree dated July 28, 2015. The Board of Commissioners submitted a Nominated Talent letter to the Cluster Talent Committee (CTC) on February 11, 2025.	2,50	2,50
	d	Develop remuneration policies and remuneration structures for the Board of Directors and the Board of Commissioners	a. Remuneration Policy for the Board of Directors and the Board of Commissioners. b. Recommendations on the remuneration structure for the Board of Commissioners and the Board of Directors submitted to Series A Dwi Warna Shareholders.	Telah terdapat kebijakan remunerasi melalui SK nomor: SK.12-KOM/BRI/ 10/2025.	**2,50**	**2,50**
	e	Appointment of a Public Accounting Firm on the Company's Financial Statements	The recommendation of KAP to carry out an audit of the company's financial statements is given before the Company's Annual GMS	The proposal for the Public Accounting Firm to audit the company's financial statements for the 2025 fiscal year was submitted prior to the 2024 AGM, on February 25, 2025.	5,00	5,00

Assessment Aspects	Indicator		Parameter	Realization	Weight	Score
Supervision	a	Implementation of the Working Visit of the Board of Commissioners	Implementing working visits to Regional Offices	During 2025, the Board of Commissioners conducted working visits to seven work areas.	7,50	7,50
	b	Implementation of internal control review	Review of the Annual Audit Plan (PAT) of SKAI and evaluation of the implementation of internal audits	Annual audit reviews have been carried out 5 times during 2025.	2,50	2,75
	c	Implementation of Internal Audit Report Review and follow-up on internal audit results	Review of Internal Audit Report Results and follow-up of findings are carried out in accordance with provisions and on time according to targets.	Internal audit reviews have been carried out 6 times during 2025.	2,50	2,75
	d	Implementation of Internal Audit Report Review and follow-up of external audit results	Review of the External Audit Result Report and follow-up of findings are carried out in accordance with provisions and on time according to targets.	Internal audit reviews have been carried out 6 times during 2025.	2,50	2,75
	e	Implementation of Financial Report Review	Financial report review is carried out in accordance with the provisions and on time according to the target.	Financial report reviews have been carried out 4 times during 2025.	2,50	2,50
Total Score of Perspective II					**50,00**	**51,75**
PERSPECTIVE III : COMPLIANCE						
Implementation of corporate activities in accordance with Good Corporate Governance	a	Implementation of GCG selfassessment	The GCG self-assessment is carried out every Semester in accordance with the provisions and on time according to the target	The GCG self-assessment evaluation is conducted every semester in accordance with the provisions and on time according to the target.	2,50	2,50
	b	Implementation of the Integrated Governance self-assessment	GCG self-assessment is carried out every semester in accordance with the provisions and on time according to the target	The integrated governance self-assessment is conducted every semester in accordance with the provisions and on schedule as targeted.	2,50	2,50
	c	Public Accountant's Opinion on the Company's Financial Statements	Unqualified Public Accountant Opinion	The Public Accountant's Opinion was Fair in All Material Respects.	5,00	5,00
	d	CGPI Assessment Score	CGPI assessment score is better than previous year	The 2025 CGPI score reached 95.38, better than the previous year's score of 95.31.	2,50	2,50
Implementation of the Supervision function on the Management of Risk Management	a	Performance of a review of the Risk Profile Report	Implementation of the review of the Risk Profile Report every three months in accordance with the provisions and on time according to the target	The Board of Commissioners submitted written recommendations, such as opinions and suggestions to the Board of Directors regarding the quarterly risk profile report.	10,00	10,00
	b	Implementation of the compliance function	The review of the implementation of the compliance function is carried out every semester	Compliance function reviews were conducted every semester.	2,50	2,50

Assessment Aspects	Indicator		Parameter	Realization	Weight	Score
	c	Implementation of Review on Risk Profile Report and Compliance Function and bank soundness level	The review of the Compliance function and the soundness level of the bank is carried out every semester in accordance with the provisions and on time according to the target	Reviews of the Compliance function and the Bank's soundness level were conducted every semester in accordance with regulations and punctually in accordance with the targets.	2,50	2,50
	d	Implementation of the Integrated Internal Control Adequacy Review, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report.	Implementation of Integrated Internal Control Adequacy Review. Integrated Risk Profile. Implementation of Integrated Governance. and Integrated Governance Annual Report is carried out every Semester in accordance with the provisions and on time according to the target	Reviews of the Adequacy of Integrated Internal Control, Integrated Risk Profile, Integrated Governance Implementation, and the Annual Integrated Governance Report were conducted every semester in accordance with regulations and punctually in accordance with the targets.	2,50	2,50
Total Score of Perspective III					**30,00**	**30,00**
PERSPECTIVE IV : FINANCIAL						
Assessment of profitability and capital aspects	a	Net profit	Achievement of net profit target according to RKAP	Net Profit Realization of IDR57,132 billion from the RKAP target of IDR 56,941 billion (100.33%)	2,50	2,50
	b	Aset	Achievement of asset targets according to RKAP	Asset realization of IDR2,135,371 billion from the RKAP target of IDR 2,123,215 billion (100.6%)	2,50	2,50
	c	NPL	Achievement of NPL targets according to RKAP	NPL realization was 3.07% of the RKAP target of 2.94% (95.58%)	2,50	2,00
	d	CAR	Achievement of CAR targets according to RKAP	CAR realization was 23.6% of the RKAP target of 23.56% (94.4%)	2,50	2,50
Total Score of Perspective IV					**10,00**	**9,50**
Total KPI Score					**100,00**	**101,25**

Note:
*The financial realization figures use projections in the proposed RKAP/RBB.

Performance Evaluation of Committees Under the Board of Commissioners and Its Basis

The Board of Commissioners conducts an evaluation of the effectiveness of the performance of committees under the Board of Commissioners. The performance evaluation procedure for the committees under the Board of Commissioners is conducted Annual reports refer to the KPIs established by the Board of Commissioners. In assessing the Committee's performance, the Board of Commissioners reviews reports on the implementation of the Committee's duties under the Board of Commissioners, the evaluation Criteria are based on the achievement of each committee's Key Performance Indicators (KPIs). The Board of Commissioners assessed that during 2025, the committees under the Board of Commissioners performed their duties and responsibilities effectively, as reflected in the achievement of each committee's Key Performance Indicators (KPIs).

The performance evaluation based on the achievement of the Key Performance Indicators (KPIs) of each committee under the Board of Commissioners is carried out based on the following three (3) assessment perspectives:

1. Learning & Growth Perspective.
   This perspective focuses on the achievement and development of human resources within the organization, including training, skills enhancement, and competency development of committee members. The objective of this perspective is to strengthen internal capabilities that support the achievement of the Committees' work program objectives. The development of committee competencies is a key element in supporting the effective implementation of the supervisory function carried out by the Board of Commissioners.
2. Internal Process Perspective.
   This perspective assesses the efficiency and effectiveness of internal processes carried out by the Committees, with a focus on ensuring that each process is implemented in accordance with applicable laws and regulations and the principles of Good Corporate Governance (GCG). Achievements under this perspective directly contribute to the effectiveness of the supervisory function performed by the Board of Commissioners.
3. Compliance Perspective.
   This perspective evaluates the extent to which the activities carried out by the Committees comply with applicable laws and regulations as well as the principles of Good Corporate Governance (GCG). Compliance with regulations is an essential element in maintaining the integrity and credibility of both the Committees and the Board of Commissioners.

Achievement of the Audit Committee's Key Performance Indicators

The performance indicators or criteria of the Audit Committee are measured based on the achievement of its work program / Work Plan and Budget (RKA) that were prepared prior to the beginning of the financial year, as well as the attendance rate of Audit Committee members at meetings. The Audit Committee's work program is designed to support the key success factors in the implementation of the Board of Commissioners' supervisory duties through the execution of the Audit Committee's responsibilities. These responsibilities include the review of the Company's internal control system, the quality of the Company's financial statements, the effectiveness of the Internal Audit function, as well as ensuring that the Company's overall functions and activities meet the adequacy of internal control procedures and methodologies, the implementation of the compliance function, and the application of risk management in accordance with the principles of Good Corporate Governance (GCG). In addition, the Audit Committee is responsible for reviewing the financial statements, the results of internal and external audits (Public Accounting Firm/KAP), and providing recommendations regarding the appointment of the Public Accounting Firm (KAP).

In general, all Audit Committee KPIs were achieved, as reflected in the implementation of the entire Audit Committee Work Plan and Budget (RKA) for 2025 in accordance with the established targets. In addition, the attendance of Audit Committee members complied with the applicable requirements, enabling Audit Committee meetings to reach the required quorum in meetings and decision making. Throughout 2025, the Audit Committee held 28 meetings, all of which were documented in minutes of meetings. These meetings were conducted with the attendance of Audit Committee members in accordance with the applicable requirements, allowing the meetings to meet the quorum requirements for decision-making. The attendance rate of Audit Committee members can be seen in the table on the frequency and attendance of Audit Committee meetings.

Furthermore, the performance of the Audit Committee was supported by the competencies of its members, which are aligned with the requirements for performing supervisory functions in the field of auditing. The Audit Committee provides views, inputs, and recommendations to the Board of Commissioners, both during meetings and outside meetings, which serve as a basis for the Board of Commissioners in making decisions and providing advice and recommendations to the Board of Directors. The competencies of each Audit Committee member are presented in the Audit Committee profile.

The achievements of the Audit Committee's performance indicators are as follows:

No	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
1	Learning & Growth Perspective	Committee Organization	Composition of Committee members in accordance with the provisions	The composition of the Audit Committee members in 2025 has complied with OJK regulations and the provisions of the Ministry of State-Owned Enterpri	10	10
		Competency of Committee Members	Committee members possess competencies in accordance with the provisions	Members of the Audit Committee possess competencies in finance and/or accounting, law, economics, audit, and banking	5	5
			Term of office of committee members in accordance with the provisions	The term of office of Audit Committee members does not exceed the term of office of the Board of Commissioners	5	5
		Planning	Approval of the Committee Work Plan in a timely manner	The Audit Committee Work Plan for 2026 was approved on 31 December 2025	10	10
		Implementation	Committee meetings conducted in accordance with the provisions and the established plan	During 2025, 28 KA Meetings were held	5	5
			Evaluation and approval by the Board of Directors of the Annual Audit Plan (PAT)	Written recommendations in the form of opinions and suggestions to the Board of Commissioners regarding Approval of the 2026 Annual Audit Plan	5	5
			Providing recommendations regarding the proposed appointment of the Public Accountant and Public Accounting Firm	Audit Committee recommendation on the appointment of a Public Accountant and/or Public Accounting Firm for the audit of the Consolidated Financial Statements and PUMK Financial Statements for the 2025	5	5
			Carrying out other assignments in accordance with the direction of the Board of Commissioners	Duties were carried out in accordance with the provisions.	5	5
2	Internal Process Perspective	Supervision	Review of internal audit reports and follow-up actions on audit findings were carried out in accordance with applicable provisions.	Written recommendations in the form of opinions and suggestions on the implementation report and main audit results are submitted to the Board of Commissioners every quarter.	10	10
			Review of financial statements was conducted in accordance with applicable provisions and in a timely manner.	Discussions between the Audit Committee, the Board of Commissioners, and SKAI were documented in the minutes of meetings, held twice with the Public Accounting Firm (KAP) and twice with SKAI.	10	10
			Review of Top Debtors with high risk exposure and PEP	The Audit Committee has conducted a review of Top Debtors with high risk exposure and PEP on November 11, 2025	5	5
			Follow-up on BRI Whistleblowing System complaint report	The Audit Committee has followed up on the BRI Whistleblowing System complaint report on February 14, 2025.	10	10
			Oversight of ICoF implementation	The Audit Committee has updated the progress of the SKAI monitoring results on the implementation of ICoFR.	5	5

No	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
3	Compliance Perspective	Implementation of corporate activities in accordance with Good Corporate Governance (GCG)	The opinion of the Public Accountant was fair in all material respects.	The audit opinion issued by the Public Accounting Firm (KAP) on BRI's financial statements was fair in all material respects.	10	10
	Total				**100**	**100**

Achievement of the Nomination and Remuneration Committee's Key Performance Indicators

The performance indicators or criteria of the Nomination and Remuneration Committee (NRC) are measured based on the achievement of its work programs/work plans prepared at the beginning of each year and the attendance rate of NRC members at committee meetings. The NRC's work program is designed to support the key success factors in the implementation of the Board of Commissioners' duties, particularly in carrying out the nomination process for the Company's management and subsidiaries, evaluating remuneration policies for employees and employment matters, as well as remuneration for the Board of Directors and the Board of Commissioners.

In general, all NRC KPIs were achieved, as reflected in the implementation of the entire NRC Work Plan for 2025 in accordance with the established targets, as well as the attendance of NRC members which complied with applicable provisions, enabling NRC meetings to reach the required quorum for decision-making. The attendance rate of NRC members can be seen in the table on the frequency and attendance of Nomination and Remuneration Committee meetings.

Furthermore, the performance of the NRC was supported by the competencies of its members, which are aligned with the requirements for performing supervisory functions in the fields of nomination and remuneration. The NRC provides views, inputs, and recommendations to the Board of Commissioners, both during meetings and outside meetings, which serve as a basis for the Board of Commissioners in making decisions and in providing advice and recommendations to the Board of Directors. The competencies of each NRC member are presented in the Nomination and Remuneration Committee profile.

The achievements of the Nomination and Remuneration Committee's performance indicators are presented as follows:

No	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
1	Learning & Growth Perspective	Committee Organization	Composition of committee members in accordance with applicable provisions	The composition of the NRC members is stipulated in the Board of Commissioners' Decree and is in accordance with OJK regulations and the provisions of the Ministry of State-Owned Enterprises	5	5
		Competency of Committee Members	Committee members possess competencies in accordance with applicable provisions	All members of the Board of Commissioners serving as NRC members have passed the OJK Fit and Proper Test and have participated in relevant training.	5	5
			The term of office of committee members is in accordance with applicable provisions	The appointment of the Chairperson and Members of the BRI Nomination and Remuneration Committee, including their terms of office, has been carried out in accordance with applicable provisions.	5	5
2	Internal Process Perspective	Planning	Approval of the Committee Work Plan in a timely manner	The NRC Work Plan for 2026 was approved on 31 December 2025.	10	10

No	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
		Implementation	Committee meetings conducted in accordance with applicable provisions and the established plan	During 2025, the NRC held 21 (twenty-one) meetings.	10	10
			Nomination of BRI management	The nomination of BRI management was conducted in accordance with the details of the meetings.	10	10
			Nomination of subsidiary management	The Nomination and Remuneration Committee carried out the nomination of subsidiary management in accordance with the details of the meetings.	10	10
			Review and preparation of recommendations on the remuneration structure for the Board of Directors and the Board of Commissioners	The NRC provided recommendations on the proposed remuneration of the Company's management.	10	10
			Review/discussion of the remuneration of the Board of Directors and the Board of Commissioners	The NRC conducted discussions on the remuneration of the Company's management in accordance with the meeting details.	10	10
		Supervision	Reviu/ Pembahasan Kebijakan Human Capital dan remunerasi Direksi dan Dewan Komisaris secara periodik	KNR melakukan pembahasan Kebijakan Human Capital pada 18 November 2025 dan terkait Remunerasi Direksi dan Dewan Komisaris pada 4 Februari 2025	10	10
3	Compliance Perspective	Implementation of corporate activities in accordance with Good Corporate Governance (GCG)	Evaluation of the performance of the Board of Directors	A meeting to discuss the evaluation of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk was held on 4 February 2025.	5	5
			Implementation of the Board of Commissioners' GCG self-assessment	The results of the GCG self-assessment of the Board of Commissioners obtained a composite rating of 2.	5	5
			Performance evaluation of the Board of Commissioners' organs	The performance evaluation of the Board of Commissioners' committees and the evaluation of committee members were conducted at the end of each year and disclosed in BRI's Annual Report.	5	5
					100	100

Achievement of the Risk Management Oversight Committee's Key Performance Indicators

The performance of the Risk Management Oversight Committee (RMOC) is measured based on the achievement of its work programs/work plans prepared at the beginning of each year and the attendance rate of RMOC members at committee meetings. The RMOC's work program is designed to support the key success factors in the implementation of the Board of Commissioners' duties, particularly in evaluating and ensuring that the Company's risk management implementation continues to meet the adequacy of risk management procedures and methodologies, thereby ensuring that the Company's activities remain within acceptable risk limits while generating value for the Company.

In general, the RMOC Work Plan for 2025 was implemented effectively. This is reflected in the fact that throughout 2025, the RMOC held 24 meetings, with attendance levels of RMOC members meeting the applicable requirements, enabling meetings to achieve the required quorum for decision-making. The attendance rate of RMOC members can be seen in the table on the frequency and attendance of Risk Management Oversight Committee meetings.

Furthermore, the performance of the RMOC is supported by the competencies of its members, which are aligned with the requirements for carrying out supervisory functions in the field of risk management. The RMOC provides views, inputs, and recommendations to the Board of Commissioners, both during meetings and outside meetings, serving as a basis for the Board of Commissioners in making decisions and providing advice and recommendations to the Board of Directors. The competencies of each RMOC member are presented in the Risk Management Oversight Committee profile.

The achievements of the Risk Management Oversight Committee's performance indicators are presented as follows:

No	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
1	Learning & Growth Perspective	Committee Organization	Composition of committee members in accordance with applicable provisions	The appointment of the Chairperson and Members of the BRI RMOC has been carried out in accordance with the applicable provisions.	5	5
		Competency of Committee Members	Committee members possess competencies in accordance with applicable provisions	All RMOC members from the Board of Commissioners have passed the OJK fit and proper test and/ or participated in training during 2024.	5	5
				The appointment of the Chairperson and Members of the BRI RMOC and the composition of RMOC members have complied with applicable provisions.	5	5
2	Internal Process Perspective	Planning	Approval of the Committee Work Plan in a timely manner	The RMOC Work Plan for 2025 was approved on December 31, 2025.	10	10
		Implementation	Committee meetings conducted in accordance with applicable provisions and the established plan	During 2025, the RMOC held 24 (twenty four) times meetings. In addition, the RMOC actively participated in joint meetings with the Board of Commissioners.	5	5
			Evaluation of credit approvals exceeding a certain threshold that require consultation with the Board of Commissioners	During 2025, the RMOC conducted eight reviews of credit consultation cases.	5	5
			Approval of corporate actions and/ or actions of the Board of Directors requiring approval from the Board of Commissioners in accordance with applicable provisions	During 2025, the RMOC conducted reviews of five approvals related to proposed corporate actions and/ or actions of the Board of Directors requiring approval from the Board of Commissioners.	10	10

No	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
		Supervision	Review of the adequacy of policies related to Risk Management and the Recovery Plan	In 2025, the RMOC conducted reviews of policies related to risk management.	10	10
			Review of the Risk Appetite Statement (RAS), Resolution Plan, and Recovery Plan	In 2025, the RMOC reviewed the Risk Appetite Statement (RAS), Resolution Plan, and Recovery Plan.	10	10
			Periodic review of the implementation of thematic supervision	In 2025, the RMOC periodically conducted thematic discussions on the Company's conditions.	5	5
			Review of the implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing Program (AML, CTF, and CPF)	In 2025, the RMOC conducted a review of the implementation of AML, CTF, and CPF.	5	5
			Evaluation and analysis of the implementation of the Company's fraud risk control	In 2025, the RMOC evaluated and analyzed the implementation of fraud risk control within the Company.	5	5
3	Compliance Perspective	Implementation of the supervisory function for the management of Risk Management	Evaluation of the Company's risk profile	In 2025, the RMOC conducted quarterly evaluations of the Company's risk profile.	10	10
			Evaluation of the Bank's soundness level periodically in accordance with applicable provisions	In 2025, the RMOC conducted periodic evaluations of the Bank's soundness level in accordance with applicable provisions.	10	10
	Total				100	100

Achievement of the Integrated Governance Committee's Key Performance Indicators

The performance of the Integrated Governance Committee (IGC) is measured based on the achievement of its work programs/work plans prepared at the beginning of each year and the attendance rate of IGC members at committee meetings. The IGC's work program is designed to support the key success factors in the implementation of the Board of Commissioners' duties, particularly in evaluating and ensuring the implementation of integrated governance.

In general, the IGC Work Plan for 2025 was implemented effectively. This is reflected in the fact that throughout 2025, the IGC held 21 meetings, with attendance levels of IGC members meeting the applicable requirements, enabling meetings to achieve the required quorum for decision-making. The attendance rate of IGC members can be seen in the table on the frequency and attendance of Integrated Governance Committee meetings.

Furthermore, the performance of the IGC is supported by the competencies of its members, which are aligned with the requirements for carrying out supervisory functions in the banking sector. The IGC provides views, inputs, and recommendations to the Board of Commissioners, both during meetings and outside meetings, serving as a basis for the Board of Commissioners in making decisions and providing advice and recommendations to the Board of Directors. The competencies of each IGC member are presented in the Integrated Governance Committee profile.

The details of the Integrated Governance Committee's KPI achievements based on the self-assessment are as follows:

No.	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
1	Learning & Growth Perspective	Strengthening of Integrated Governance	Strengthening the implementation of Integrated Governance	Selama tahun 2025, telah dilaksanakan rapat dengan unit kerja terkait Maturity Level BRI Group	10	10
		Competency Enhancement	Enhancement of the competencies of IGC members	This was implemented in accordance with the established plan.	10	10
2	Internal Process Perspective	Planning & Evaluation	Approval of the Committee Work Plan in a timely manner	The IGC Work Plan for 2026 was approved on 31 December 2025.	10	10
		Implementation	Committee meetings conducted in accordance with applicable provisions and the established plan	During 2025, 21 (twenty one) times IGC meetings were held with recommendations on the evaluation of the implementation of Integrated Governance (Integrated Risk Management, Integrated Compliance, and Integrated Internal Control).	10	10
			Other meetings in accordance with the duties of the IGC	During 2025, the IGC attended meetings related to the BRI Group in accordance with the direction of the Board of Commissioners.	10	10
3	Compliance Perspective	Compliance with Applicable Regulations	Composition and Adjustment of Members of the Financial Conglomerate Membership and term of office of committee members according to the changes stated in the Decree of Committee Members	Changes in IGC members through the Board of Commissioners' Decrees: • Decree of the Board of Commissioners of BRI No. 12-KOM/BRI/09/2024 dated 7 September 2024 concerning the Composition of the Integrated Governance Committee • Decree of the Board of Commissioners No. 15-KOM/ BRI/11/2024 dated 11 November 2024 concerning the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk • Decree of the Board of Commissioners No. 06-KOM/ BRI/04/2025 dated 15 April 2025 concerning the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk	5	5
			Reporting of Integrated Governance Self-Assessment results (semi-annual)	During 2025, the IGC submitted the Semi-Annual Self-Assessment reports on: a. January 8, 2025 b. July 8, 2025	10	10
			Reporting of the annual Integrated Governance implementation results	During 2025, the IGC submitted the evaluation of the implementation of Integrated Governance.	10	10
			Review of the assessment of the adequacy of Integrated Internal Control and Integrated Compliance Functions (every semester)	During 2025, the IGC conducted a review of the annual report on the adequacy assessment of Integrated Internal Control and Integrated Compliance Functions in accordance with applicable provisions.	10	10

No.	Assessment Perspective	Assessment Aspect	Indicator	Output / Target Achievement	Weight	Score
			Evaluation of the implementation of Integrated Risk Management periodically (every semester)	During 2025, the IGC conducted periodic evaluations of the implementation of Integrated Risk Management in accordance with applicable provisions.	10	10
			Submission of mandatory reports in accordance with regulations in a timely manner	During 2025, the IGC submitted reports in accordance with applicable provisions in a timely manner.	5	5
Total					100	100

Nomination and Remuneration of The Board of Commissioners and Directors

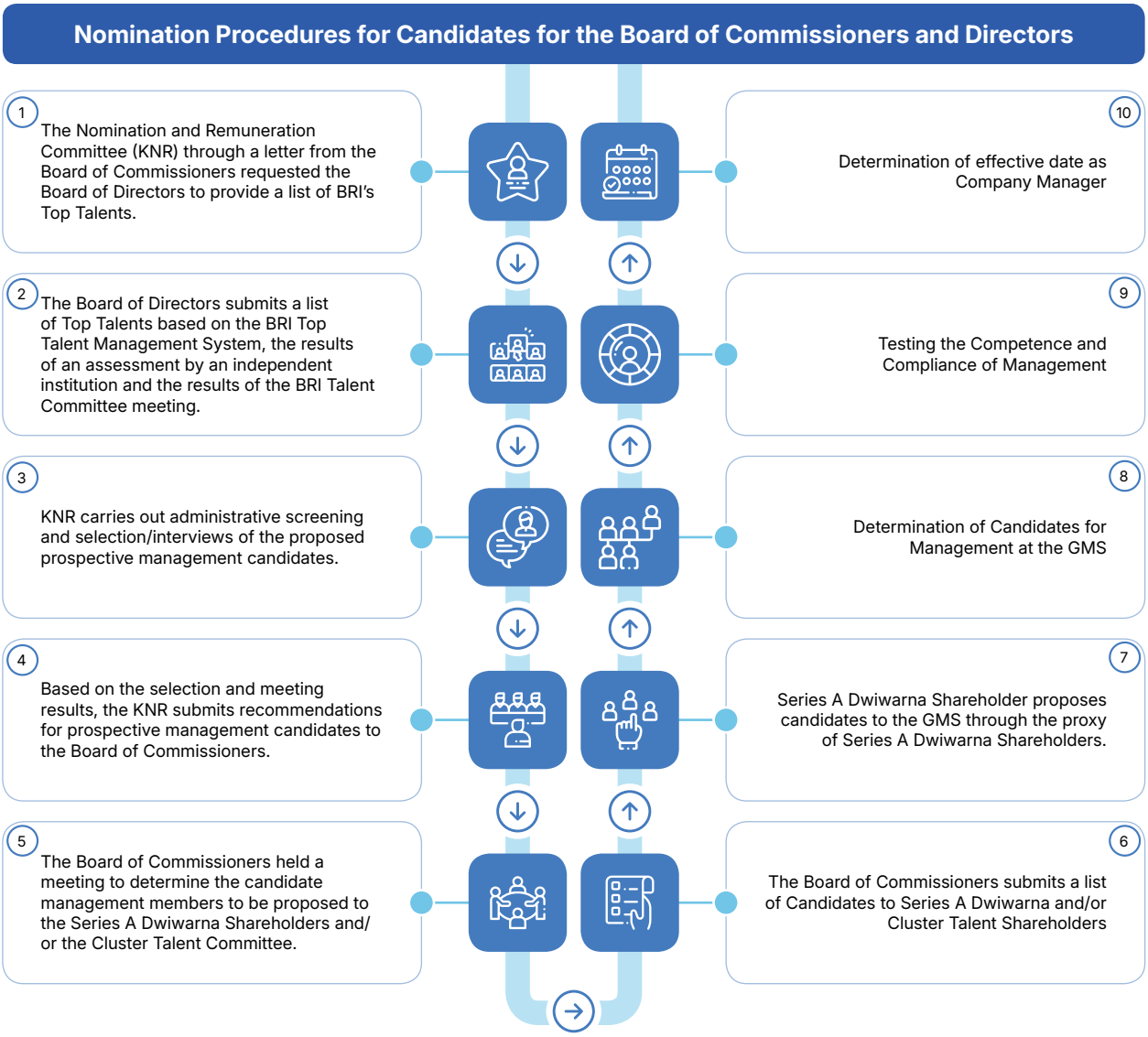
Nomination Procedures of The Board of Commissioners and Directors

To implement sound business practices and fulfilling the GCG principles as well as the prudential principle within PT Bank Rakyat Indonesia (Persero) Tbk, the Board of Commissioners has stipulated the Nomination policy of members of the Board of Commissioners and Directors with a Decree of NOKEP: 07-KOM/ BRI/07/2015 dated July 28, 2015. In general, the Succession Policies of the Board of Commissioners and Directors are as follows:

1. The Board of Commissioners is authorized to nominate candidates for members of the Board of Directors and/or the Board of Commissioners of the Bank.
2. For prospective members of the Board of Directors, the nomination process is through internal candidates of the Bank, i.e:
   a. Members of the Board of Directors who will end their tenures but may still be reappointed as members of the Board of Directors;
   b. Executives reporting directly to the Directors or executives with excellent performance;
   c. Board of Directors of a subsidiary or joint venture.
3. For candidates of members of the Board of Commissioners, the Nomination process shall be conducted for prospective members of the Board of Commissioners who will end their tenures but may be reappointed as members of the Board of Commissioners.
4. For prospective members of the Board of Directors and/or Board of Commissioners with the exclusion of Executives under the Board of Directors, and Subsidiaries' Board of Directors, the Nomination process shall be conducted jointly by a Team established by the Dwiwarna Series A Shareholder while simultaneously determining the prospective members of the Board of Directors and/or Board of Commissioners, which will be proposed to the General Meeting of Shareholders.
5. In the Nomination process, the Chairman of the Committee shall represent the Committee, and if the Chairman of the Committee is absent, then it shall be replaced by one of the Committee members who are an Independent Commissioner.
6. This decision also mandates the Chairman of the Committee or Independent Commissioner tok:
   a. Represent the Committee as a member of the Assessment Team established by the Dwiwarna Series A Shareholder.
   b. Provide recommendations on candidates for members of the Board of Directors and/ or Commissioners by taking into account the fulfilment of the applicant's requirements for the integrity, competence, and reputation.
7. The Chairman of the Committee or Independent Commissioner who represents the Committee shall avoid any conflict of interest and shall maintain its independence.

In the selection process for candidates for the Board of Commissioners and Board of Directors, BRI maintains a list of BRILiaN Top Talent comprising individuals from the BoD-1 level who have demonstrated outstanding performance and significant potential within the company and are aligned with the company's future strategic direction. The talent pool is then identified based on pre-determined criteria to ensure that the selected individuals possess the necessary qualifications and are prepared to lead BRI Group toward greater achievements. Subsequently, the identified candidates undergo validation by the Board of Commissioners, who assess their performance and capacity based on their track record. Following this validation, the nominated talents are presented to the Series A Dwiwarna Shareholder and/or the Cluster Talent Committee for further validation and calibration within the cluster framework.

The procedures for the nomination of candidates for the Board of Commissioners and the Board of Directors are as follows.



The procedure for selecting Prospective members of the Board of Commissioners and/or Board of Directors is regulated as follows:

1. The Nomination and Remuneration Committee through the board of commissioners, requests a list of BRI's Top Talents that meet the criteria to be proposed as a candidate for BRI management.
2. The Board of Directors submits a list of BRI's Top Talents based on BRI's Talent management system data, the results of assessments by independent institutions and the results of BRI Human Capital Committee meetings.
3. Based on the list submitted by the Board of Directors, the NRC selects Candidates who meet the specified qualifications. For prospective candidates for members of the Board of Directors Officers one level below the Board of Directors or officers with special achievements and Directors of subsidiaries or joint ventures, the committee may request proposals for Candidates from the Board of Directors of the Bank, which must first be assessed by a professional institution with competency indicators in accordance with applicable regulations.
4. Candidates for members of the Board of Commissioners and/ or Directors who are deemed appropriate are subsequently proposed by the NRC to the Board of Commissioners to participate in the evaluation process.
5. The NRC conducts an evaluation process to obtain comprehensive information regarding the qualifications and competencies of a Candidate, as follows:
   a. For prospective candidates for members of the Board of Directors who are members of the Board of Directors who are still in office who will end their term of office but can still be reappointed, the evaluation is

carried out, among others, by asking for the opinion of the President Director.

b. The Nomination and Remuneration Committee selects prospective members of the Board of Directors who meet the specified qualifications. The Nomination and Remuneration Committee allow to use third independent parties that handle professional assessment to identify potential candidates to meet desired profiles.
c. For prospective members of the Board of Directors who come from officials one level below the Board of Directors or officials who have special achievements, or who come from the Directors of a subsidiary/joint venture, Evaluation can be carried out by means:
    1) Conducting interviews/interviews with the recommended candidate for the Board of Directors; and/or,
    2) Requesting Candidates for members of the Board of Directors to give presentations on certain topics, which illustrate the abilities of the Candidates in accordance with the requirements.
d. For prospective candidates for members of the Board of Commissioners, an evaluation to explore the qualifications and competencies is carried out from the curriculum vitae of the person concerned.

6. The results of information extraction regarding prospective candidates for members of the Board of Commissioners and/ or Directors are discussed in a Committee meeting to decide which Candidates will be elected as Candidates for members of the Board of Commissioners and/or Directors.
7. The results of the Committee discussions are written in the Committee's Service Note to the Board of Commissioners. The official note is a committee recommendation document on the nomination of a candidate for the member of the Board of Commissioners and/or Board of Directors concerned.
8. The Board of Commissioners decides on prospective members of the Board of Commissioners and/or Directors in a Board of Commissioners meeting which also serves as the basis for recommendations by the Board of Commissioners to Series A Dwiwarna Shareholders and/ or Cluster Talent Committee for further submission at the GMS.
9. GMS Determine the composition and changes of members of the BRI Board of Directors, in the event that the appointed member of the Board of Directors has not been approved by the OJK, the appointment will not be effective until the person concerned is approved by the OJK. Prospective members of the Board of Directors of BRI who have not received OJK approval, are prohibited from carrying out duties as members of the Board of Directors in the Bank's operational activities and/or other activities that have significant influence on the Bank's financial policies and condition, even though they have been approved and appointed\by the GMS. The GMS also dismisses the Board of Directors who were elected at the previous GMS, if the person concerned is not approved by the OJK.
10. BRI submits an application to the OJK to carry out a fit and proper test process.
11. OJK is authorized to provide the result of the fit and proper test of the selected Directors, which includes administrative research and interview. Approval or rejection of such application shall be provided by OJK no later than 30 (thirty) days after receipt of the candidate's complete application.

Remuneration Policy for The Board of Commissioners and Board of Directors

The Remuneration Policy for the Board of Commissioners and Directors is formulated under the Financial Services Authority Regulation (POJK) Number 45/POJK.03/2015 and OJK Circular Letter Number 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, OJK Regulation Number 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks, OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks, and the Regulation of the Minister of StateOwned Enterprises No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises. The Nomination and Remuneration Committee has prepared a Remuneration policy, which was ratified through the Board of Commissioners' Decree Number SK.12-KOM/BRI/11/2025 on November 18, 2025 concerning Guidelines for the Provision of Remuneration in the form of Salary/Honorarium, Allowances, Facilities and Tantiem/ Performance Incentives as well as Long-Term Incentives for the Board of Directors and Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk.

The remuneration for the Board of Commissioners and Directors is divided into two main categories: fixed remuneration and variable remuneration. This is determined by considering the complexity and scale of the business, performance achievements, the company's financial capacity, and its long-term goals, as part of the implementation of prudence principles based on performance and risk. The remuneration policy is established based on the predetermined eligibility criteria set at the outset as a foundation for allocation. The performance achievements of the Board of Commissioners and Directors, whether collegially and/or individually, are key factors influencing the amount of compensation and incentives received.

Fixed Remuneration

The components of fixed remuneration include salary/ honorarium, allowances, facilities, and other fixed elements provided to all members of the Board of Commissioners and Directors under their duties, authority, and responsibilities.

Variable Remuneration

In providing variable remuneration, the Company adheres to prudent risk-taking, ensuring that performance measurement methods are linked to risk. Variable remuneration components include, among other things, awards and/or performance incentive which can be given in cash or shares.

Variable remuneration can be awarded based on performance achievements, as follows:

1. Short Term Incentives (STI) are provided to the Board of Commissioners and Directors under the resolution of the General Meeting of Shareholders (GMS) during the approval of the annual report. STI is granted as a form of encouragement to achieve optimal annual performance. The amount of STI is determined by considering the achievement of annual performance results in line with the collegial Key Performance Indicators (KPIs) and the company's short-term goals. A partial STI paid to the Board of Commissioners was deferred during a certain period and/or the delegated party by GMS for the stipulation of a certain percentage amount in accordance with mechanism stipulated in GMS/Shareholders Series A.
2. Long Term Incentives (LTI) are provided to the Board of Commissioners and Directors under the resolution of the General Meeting of Shareholders (GMS) during the approval of the annual report. The purpose of providing LTI is to promote sustainable growth and ensure continuous risk management. The amount of LTI is determined by considering the achievement of additional KPIs that target long-term objectives agreed upon for a specific period with GMS approval or the Series A Dwiwarna Shareholder as the recipient of the GMS delegation. This remuneration is granted to support the achievement of the company's longterm vision, mission, and strategy. The provision of LTI is governed by specific regulations, including the performance period (vesting period) and a certain holding period, after which the incentives are awarded based on the results of long-term performance achievements.

Variable remuneration is provided in the form of shares for members of the Board of Directors and Non-Independent Commissioners, while Independent Commissioners receive it in cash. In certain specific circumstances, the Company may defer the payment of deferred variable remuneration (malus) or reclaim variable remuneration already paid (clawback) from individuals designated as Material Risk Takers (MRT).

The adjustment of deferred variable remuneration payments (malus) is applied under the following conditions:

1. There is legal evidence of abuse of position and/or authority and/or criminal acts committed by the recipient of the deferred recipient variable remuneration, resulting in losses for the Company.
2. Restatement of the Company's financial statements that served as the basis for determining the variable remuneration allocation.
3. The risk rating in the last quarter before the execution of the deferred variable remuneration is at Level 4 (Moderate to High) or worse.
4. Profit and dividend commitments, as outlined in the Company's Long-Term Plan (RJPP)/Corporate Plan for the relevant period, are not achieved.
5. The Annual General Meeting of Shareholders (GMS) decides to reject the accountability of the Board of Directors and/or the Board of Commissioners for the Company's performance in the financial year determined in the Annual GMS.
6. Other considerations deemed important by the GMS.

The clawback of Tantiem payments already disbursed is applied under the following conditions:

1. There is legal evidence of abuse of position and/or authority and/or criminal acts committed by the recipient of the recipient variable remuneration, resulting in losses for the Company.
2. Restatement of the Company's financial statements that served as the basis for determining the variable remuneration allocation.
3. The risk rating in the last quarter before the execution of the variable remuneration is at Level 4 (Moderate to High) or worse.
4. The Annual General Meeting of Shareholders (GMS) decides to reject the accountability of the Board of Directors and/or the Board of Commissioners for the Company's performance in the financial year determined in the Annual GMS.
5. Other considerations deemed important by the GMS.

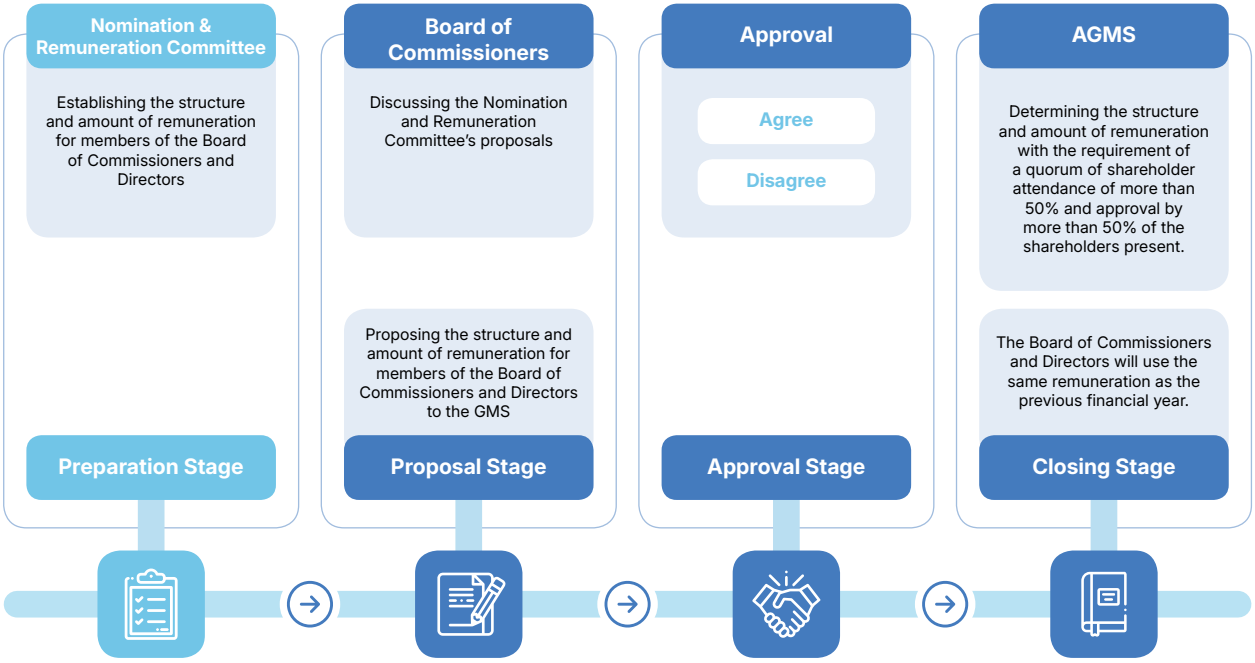
With a structured remuneration framework, BRI is committed to providing fair and competitive compensation that not only rewards short-term performance achievements but also supports the company's long-term sustainability goals. This policy also prioritizes good governance principles with a transparent oversight system, ensuring that all parties meet the eligibility requirements and adhere to the rules that are clearly and consistently defined.

The policy related to remuneration in more detail will be explained in the subheading Implementation of Governance in the Provision of Remuneration for Commercial Banks under OJK Regulation 45/POJK.03/2015 and Long-Term PerformanceBased Compensation Policy in this Annual Report.

Remuneration Determination Procedure

Stages	Activities
Formulation	**Nomination and Remuneration Committee** The Nomination and Remuneration Committee evaluates the remuneration structure and amount of the Board of Commissioners and Board of Directors by taking into account the Bank's long-term performance, risks, fairness with peer group, objectives, and strategies, the allowance fulfillment as stipulated in the laws, and the Bank's potential income in the future. Based on the evaluation results, the Nomination and Remuneration Committee recommended the Remuneration structure and amount in the Board of Commissioners' meeting.
Proposal	**Board of Commissioners** The Board of Commissioners submits proposals on the determination of honorarium, allowances and facilities and bonuses for members of the Board of Commissioners and Directors to the General Meeting of Shareholders.
Determination	**General Meeting of Shareholders (GMS)** The GMS may approve and determine the remuneration structure and amount with the quorum requirement of more than 50% shareholder attendance and approval by more than 50% of the attended shareholders. In the event that the GMS does not approve the proposal, the Board of Commissioners and Directors will use the same remuneration structure and amount as in the previous fiscal year. In the event that the GMS has not yet determined the structure and amount of remuneration, the GMS may authorize the Board of Commissioners to determine the structure and amount of remuneration after obtaining approval from the Dwiwarna series A Shareholder.

Remuneration Determination Stages



Indicators for Determining The Remuneration of The Board of Commissioners and Board of Directors

The indicators for determining remuneration for the Board of Commissioners and Board of Directors consider a number of things, including the results of benchmarking remuneration with similar industries (peer groups) both at the domestic and regional levels based on the complexity and scale of the company's business. achievement of performance, size and complexity of the Company's operations. The Company's remuneration policy is also oriented toward corporate development with a strong emphasis on sustainability principles and encouraging the achievement of long-term goals.

Remuneration Structure of The Board of Commissioners and Board of Directors

The remuneration structure for members of the Board of Commissioners and Board of Directors includes the following:

No.	Income Type	Provision	
		Board of Commissioners	Board of Directors
1	Honorarium/Salary	Based on position factor: • President Commissioner: 45% of the President Director's salary • Vice President Commissioner: 42.5% of the President Director's salary • Members of the Board of Commissioners: 90% of the President Commissioner's salary	Based on position factor: • President Director: Determined by the Controlling Shareholder (Minister of SOEs) • Vice President Director: 90% of the President Director's salary • Other Directors: 85% of the President Director's salary.
2	Allowance		
	Religious Holidays Allowance	Equivalent to one month's honorarium	Equivalent to one month's salary
	Housing Allowance	Not provided	IDR 27.5 million per month, including utility costs. Not provided for Directors occupying official residences.
	Transportation Allowance	20% of the honorarium	Not provided
	Post-Employment Insurance	Maximum premium of 25% of the annual honorarium	Maximum premium of 25% of the annual honorarium
	Club membership	Membership in two professional associations.	President Director/Vice President Director: • Two golf memberships. • Two financial club memberships. • One family fitness club membership 2 Two professional club memberships. Director: • One golf membership. • One family fitness club membership • Two professional club memberships
	Corporate Apparel	Provided in the form of uniforms, suits, and/or work attire, including accessories and traditional wear (batik/tenun/national attire) within the annual budget limit set by the Board of Directors' Decision.	Provided in the form of uniforms, suits, and/ or work attire, including accessories and traditional wear (batik/tenun/national attire) within the annual budget limit set by the Board of Directors' Decision.
	Communications	Not provided	Reimbursement for call and/or data packages based on usage
3	Facility		
	Vehicles	Provided in the form of a transportation allowance	Vehicle facilities for Directors are provided in accordance with the company's internal policies.
	Health	Health insurance or reimbursement of medical expenses as per the company's internal policies.	Health insurance or reimbursement of medical expenses as per the company's internal policies
	Legal Aid Facilities	Legal assistance is provided to members of the Board of Commissioners in cases involving actions performed on behalf of their position related to the company's objectives and business activities.	of Commissioners in cases involving actions performed on behalf of their position related to the company's objectives and business activities. Legal assistance is provided to members of the Board of Directors in cases involving actions performed on behalf of their position related to the company's objectives and business activities.

Amount of Nominal/Remuneration Components of Each Board of Commissioners and Board of Directors

Nominal Amount/Component of Remuneration for Each Board of Commissioners

No.	Name	Honorarium	Transport Allowance	THRK	Medical Benefits	Tantiem Before Tax	Post Service Insurance Premiums	Total
1	Kartika Wirjoatmodjo	✓	✓	✓	✓	-	✓	✓
2	Parman Nataatmadja*	✓	✓	-	✓	-	✓	✓
3	Awan Nurmawan Nuh	✓	✓	✓	✓	-	✓	✓
4	Edi Susianto*	✓	✓	-	✓	-	✓	✓
5	Lukmanul Khakim*	✓	✓	-	✓	-	✓	✓
6	Helvi Yuni Moraza *	✓	✓	-	✓	-	✓	✓
7	Rofikoh Rokhim**	✓	✓	✓	✓	-	✓	✓
8	Rabin Indrajad Hattari**	✓	✓	✓	✓	-	✓	✓
9	Dwi Ria Latifa**	✓	✓	✓	✓	-	✓	✓
10	Heri Sunaryadi**	✓	✓	✓	✓	-	✓	✓
11	Nurmaria Sarosa**	✓	✓	✓	✓	-	✓	✓
12	Agus Riswanto**	✓	✓	✓	✓	-	✓	✓
13	Paripurna P. Sugarda**	✓	✓	✓	✓	-	✓	✓
14	Haryo Baskoro Wicaksono**	✓	✓	✓	✓	-	✓	✓

* (Nominated as BRI's Board of Commissioners in the AGMS on March 24, 2025)
** (Dismissed as BRI's Board of Commissioners in the AGMS on March 24, 2025)

Notes :
Honorarium and Transportation Allowances were based on the Board of Commissioners' Letter No. SR.12-KOM/04/2024 on April 5, 2024.

Nominal Amount/Component of Remuneration for Each Board of Directors

No.	Name	Honorarium	THRK	Tantiem After Tax	Housing Allowance	Medical Benefits	Post-Service Insurance Premiums	Total
1	Sunarso **	✓	✓	-	✓	✓	✓	-
2	Catur Budi Harto **	✓	✓	-	✓	✓	✓	-
3	Agus Noorsanto***	✓	✓	-	✓	✓	✓	-
4	Handayani **	✓	✓	-	✓	✓	✓	-
5	Amam Sukriyanto **	✓	✓	-	✓	✓	✓	-
6	Arga Mahanana Nugraha **	✓	✓	-	✓	✓	✓	-
7	Agus Sudiarto **	✓	✓	-	✓	✓	✓	-
8	Viviana Dyah Ayu Retno K.	✓	✓	-	✓	✓	✓	-
9	Supari **	✓	✓	-	-	✓	✓	-
10	Ahmad Solichin Lutfiyanto***	✓	✓	-	✓	✓	✓	-
11	Agus Winardono **	✓	✓	-	✓	✓	✓	-
12	Andrijanto **	✓	✓	-	✓	✓	✓	-
13	Hery Gunardi *	✓	-	-	✓	✓	✓	-

No.	Name	Honorarium	THRK	Tantiem After Tax	Housing Allowance	Medical Benefits	Post-Service Insurance Premiums	Total
14	Hakim Putratama *	✓	-	-	✓	✓	✓	-
15	Riko Adythia *	✓	-	-	✓	✓	✓	-
16	Aquarius Rudianto *	✓	-	-	✓	✓	✓	-
17	Farida Thamrin *	✓	-	-	✓	✓	✓	-
18	Akhmad Purwakajaya *	✓	-	-	✓	✓	✓	-
19	Alexander Dippo Paris Y. S. *	✓	✓	-	✓	✓	✓	-
20	Nancy Adistyasari *) ***)	✓	-	-	✓	✓	✓	-
21	Mucharom *) ***)	✓	-	-	✓	✓	✓	-
22	Saladin Dharmanugraha Effendi *	✓	-	-	✓	✓	✓	-
23	Achmad Royadi ****	✓	-	-	-	-	-	-
24	Ety Yuniarti ****	✓	-	-	-	-	-	-
25	Mahdi Yusuf ****	✓	-	-	-	-	-	-
26	Aris Hartanto ****	✓	-	-	-	-	-	-

Note:
*) Nominated as BRI's Director in the AGMS on March 24, 2025
**) Honorably dismissed as BRI's Director in the AGMS on March 24, 2025
***) Honorably dismissed as BRI's Director in the EGMS on December 17, 2025
****) Nominated as BRI's Director in the EGMS on December 17, 2025

Long Term Incentive (LTI)

As of December 2025, there is no provision of Long Term Invention (LTI) of the Board of Commissioners and Directors regarding performance achievements in 2024.

Transparency of Share Ownership of Directors and Board of Commissioners

Share Ownership of Members of The Board of Directors and The Board of Commissioners

The Board of Directors and Board of Commissioners must disclose shares of 5% (five percent) or more, both in BRI and in other banks and companies, domiciled at home and abroad. The Board of Directors and The Board of Commissioners' share ownership is as follows.

Board of Directors Share Ownership

Name	Position	Term of Office in 2025	Share Ownership (%)			
			BRI	Bank Lain	Non-Bank Financial Institutions	Others Company
Hery Gunardi	President Director	March 24 – December 31, 2025	435.000 (0,0002870%)	Nil	Nil	Nil
Viviana Dyah Ayu R.K.	Director of Finance	January 1 – March 24, 2025	3.819.500 (0,0025201%)	Nil	Nil	Nil

Name	Position	Term of Office in 2025	Share Ownership (%)			
			BRI	Bank Lain	Non-Bank Financial Institutions	Others Company
	Director of Finance & Strategy	March 24 – December 17, 2025				
	Vice President Director	December 17 – December 31, 2025				
Hakim Putratama	Director of Operations	March 24 – December 31, 2025	-	Nil	Nil	Nil
Riko Adythia	Director of Corporate Banking	March 24 – December 31, 2025	-	Nil	Nil	Nil
Aquarius Rudianto	Direktur Network dan Retail Funding	March 24 – December 31, 2025	-	Nil	Nil	Nil
Farida Thamrin	Director of Micro	March 24 – December 31, 2025	19.800 (0,0000131%)	Nil	Nil	Nil
Akhmad Purwakajaya	Director of Commercial Banking	March 24 – December 31, 2025	243.500 (0,0001607%)	Nil	Nil	Nil
Alexander Dippo Paris Y.S.	Director of Consumer Banking	March 24 – December 17, 2025	-	Nil	Nil	Nil
Saladin Dharma Nugraha Effendi	Director of Legal & Compliance	December 17 – December 31, 2025	-	Nil	Nil	Nil
Mahdi Yusuf	Director of Consumer Banking	December 17 – December 31, 2025	-	Nil	Nil	Nil
Aris Hartanto	Direktur Consumer Banking	17 Desember – 31 Desember 2025	430.964 (0,0002844%)	Nil	Nil	Nil
Achmad Royadi	Director of Finance & Strategy	December 17 – December 31, 2025	1.215.672 (0,0008021%)	Nil	Nil	Nil
Ety Yuniarti	Director of Risk Management	December 17 – December 31, 2025	193.262 (0,0001275%)	Nil	Nil	Nil
Nancy Adistyasari	Director of Risk Management	March 24 – December 17, 2025	9,000	Nil	Nil	Nil
Mucharom	Director of Information Technology	March 24 – December 31, 2025	-	Nil	Nil	Nil
Sunarso	President Director	January 1 – March 24, 2025	5,658,656	Nil	Nil	Nil
Catur Budi Harto	Vice President Director	January 1 – March 24, 2025	4,045,557	Nil	Nil	Nil
Agus Noorsanto	Director of Wholesale and Institutional Business	January 1 – March 24, 2025	3,938,641	Nil	Nil	Nil
	Vice President Director	March 24 – December 17, 2025				
Handayani	Director of Consumer Business	January 1 – March 24, 2025	5,741,900	Nil	Nil	Nil
Supari	Director of Micro Business	January 1 – March 24, 2025	4,970,914	Nil	Nil	Nil

Name	Position	Term of Office in 2025	Share Ownership (%)			
			BRI	Bank Lain	Non-Bank Financial Institutions	Others Company
Ahmad Solichin Lutfiyanto	Director of Compliance	January 1 – March 24, 2025	5,454,170	Nil	Nil	Nil
	Director of Human Capital & Compliance	March 24 – December 17, 2025				
Agus Sudiarto	Director of Risk Management	January 1 – March 24, 2025	3,584,100	Nil	Nil	Nil
Agus Winardono	Director of Human Capital	January 1 – March 24, 2025	3,469,681	Nil	Nil	Nil
Amam Sukriyanto	Director of Commercial, Small and Medium Business	January 1 – March 24, 2025	3,623,454	Nil	Nil	Nil
Arga M. Nugraha	Director of Digital and Information Technology	January 1 – March 24, 2025	3,421,385	Nil	Nil	Nil
Andrijanto	Director of Retail Funding and Distribution	January 1 – March 24, 2025	2,989,700	Nil	Nil	Nil

Board of Commissioners Share Ownership

Board of Commissioners for January 1, 2025 up to March 24, 2025

Name	Position	Share Ownership (sheet)			
		BRI	Others Bank	Non-Bank Financial Institutions	Others Company
Kartika Wirjoatmodjo	President Commissioner	1,678,000	Nil	Nil	Nil
Rofikoh Rokhim	Deputy Commissioner / Independent Commissioner	-	Nil	Nil	Nil
Rabin Indrajad Hattari	Commissioner	1,510,100	Nil	Nil	Nil
Dwi Ria Latifa	Independent Commissioner	-	Nil	Nil	Nil
Heri Sunaryadi	Independent Commissioner	-	Nil	Nil	Nil
Nurmaria Sarosa	Independent Commissioner	-	Nil	Nil	Nil
Agus Riswanto	Independent Commissioner	-	Nil	Nil	Nil
Paripurna Poerwoko Sugarda	Independent Commissioner	-	Nil	Nil	Nil
Awan Nurmawan Nuh	Commissioner	712,500	Nil	Nil	Nil
Haryo Baskoro Wicaksono	Independent Commissioner	-	Nil	Nil	Nil

Board of Commissioners for March 24, 2025 up to December 31, 2025

Name	Position	Share Ownership (%)			
		BRI	Others Bank	Non-Bank Financial Institutions	Others Company
Kartika Wirjoatmodjo	President Commissioner	1,678,000	PT Bank Mandiri (Persero) Tbk. (BMRI): 1,603,400		1. PT Dyandra Media Internation-al Tbk. (DYAN): 857,000 2. PT Semen Baturaja (Persero) Tbk. (SMBR): 68,000
Parman Nataatmadja	Deputy Commissioner / Independent Commissioner	-			
Helvi Yuni Moraza	Commissioner	-			
Awan Nurmawan Nuh	Commissioner	712,500			
Edi Susianto	Independent Commissioner	-			
Lukmanul Khakim	Independent Commissioner	-	1. PT Bank Central Asia Tbk (BBCA): 60,000 2. PT Bank Mandiri (Persero) Tbk (BMRI): 80,000 3. PT Bank Syariah Indonesia Tbk. (BRIS): 50,000		PT Hanjaya Mandala Sampoerna Tbk (HMSP): 1,300,000

Purchase/Sell of Shares of The Board of Commissioners and Directors

Disclosure of information on share ownership of the Board of Commissioners and Board of Directors has been regulated in Decree No. KU.02-DIR/KEP/10/2023 concerning the General Policy of Corporate Governance of PT Bank Rakyat Indonesia (Persero) Tbk and Circular Letter No. SE.09.c-DIR/KEP/03/2023 concerning the Third Amendment to Corporate Governance as follows:

1. Members of the Board of Directors or Board of Commissioners who own shares with voting rights, either directly or indirectly, are required to report and submit a report regarding ownership of voting rights over shares and any changes in ownership of voting rights over shares to the OJK.
2. In this regard, ownership of voting rights over shares and any changes in ownership of voting rights over shares by members of the Board of Directors and Board of Commissioners must be submitted no later than 5 (five) working days since the ownership of voting rights over shares and any changes in ownership of voting rights over shares occurred.
3. Members of the Board of Directors and Board of Commissioners may grant written power of attorney to other parties to report ownership of voting rights over shares and any changes in ownership of voting rights over shares.

Throughout 2025, share transactions carried out by the Board of Directors and Board of Commissioners have been reported to the Company (in Corporate Secretary Division) within 3 (three) working days after the transaction was carried out and then reported to the Financial Services Authority. The purchases/sales of shares of the Board of Commissioners and Directors during 2025 are as follows:

No	Name	Position	Transaction Date	Reporting Date	Transaction	Shares Before (units)	Shares Transacted	Saham After (units)	Price per Share (IDR)	Transaction Purpose
1	Sunarso	President Director	January 16, 2025	January 21, 2025	Purchase	5.658.656	210.000	5.868.656	4.200	Investment
			March 4, 2025	March 6, 2025	Purchase	5.868.656	212.800	6.081.456	3.630	Investment
2	Lukmanul Khakim	Independent Commissione	March 27, 2025	April 17, 2025	Sale	280.000	280.000	0	4.010	Implementation of POJK No. 33/ POJK.03/2015 and Per

Diversity Policy for Directors and Board of Commissioners

The diversity of the composition of the Company's Directors and Board of Commissioners is in accordance with OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines. The appointment of the Board of Commissioners and Directors is carried out by considering age, gender, education, experience, integrity, dedication, understanding of company management issues, having knowledge and/or expertise in the required fields and being able to provide sufficient time to carry out their duties as well as other requirements based on legislation. Currently the Board of Commissioners and Directors have met the criteria of age, gender, education, experience, integrity, dedication, understanding of company management issues, and have knowledge and/or expertise in the fields required by the Company.

Diversity in Board of Directors Composition

Table of Diversity in Board of Directors Composition

Name	Position	Tenure Period During 2025	Age	Gender	Education	Work Experience	Expertis
Hery Gunardi	President Director	March 24 – December 31, 2025	63 years old	Male	• Bachelor of Business Administration • Master Finance and Accounting • Doctor of Business Management	Have work experience in banking	Change and Project Management, Strategic Management, Insurance, Wealth Management, Consumer Banking, Micro & Retail Banking, Distribution Strategy
Viviana Dyah Ayu R.K.	Director of Finance	January 1 – March 24, 2025	47 years old	Female	• Bachelor of Animal Husbandry • Master of Business Administration	Have work experience in banking	Corporate Finance, Accounting Management, Risk and Compliance Management
	Director of Finance & Strategy	March 24 – December 17, 2025					
	Vice President Director	December 17 – December 31, 2025					
Hakim Putratama	Director of Operations	March 24 – December 31, 2025	49 years old	Male	• Bachelor of International Relations • Master of International Business	Have work experience in banking	International Banking, Transaction Banking, Banking Operations, Consumer Banking, Risk Management
Riko Tasmaya	Director of Corporate Banking	March 24 – December 31, 2025	52 years old	Male	• Bachelor of Accountant • Master of Business Administration	Have work experience in banking	Wholesale Banking, Transaction Banking, International & FDI Connectivity, Transformation, Finance, Risk Management

Name	Position	Tenure Period During 2025	Age	Gender	Education	Work Experience	Expertis
Aquarius Rudianto	Director of Network and Retail Funding	March 24 – December 31, 2025	58 Years old	Male	Bachelor of Social and Political Science in Government	Have work experience in banking	Risk Management, Operasional, Consumer Banking, Commercial Banking, Distribution & Retail Banking
Farida Thamrin	Director of Treasury and International Banking	March 24 – December 31, 2025	53 Years old	Male	Bachelor of Civi Engineering	Have work experience in banking	Treasury, Finance, Risk Management, Corporate Banking, International Banking
Akhmad Purwakajaya	Director of Micro	March 24 – December 31, 2025	54 Years old	Male	• Bachelor of Accountant • Magister of Manajemen	Have work experience in banking	Micro Banking, Wholesale Banking, Corporate Banking
Alexander Dippo Paris Y.S.	Director of Commercial Banking	March 24 – December 31, 2025	43 Years old	Male	• Bachelor of Economics • Master of Management • Master of Business Administration	Have work experience in banking	Corporate Banking, Commercial Banking, SME Banking, Transaction Banking, Multifinance
Saladin Dharma Nugraha Effendi	Director of Information Technology	March 24 – December 31, 2025	51 Years old	Male	Bachelor of Engineering, Mechanical Engineering	Have work experience in banking	IT & Digital Banking, Cyber Security, Risk Management
Mahdi Yusuf	Director of Legal & Compliance	December 17 – December 31, 2025	60 Years old	Male	• Bachelor of Economics • Master of Law	Have work experience in banking	Legal, Compliance
Aris Hartanto	Director of Consumer Banking	December 17 – December 31, 2025	50 Years old	Male	• Bachelor of Economics • Master of Business Administration	Have work experience in banking	Risk Management, Consumer Banking, International Business, Network Management, Insurance Business
Achmad Royadi	Director of Finance & Strategy	December 17 – December 31, 2025	50 Years old	Male	• Bachelor of Economics • Master of Business Administration	Have work experience in banking	Finance & Strategy, Treasury & International Business, Pension Fund
Ety Yuniarti	Director of Risk Management	December 17 – December 31, 2025	44 Years old	Female	• Bachelor of Engineer • Master of Business Administration	Have work experience in banking	Risk Management, Corporate Finance, Retail Lending, Information System Audit

Name	Position	Tenure Period During 2025	Age	Gender	Education	Work Experience	Expertis
Nancy Adistyasari	Director of Consumer Banking	March 24 – December 17, 2025	44 Years old	Female	Bachelor of Geophysics and Meteorology	Have work experience in banking	Corporate Banking, Commercial Banking, Institutional Banking, SME Banking, Management Subsidiaries, Credit Settlement and Rescue (PPK), Consumer Banking
Mucharom	Director of Risk Management	March 24 – December 17, 2025	56 Years old	Male	• Bachelor of Economics • Master of International Management	Have work experience in banking	Risk Management, Compliance, Human Capital, Strategic Management, GRC
Sunarso	President Director	January 1 – March 24, 2025	62 years old	Male	• Bachelor of Agronomy • Master of Business Administration	Have work experience in banking	Wholesale Banking, Corporate Banking, Micro Banking, Risk Management
Catur Budi Harto	Vice President Director	January 1 – March 24, 2025	62 years old	Male	• Bachelor of Agronomy • Master of Management	Have work experience in banking	Consumer Banking, Wholesale Banking, Risk Management
Agus Noorsanto	Director of Wholesale and Institutional Busness	January 1 – March 24, 2025	61 years old	Male	• Bachelor of Accounting • Master of Management	Have work experience in banking	Wholesale Banking, Corporate Banking, Risk Management
	Vice President Director	March 24 – December 17, 2025					
Handayani	Director of Consumer Business	January 1 – March 24, 2025	60 years old	Male	• Bachelor of Dentistry • Master of Management	Have work experience in aviation and banking	Consumer Banking, Wholesale Banking, Risk Management
Supari	Director of Micro Business	January 1 – March 24, 2025	59 years old	Male	• Bachelor of Agricultural Technology • Master in Agribusiness Management	Have work experience in banking	Micro Banking, Risk Management
Ahmad Solichin Lutfiyanto	Director of Compliance	January 1 – March 24, 2025	55 years old	Male	• Bachelor of Agricultural Technology • Master of Management	Have work experience in banking	Risk Management, Governance, Risk Management, and Compliance (GRC), Wholesale Banking
	Director of Human Capital & Compliance	March 24 – December 17, 2025					
Agus Sudiarto	Director of Risk Management	January 1 – March 24, 2025	60 years old	Male	• Bachelor of Law • Master of Management	Have work experience in aviation and banking	Risk Management, Sharia Banking, Corporate Banking

Name	Position	Tenure Period During 2025	Age	Gender	Education	Work Experience	Expertis
Agus Winardono	Director of Human Capital	January 1 – March 24, 2025	60 years old	Male	• Bachelor of Corporate Economics • Master in Financial Management • Doctor of HR Management	Have work experience in banking	Human Capital, Risk Management
Amam Sukriyanto	Director of Commercial, Small and Medium Business	January 1 – March 24, 2025	57 years old	Male	• Bachelor of Agro-industrial Technology • Master of Business Administration	Have work experience in banking	Retail Banking, International Business Banking, Risk Management
Arga M. Nugraha	Director of Digital and Information Technology	January 1 – March 24, 2025	45 years old	Male	• Bachelor of Informatics Engineering • Master of Science	Have work experience in banking	IT & Digital Banking, Risk Management
Andrijanto	Director of Retail Funding and Distribution	January 1 – March 24, 2025	51 years old	Male	• Bachelor of Accounting • Master of Finance	Have work experience in banking	Finance, Risk Management

Composition Diversity of The Board of Commissioners

Table of Diversity in the Composition of the Board of Commissioners for the Period from January 1, 2025 to March 24, 2025

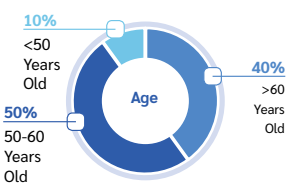
Name	Position	Age	Gender	Education	Work Experience	Expertis
Kartika Wirjoatmodjo	President Commissioner	52 years old	Male	• Bachelor of Accounting • Master of Business Administration	Have experience in banking, finance and risk management	Banking, Finance, Risk Management
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	54 years old	Female	• Bachelor of Economics • Bachelor of Political Science • Master Specialist in Public Finance • Master International & Development Economics • Ph.D. in Economics	Have experience in finance, economics and management	Finance, Economics, Management, Accounting
Rabin Indrajad Hattari	Commissioner	50 years old	Male	• Bachelor of Economics and Mathematics • Master of Management • Ph.D. in Economics	Have experience in statistics, economics and management	Statistic, Economics, Management
Dwi Ria Latifa	Independent Commissioner	59 years old	Female	• Bachelor of Law • Alumni of Lemhanas • Master of Science	Have experience in law, socio-politics and regulation	Law, Social Politics, Regulation
Heri Sunaryadi	Independent Commissioner	60 years old	Male	• Bachelor of Agricultural Technology • Master of Management	Have experience in capital markets, technology, and management	Capital Market, Technology, Management

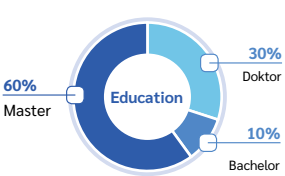
Name	Position	Age	Gender	Education	Work Experience	Expertis
Paripurna Poerwoko Sugarda	Independent Commissioner	68 years old	Male	• Doctor of Management • Bachelor of Law • Master of Law • Doctor of Law	Have experience in law, socio-politics and management	Law, Social Politics, Management
Agus Riswanto	Independent Commissioner	63 years old	Male	• Bachelor of Law • Master of Law	Have experience in law, law enforcement and regulation	Law, Intelligent, Regulation
Nurmaria Sarosa	Independent Commissioner	60 years old	Female	• Bachelor of Architecture	Have experience in ESG, logistics and management	ESG, logistics, Management
Awan Nurmawan Nuh	Commissioner	57 years old	Male	• Bachelor of Economics • Master of Business Taxation	Have experience in accounting, auditing and taxation	Accounting, Audit, Taxation
Haryo Baskoro Wicaksono	Independent Commissioner	43 years old	Male	• Bachelor of International Relations • Master of Economics and Business	Have experience in governance, risk management, compliance	Governance, Risk Management, and Compliance (GRC), Management.

Table of Diversity in the Composition of the Board of Commissioners for the Period from March 24, 2025 to December 31, 2025

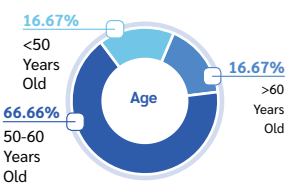
Name	Position	Age	Gender	Education	Work Experience	Expertis
Kartika Wirjoatmodjo	President Commissioner	52 years old	Male	• Bachelor of Accounting • Master of Business Administration	Have experience in banking, finance and risk managemen	Banking, Finance, Risk Management
Parman Nataatmadja	Vice President Commissioner/ Independent Commissioner	68 years old	Male	• Sarjana Manajemen(Bachelor of Economics) • Master of Finance	Have experience in finance, economics and management	Banking, Finance, Risk Management
Helvi Yuni Moraza	Commissioner	58 years old	Male	• Sarjana Manajemen (Bachelor of Economics) • Master of Management	Have experience in government, economics, and management	Management, Risk Management, Economy
Awan Nurmawan Nuh	Commissioner	57 years old	Male	• Bachelor of Economics • Master of Business Taxation	Have experience in accounting, auditing and taxation	Accounting, Audit, Taxation
Edi Susianto	Independent Commissioner	58 years old	Male	• Bachelor of Economics & Development • Master of Economics and Finance	Have experience in economics, finance, fiscal, monetary, and risk management	Finance, Economic, Risk Management, Accounting
Lukmanul Khakim	Independent Commissioner	42 years old	Male	• Bachelor of Constitutional Law • Master of Administrative Sciences	Have experience in law, constitutional governance, administration, and business management	Law, Business Administration, Management

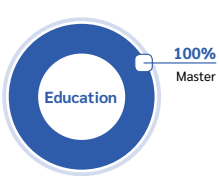
Period 1 January - 24 March





Period March 24 to December 31





Organs and Committees Under The Board of Commissioners

Secretary of Board of Commissioners

Board of Commissioners Secretariat is an organ that is responsible to the Board of Commissioners and is tasked with assisting in the implementation of the duties and responsibilities of the Board of Commissioners in the framework of the supervision of the Company. Board of Commissioners Secretariat is led by a Secretary of the Board of Commissioners who comes from outside the Company, appointed and dismissed by the Board of Commissioners upon the recommendation of the Dwiwarna Series A Shareholder.

Duties and Responsibilities of The Board of Commissioners Secretariat

The Secretariat of the Board of Commissioners has guidelines and regulations for the Secretariat of the Board of Commissioners which are stipulated by the Decree of the Board of Commissioners Nokep: 13-KOM/BRI/11/2025 dated November 28, 2025 which contains the duties and responsibilities of the Board of Commissioners Secretariat, among them:

1. Coordinating the execution of duties of Staff, Commissioner Secretary, and Administrator in the Board of Commissioners.
2. Coordinating the Board of Commissioners meetings.
3. Coordinating the administrative, secretarial, and protocol duties of the Board of Commissioners.
4. Reporting to the Company on the share ownership of members of the Board of Commissioners and/or their families in the Company and other companies.
5. Providing a report on the supervisory duties that have been carried out during the previous financial year to the General Meeting of Shareholders.
6. Preparing a report on the GCG Self-Assessment implementation of the Board of Commissioners and the Committee each Semester, in coordination with the Compliance division.
7. Coordinating the achievement of the duties of the Committees and organs reporting directly to the Board of Commissioners.
8. Coordinating with the Committees of the Board of Commissioners in preparing reports on the supervision results on the implementation of the Company's Business Plan every semester to the Financial Services Authority in accordance with the prevailing laws and regulations.
9. Coordinating and following-up on requests and/or collection of data/information from and/or to the Company's management and external parties not covered by the Committee's duties, including information on rules and regulations relevant to the duties and responsibilities of the Board of Commissioners.
10. Coordinating the drafting of the Annual Work Plan and Budget of the Board of Commissioners, which is an integral part of the Annual Work Plan and Budget of the Company prepared by the Board of Directors.
11. Coordinating the suggestions and opinions preparations on the agenda and material of the General Meeting of Shareholders.

Board of Commissioners' Secretary Profile

Period from January 1, 2025 to October 15, 2025

Widia Jessti
Board of Commissioners' Secretary

Citizenship

Indonesian citizen

Domicile

South Tangerang

Place and Year of Birth/Age

Born in Pekalongan in 1986. Age 39 years as of December 2025.

Educational Background

- Diploma III - State Accountancy College (STAN) (2006)
- Bachelor of Economics (Accounting) - University of Indonesia (2009)
- Master of Business Administration (Global Banking and Finance) - University of Birmingham, UK (2016)

Work Experience

- Secretary of the Board of Commissioners of PT Semen Indonesia (Persero) Tbk (2021)
- Secretary of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk (2019)
- Secretary of the Board of Commissioners of PT Indonesia Asahan Aluminium (Persero) MIND ID (2017)
- Secretary of the Board of Commissioners of PT Bahana Pembinaan Usaha Indonesia (Persero) (2011)

Legal Basis for Appointment

Decree of the Board of Commissioners Number 05-KOM/BRI/04/2022 dated April 18, 2022 concerning the Dismissal and Appointment of the Secretary of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk

Legal Basis for Dismissal

Decree of the Board of Commissioners Number 09-KOM/BRI/09/2025 dated October 29, 2025 concerning the Dismissal and Appointment of the Secretary of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

April 2022 – October 2025

Concurrent Positions

Structural Position at the State-Owned Enterprises Supervisory Agency (BP BUMN)

Period from October 15, 2025 to December 31, 2025

Fahrudin
Sekretaris Dewan Komisaris

Citizenship
Indonesian Citizen

Domicile
Central Jakarta

Place and Year of Birth/Age

Born in Temanggung in 1983. Age 42 years as of December 2025.

Educational Background

- Diploma III – State College of Accountancy (2006)
- Bachelor of Economics (Accounting) – University of Indonesia (2009)
- Master of Accounting – Gadjah Mada University (2012)

Work Experience

- Secretary of Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk (2022)
- Secretary to the Board of Supervisors of Perum Bulog (2019)
- Secretary of Board of Commissioners of PT Bank Nasional Indonesia (Persero) Tbk (2017)
- Secretary of Board of Commissioners of PT Pembangunan Perumahan (Persero) (2016)

Legal Basis for Appointment

Decree of the Board of Commissioners Number 10-KOM/BRI/10/2025 dated October 29, 2025 concerning the Dismissal and Appointment of the Secretary of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

October 2025 – present

Concurrent Positions

Functional Positions in the BP of SOEs

Competency Development of The Board of Commissioners Secretary

Name	Competency Development/ Training Materials	Time and Place of Implementation	Organizer
Widia Jessti	CA (Chartered Accountant) Certification	Online, January 10, 2025	IAI
	Audit for tomorrow: Strategic future ready sustainable	Medan, August 27 – 28, 2025	IIA Indonesia
Fahrudin	Board Oversight on Business Growth	Nusa Tenggara Barat, October 2025	LPPI
	External Assurance for Sustainability Report	Jakarta, October 2025	NCCR

Implementation Duties of The Board of Commissioners Secretary

1. Implementation of the Board of Commissioners Meeting
   The Secretariat of the Board of Commissioners has coordinated the implementation of the meetings of the Board of Commissioners, namely:
   a. Coordinating the implementation of good corporate governance (GCG) within the Board of Commissioners.
   b. Providing information for the needs of the Board of Commissioners in the framework of decision making.
   c. Preparing the necessary materials related to the routine reports of the Board of Directors in managing the Company such as: RKAP, Annual Report, Quarterly Report, Report on Internal Audit Examination Results, and other required reports.
   d. Preparing the necessary materials relating to matters that must obtain a decision from the Board of Commissioners regarding the Company's management activities carried out by the Board of Directors and all of its staff.
   e. Preparing and coordinating the meeting agenda with the parties attending the meeting.
   f. Drafting agendas, time and place for meetings based on the direction of the Board of Commissioners and input from the Committees of the Board of Commissioners.
   g. Prepare, coordinate and obtain meeting materials from sources related to the meeting agenda, to be

submitted to the Board of Commissioners and/or to the Committees if necessary.

h. Preparing considerations, opinions, suggestions and other decisions from the Board of Commissioners for Shareholders, Directors and parties related to the management of the Company.
i. Drafting minutes of meetings and keeping a copy.
j. Monitoring and checking the stages of progress in implementing the results of meeting decisions/ considerations of opinions, suggestions and other decisions of the Board of Commissioners.

2. Implementation of Secretarial Duties
   Coordinating the administrative, secretarial, and protocol tasks of the Board of Commissioners, including in terms of:
   a. Managing correspondence, archives and other documents addressed to the Board of Commissioners based on the principles of Good Corporate Governance.
   b. Managing correspondence, archives and other documents addressed to the Board of Commissioners based on the principles of Good Corporate Governance.
   c. Managing the activities of the Board of Commissioners and the Supporting Organs of the Board of Commissioners, including participation in training programs/workshops/ seminars, work visits, business trips, and others, including ensuring the availability of facilities and logistics to support the smooth running of these activities/events.
3. Drafting of the Work Plan and Report of the Board of Commissioners
   The Secretary of the Board of Commissioners coordinated with the Committees of the Board of Commissioners in preparing:
   a. The Board of Commissioners' Annual Work Plan and Budget which became an integral part of the Company's Annual Work Plan and Budget prepared by the Board of Directors.
   b. Making reports on the results of the supervision of the Board of Commissioners on the implementation of the Company's Business Plan every semester to the Financial Services Authority in accordance with the applicable laws and regulations, the Annual Supervisory Report of the Board of Commissioners to the GMS, as well as other necessary reports.
4. Implementation of Other Duties of the Secretariat of the Board of Commissioners
   Referring to the Charter of the Secretariat of the Board of Commissioners, which the Board approved of Commissioners, the Secretariat of the Board of Commissioners carries out other tasks, including:
   a. Coordinating and following up on the request of the Board of Commissioners in collecting data/ information from and/or to the management of the Company, including information on regulations and provisions relevant to the duties and responsibilities of the Board of Commissioners.
   b. Coordinating the implementation and self-assessment of Good Corporate Governance at the Board of Commissioners and Supporting Organs of the Board of Commissioners.

Audit Committee

The Board of Commissioners established an Audit Committee, which aims to assist the Board of Commissioners in carrying out the duties and functions of the Company's supervision. The Audit Committee is responsible to the Board of Commissioners by providing independent opinions on matters that require the attention of the Board of Commissioners following GCG principles and applicable laws and regulations.

Basis for Establishing The Audit Committee

The establishment of the Audit Committee has been regulated in:

1. Minister of State-Owned Enterprises (BUMN) Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Minister of State-Owned Enterprises (BUMN) Regulation Number PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises;
3. OJK Regulation Number 55/POJK.04/2015 concerning the Establishment and Implementation Guidelines for the Work of the Audit Committee;
4. OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks;
5. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk, including its amendments.

Audit Committee Charter

The Company's Audit Committee Charter is regulated under Decree Number 10-KOM/06/2024, dated May 28, 2024, concerning the Guidelines and Rules of Procedure for the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk. The Audit Committee Charter serves as a reference for the Audit Committee in carrying out its duties effectively. It acts as a guideline and operational framework for the Audit Committee in assisting the Board of Commissioners in overseeing the Company, particularly regarding the implementation and evaluation of BRI's audit policies on the quality of internal control systems, risk management, and corporate governance systems based on prudential principles and Good Corporate Governance (GCG) principles.

The Audit Committee Charter includes the following aspects:

Chapter	Discussion
Chapter I	Introduction 1.1 Background 1.2 Legal Basis 1.1 Definitions
Chapter II	Audit Committee Structure 1.1 Values and Code of Ethics of the Audit Committee 1.2 Structure and Membership of the Audit Committee 1.1 Membership Requirements of the Audit Committee
Chapter III	Objectives, Authority, Duties, and Responsibilities 1.1 Objectives 1.2 Authority of the Audit Committee 1.3 Duties and Responsibilities 1.4 Financial Reporting 1.5 Internal Control 1.6 Internal and Integrated Audit Unit 1.7 Subsidiaries (Integrated Governance) 1.8 Independent Auditor 1.9 Compliance 1.10 Whistleblowing System 1.11 Social and Environmental Responsibility Program (TJSL) - Micro, Small, and Medium Enterprises Funding (PUMK) 1.12 Health Level Assessment 1.13 Other Duties
Chapter IV	Work Procedures and Processes of the Audit Committee 1.1 Audit Committee Work Program 1.2 Communication Protocol 1.3 Meeting Organization Mechanism 1.4 Correspondence Mechanism 1.1 Audit Committee Reports and Evaluations
Chapter	**Discussion**
Chapter V	Conclusion

Appointment and Dismissal of The Audit Committee

The Audit Committee is appointed and dismissed by and is accountable to the Board of Commissioners. During 2025, the positions of Chairman and Members of the Audit Committee were determined through:

1. Board of Directors Decree No. 3922-DIR/HBS/11/2024, dated November 11, 2024 regarding the Appointment of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Board of Directors Decree No. 1719 -DIR/HBS/04/2025, dated April 17, 2025 regarding the Appointment of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Duties and Responsibilities of The Audit Committee

The Audit Committee assists the Board of Commissioners in carrying out its duties and responsibilities by evaluating and ensuring the implementation of internal controls, overseeing the quality of financial reports, supervising the performance of the Internal Audit Unit (SKAI), integrated governance, compliance with company regulations, and the effectiveness of independent auditors. Additionally, the Audit Committee ensures the functioning of the Whistleblowing System (WBS) as a transparent reporting mechanism, monitors the implementation of social and environmental responsibility programs, and assesses the company's financial health to ensure its operations align with good governance principles and support corporate objectives.

Financial Reporting

1. Review financial information to be disclosed to the public and/or regulatory authorities, including financial statements, projections, and other financial reports.
2. Ensure the credibility and objectivity of financial reports issued to external parties and supervisory bodies, including follow-ups on complaints and/or discrepancies noted in reports reviewed by the Audit Committee.
3. Conduct reviews with Management, SKAI, and Public Accountants, KAP or Audit Team from regarding audit findings, including any difficulties encountered.

4. Provide independent opinions in case of differences between management and the Public Accountant, KAP or Audit Team regarding services provided.
5. Review the annual report to ensure adequacy, consistency, and accuracy of the information.
6. Monitor and assess the financial reporting process audited by External Auditors.

Internal Control

1. Monitor and evaluate audit planning and execution and follow-up on audit findings to assess the adequacy of internal control, including financial reporting processes.
2. Assist the Board of Commissioners in ensuring the effectiveness of internal control systems and the performance of internal and external auditors.
3. Provide recommendations for improving management control systems and their implementation.
4. Ensure satisfactory evaluation procedures for all company-issued information.
5. Identify issues requiring the Board of Commissioners' attention.
6. Perform duties related to risk management as per legal regulations.

Internal Audit Unit (SKAI) and Integrated Governance

1. Ensure SKAI operates independently and upholds integrity in performing its duties.
2. Evaluate SKAI's performance.
3. Monitor and assess the effectiveness of internal audits.
4. Ensure SKAI communicates with the Board of Directors, Board of Commissioners, and OJK Regulation.
5. Provide recommendations to the Board of Commissioners regarding:
   a. Annual audit planning, scope, and SKAI budget.
   b. Approval of independent quality control reviewers for SKAI performance evaluations.
   c. Approval of the Internal Audit Charter.
   d. Annual SKAI remuneration and performance rewards.
   e. Appointment and dismissal of the SKAI Head.
6. Review audit reports and ensure that the Board of Directors promptly addresses weaknesses in control, fraud, compliance issues, and other identified concerns.
7. Review Company Reports submitted to the OJK Regulation regarding Internal Audit implementation.
8. Review all SKAI reports submitted to the Board of Commissioners, including reports on any deviations addressed to the Board of Directors.
9. Assess SKAI's audit execution and oversee the Board of Directors' follow-up actions on Internal Audit findings.
10. Monitor and evaluate the application of financial and internal audit policies for BRI's Parent and Subsidiary Companies.
11. Oversee and evaluate other Internal Audit functions as required by regulations, the company's articles of association, and/or General Meeting of Shareholders (RUPS) resolutions.
12. Periodically evaluate internal audit reports and recommend corrective actions to address weaknesses in controls, fraud, compliance, and other issues identified by SKAI.

Subsidiary Entities (Integrated Governance)

1. Monitor and evaluate the application of financial and internal audit policies at BRI and its subsidiaries.
2. Provide recommendations to the Board of Commissioners to enhance the effectiveness and accuracy of financial reporting and alignment of internal audit policies between the Parent Company and Subsidiaries.
3. Coordinate and hold Technical Meetings with the Audit Committee and Subsidiary Management alongside KTKT.

Independent Auditors

1. Recommend the appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP) for annual financial audits to the Board of Commissioners for submission to the General Meeting of Shareholders (RUPS), considering independence, scope, and fees.
2. Oversee the procurement process for selecting public accounting firms, ensuring compliance with corporate procurement regulations, and seeking Board of Directors' assistance when necessary.
3. Providing recommendations to the Board of Commissioners to delegate to the RUPS, in the event that the Public Accountant and/or KAP appointed by the RUPS as referred to in point 1, is unable to complete the audit services for the annual historical financial information within the Professional Assignment Period. The appointment of a replacement Public Accountant and/or KAP may be carried out by the Board of Commissioners, taking into account the recommendations of the Audit Committee.
   a. If the Audit Committee is unable to recommend a Public Accountant and/or KAP to provide audit services for the annual historical financial information to the Board of Commissioners before the RUPS, as referred to in point 1, the Audit Committee shall recommend delegating the authority to appoint a Public Accountant and/or KAP to the Board of Commissioners, accompanied by an explanation regarding:
      1) The reason for delegating the authority;
      2) The criteria or limitations for the Public Accountant and/or KAP that may be appointed.

b. In formulating the recommendations as referred to in point 1, the Audit Committee must consider:
   1) The independence of the Public Accountant, KAP, and individuals within the KAP;
   2) The scope of the audit;
   3) The audit service fees;
   4) The expertise and experience of the Public Accountant, KAP, and Audit Team from the KAP;
   5) The methodology, techniques, and audit tools used by the KAP;
   6) The benefits of fresh-eye perspectives gained through the replacement of the Public Accountant, KAP, and Audit Team from the KAP;
   7) The potential risks of using audit services from the same KAP consecutively for an extended period; and/or
   8) The results of evaluations of the audit services for annual historical financial information provided by the Public Accountant and KAP in the previous period, if applicable.
4. Submitting the Audit Committee's recommendations on the appointment of the Public Accountant and/or KAP to the Board of Directors of PT Bank Rakyat Indonesia (Persero), Tbk. and/or the DPLK Management for inclusion as an attachment to the Report on the Appointment of the Public Accountant and/or KAP to the OJK Regulation.
5. Proposing the termination of the Public Accountant, KAP, or Audit Team from the KAP if they fail to meet the applicable standards and regulations in carrying out their duties.
6. Reviewing prospective Public Accountants or Audit Teams from the KAP for consolidated subsidiaries. The KAP for consolidated subsidiaries shall be appointed and determined by the respective subsidiary in accordance with its Articles of Association but must be consulted with the Audit Committee to assess the independence of the prospective Public Accountant, KAP, or Audit Team from the KAP and the audit supervision conducted by the Audit Committee.
7. Providing prior approval (pre-approval) for non-assurance services assigned to the KAP.
8. Evaluating the implementation of audit services for annual historical financial information by the Public Accountant, KAP, or Audit Team from the KAP at a minimum through:
   a. The compliance of the audit implementation by the Public Accountant, KAP, or Audit Team from the KAP with applicable audit standards;
   b. The adequacy of fieldwork time;
   c. A review of the scope of services provided and the adequacy of sampling;
   d. Improvement recommendations provided by the Public Accountant and/or KAP; and
   e. Other relevant matters.
9. Providing an independent opinion in the event of differences of opinion between management and the Public Accountant regarding the services provided.
10. Supervising the implementation of the appointment of the Public Accountant and/or KAP, including replacements, with reference to the use of audit services for annual historical financial information from the same Public Accountant for five (5) cumulative years.
11. Reviewing the KAP's self-assessment regarding compliance with restrictions on the use of audit services and cooling- off periods. The reuse of audit services for annual historical financial information from the same Public Accountant is subject to a cooling-off period based on the Public Accountant's role in the engagement:
    a. If the Public Accountant acts as the Engagement Partner, a cooling-off period of five (5) consecutive reporting years applies;
    b. If the Public Accountant acts as the engagement quality control reviewer, a cooling-off period of three (3) consecutive reporting years applies; and
    c. For other audit engagement partners, a cooling-off period of two (2) consecutive reporting years applies.
12. Submitting the Audit Committee's Evaluation Report, as referred to in point 9, to the Board of Directors of PT Bank Rakyat Indonesia (Persero), Tbk. and/or the DPLK BRI Management.

Compliance

1. Monitor the effectiveness of policies and review fraudulent financial reporting risks, recommending improvements to reports prepared and executed by the Board of Directors.
2. Assess compliance with regulations related to the company's operations.

Whistleblowing System

The Audit Committee's Whistleblowing System Management Unit has the authority and responsibility to:

1. Receive and document reports of violations related to accounting processes and financial reporting, as well as violations by BRI's Board of Commissioners, Board of Directors, SEVP, and subsidiary directors from Whistleblowing System application.
2. Review reports received from SKAI's Whistleblowing System Management Unit regarding accounting violations and financial irregularities by BRI's Board of Commissioners, Board of Directors, SEVP, and subsidiary directors.

3. The Audit Committee's Whistleblowing System Management Unit verifies and validates reports together with the Board of Commissioners regarding received Whistleblowing System reports and categorizes these reports. This includes communicating with the whistleblower to gather additional evidence/documents related to the report.
4. The Audit Committee's Whistleblowing System Management Unit submits a request for approval of the recapitulation of Whistleblowing System reports categorized as Criminal Acts of Corruption to the Board of Commissioners every month, which is then reported to the Corruption Eradication Commission (KPK) through the Whistleblowing System Application.
5. Updating information in the Whistleblowing System application, including the categories of violation indications and reporting channels, if they do not meet the criteria of a Whistleblowing System report, as well as updating the status of follow-up progress whenever there is a status change.
6. Appointing the Investigation Unit/Independent Party to conduct an examination of reports indicating violations.
7. Submitting reports and recommendations on the results of the examination conducted by the Investigation Unit/ Independent Party to the Authorized Business Unit for further action.
8. Ensuring that the recommendations from the Investigation Unit/Independent Party have been followed up on within the established timeframe.
9. Updating the Whistleblowing System application for each Whistleblowing System report that has been acted upon.
10. Submitting a monthly recapitulation report of the Whistleblowing System to the Board of Commissioners.
11. Managing all follow-up documents related to the Whistleblowing System in the Whistleblowing System application.
12. Managing the examination reports from the Investigation Unit and updating report data in the Whistleblowing System application.
13. Maintaining the confidentiality of all information related to the whistleblower's identity, indications of violations, and investigation reports.

Social and Environmental Responsibility Program (TJSL) – Micro and Small Business Funding (PUMK)

The PUMK program aims to enhance the capabilities of micro and small businesses to become resilient and independent. It seeks to improve efficiency and effectiveness in the development and empowerment of the micro and small business economy. In accordance with the Regulation of the Minister of StateOwned Enterprises (BUMN) Number PER-1/MBU/03/2023, BRI collaborates with other BUMNs in distributing funds for the Micro and Small Business Funding Program through cooperation agreements that outline the rights and obligations of each party. In this regard, the Audit Committee has the following duties:

1. Assisting the Board of Commissioners in supervising the implementation of the BUMN TJSL program.
2. Assisting the Board of Commissioners in ensuring that the annual audited Financial Report of the Micro and Small Business Funding Program, prepared by a public accounting firm, complies with financial accounting standards and is approved by the RUPS/Minister.

Soundness Level Assessment

1. Evaluating the appointment of a Rating Company to assess the company's soundness level for recommendation to the Board of Commissioners.
2. The Board of Commissioners may request assistance from the Board of Directors to conduct the procurement process for the Rating Company based on the applicable goods and services procurement mechanism.

Other Duties

1. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest within the Company.
2. Maintaining the confidentiality of the Company's documents, data, and information obtained during the execution of its duties.
3. Carrying out other assignments as requested by the Board of Commissioners, in accordance with applicable regulations, including the Implementation Program of Internal Control over Financial Reporting (ICoFR).

Authority of The Audit Committee

The Board of Commissioners grants authority to the Audit Committee within the scope of Audit Committee responsibilities to:

1. Have access to accounting records, supporting data, and all relevant information about the Company related to the duties and functions of the audit committee as long as necessary to carry out its duties.
2. Provide opinions and recommendations to the Board of Commissioners regarding the execution of supervisory functions in auditing and internal control within the Company.
3. Communicate directly with employees, including the Board of Directors and those responsible for internal audit, risk management, and accounting, concerning the tasks and responsibilities of the Audit Committee.

4. Involve independent external parties, if necessary, to assist in executing its duties.
5. Exercise other authorities granted by the Board of Commissioners, provided they do not contradict applicable laws and regulations.

Audit Committee Term of Office

The term of office of members of the Audit Committee may not be longer than the term of office of the Board of Commissioners as regulated in the Company's Articles of Association and can only be re-elected for 1 (one) subsequent period, without reducing the right of the Board of Commissioners to dismiss them at any time.

Audit Committee Structure, Membership and Expertise

The committee operates under the coordination of the Board of Commissioners and is structurally accountable to it. The membership structure is as follows:

1. The committee must have at least three (3) members, consisting of Independent Commissioners and external parties from the Issuer or Public Company.
2. The Audit Committee must include at least:
   a. One (1) Independent Commissioner;
   b. One (1) Independent Party with expertise in finance or accounting, who must obtain certification before assuming the role;
   c. One (1) Independent Party with expertise in law or banking, who must obtain certification before assuming the role.
3. The Audit Committee is chaired by an Independent Commissioner who also serves as a member.
4. Members of the Board of Directors are prohibited from serving as Audit Committee members.
5. Audit Committee members must have integrity, good character, and strong morals.
6. The Audit Committee works collectively in carrying out its duties to assist the Board of Commissioners/Supervisory Board.

Structure, membership and expertise of the Audit Committee can be seen in the table below.

Period from January 1, 2025 to April 14, 2025

No.	Name	Position	Expertise	Description
1	Rofikoh Rokhim	Chairman	Finance, Economics, Management, Accounting	Vice President Commissioner/ Independent Commissioner
2	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner
3	Agus Riswanto	Member	Law, Intelligent, Regulation	Independent Commissioner
4	Haryo Baskoro Wicaksono*	Member	Governance, Risk Management, and Compliance (GRC), Management	Independent Commissioner
5	Irwanto	Member	Accounting, Banking	Independent Party
6	Bintoro Nurcahyo	Member	Accounting, Management	Independent Party
7	Loethano Boy Meizardi	Member	Accounting, Anti Money Laundering	Independent Party
8	Donny Himawan	Member	Audit, Management	Independent Party
9	Thauriq Anwar	Member	Accounting, Audit, Capital Market	Independent Party

*) Resigned from office in accordance with the decision of the AGMS on March 24, 2025

Period from April 15, 2025 to December 31, 2025

No.	Name	Position	Expertise	Description
1	Edi Susianto	Chairman	Finance, Economic, Risk Management, Accounting	Independent Commissioner
2	Parman Nataatmadja	Member	Banking, Finance, Risk Management, Accounting	Vice President Commissioner/ Independent Commissioner
3	Loethano Boy Meizardi	Member	Accounting, Anti Money Laundering	Independent Party
4	Thauriq Anwar	Member	Accounting, Audit, Capital Market	Independent Party
5	Maria Ulpah	Member	Finance, Risk Management	Independent Party

Audit Committee Profile

The profile of the Audit Committee as of December 31, 2025 is as follows.

Edi Susianto
Head of Audit Committee/Independent Commissioner

Profiles can be seen in the profiles of members of the Board of Commissioners

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Parman Nataatmadja
Member of the Audit Committee/Vice President Commissioner/Independent

Profiles can be seen in the profiles of members of the Board of Commissioners

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Loethano Boy Meizardi
Audit Committee Member/ Independent Party

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Jakarta, May 9, 1963. Age 62 years as of Desember 2025.

Educational Background

- Bachelor of Accounting STIE YAI (1992)
- Master of Management STIE IPWI (2021)

Work Experience

- Financial Services Authority (2016 – 2023)
- Bank Indonesia (1990 – 2016)
- PT Bank Niaga, Tbk (1989 – 1990)

Certification

- National Anti Fraud Conference Certification
- Currency Counterfeit US Currency Seminar Certification
- Risk Management Certificate Level 4, LSP LSPP

Legal Basis for Appointment

BRI Board of Directors Decree Number 1786-DIR/HBS/09/2024 dated September 9, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

September 7, 2024 – present

Concurrent Positions

None

Thauriq Anwar
Audit Committee Member/
Independent Party

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age
Born in Jakarta, September 18, 1979. Age 46 years as of Desember 2025.

Educational Background
- Bachelor of Accounting, University of Indonesia (2003)
- Master of Management, University of Indonesia (2014)

Work Experience
- Member of the Audit Committee of PT Hutama Karya (2019 – 2024)
- Member of the Audit Committee of PT Perkebunan Nusantara XIII (2016 – 2019)
- Fund Manager, PT Asia Raya Kapital (2014 – 2019)
- Fixed Income Manager, PT AJ Sequis Life (2012 – 2014)
- Portfolio Manager, PT PNM Investment Management (2010 – 2012)
- Fund Manager PT Valbury Asia Securities (2007 – 2010)
- Investment Analyst & Fund Manager PT Niaga Aset Manajemen (2005 – 2007)

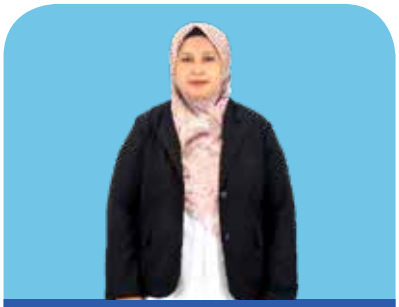
Certification
- Deputy Investment Manager (WMI)
- Certified Governance Oversight Professional (CGOP)
- Certification in Audit Committee Practices (CACP), IKAI
- Chartered Accountant (CA Indonesia), IAI
- Level 4 Risk Management Certificate, LSP LSPP

Legal Basis for Appointment
BRI Board of Directors Decree Number 3922-DIR/HBS/11/2024 dated November 11, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office
Period I

Serving Duration
November 11, 2024 – present

Concurrent Positions
None



Maria Ulpah
Audit Committee Members/
Independent Party of BRI

Citizenship
Indonesian citizen

Domicile
Depok

Place and Year of Birth/Age
born in Purwakarta in 1981. Age 44 years as of December 2025.

Educational Background
- Bachelor of Economics – Financial Management, University of Indonesia (2005)
- MSc in Finance, University of Groningen, The Netherlands (2008)
- PhD in Finance, University of Birmingham, United Kingdom (2015)

Work Experience
- Member of Integrated Governance Committee / Independent Party of BRI (2024 – present)
- Head of Undergraduate Program, Department of Management, Faculty of Economics and Business, University of Indonesia (2020 – 2024)
- Member of Risk Management and Governance Committee of PT Hutama Karya (Persero) (2019 – 2024)
- Deputy of Risk Management Unit, University of Indonesia (2018 – 2020)
- Research Consultant, UKM Centre, Faculty of Economics and Business, University of Indonesia (2018 – present)
- Head of Staff Team of Master of Management Program, Faculty of Economics and Business, University of Indonesia (2015 – 2018)
- Member of Audit Committee of PT Pos Indonesia (2015 – 2018)
- Consultant, TA 8224 The Implementation of Value Chain Methodology on Tuna Fisheries in Nangroe Aceh Darussalam, Asian Development Bank (2014 – 2016)
- Teaching Assistant, Graduate Diploma of Business Administration (GDBA) and Undergraduate programme, School of Business, University of Birmingham, United Kingdom (2011 – 2015)
- Lecturer, Department of Management, Faculty of Economics and Business, University of Indonesia (2008 – present)

Certification
- Deputy Investment Manager
- Enterprise Risk Management Certified Professional (ERMCP)
- Risk Management Certificate Level 4, LSP LSPP

Legal Basis for Appointment
Decree of the Board of Commissioners of BRI Number 15-KTKT/BRI/11/2024 dated November 11, 2024, concerning the Composition of the Integrated Governance Committee.

Term of Office
Period I

Serving Duration
November 11, 2024 – present

Concurrent Positions
- Lecturer, Department of Management, Faculty of Economics and Business, University of Indonesia (2008 – present)
- Research Consultant, UKM Centre, Faculty of Economics and Business, University of Indonesia (2018 – present)

Educational Qualifications and Audit Committee Work Experience

The requirements for membership of the Audit Committee are as follows:

1. General Requirements
   a. Holding integrity, good character and morals.
   b. Did not have any personal interests/relationships that may cause a conflict of interest to the Company.
2. Capability Requirements
   a. Must have the ability, knowledge, experience according to the field of work, and be able to communicate well.
   b. Must understand financial reports, company business, especially those related to the Company's services or business activities, audit processes, risk management, and laws and regulations in the Capital Market sector as well as other related laws and regulations.
   c. Must comply with the Company and Audit Committee code of ethics.
   d. Every year you must attend one of the trainings on the topics of risk management, fraud, business, corporate activities, law, compliance, finance, accounting and/ or audit for at least 20 (twenty) hours of training. The training attended is PPL organized by professional institutions, regulators, training institutions accredited by accreditation institutions and/ or training institutions owned or controlled by BUMN.

Table of Educational Qualifications and Work Experience of the Audit Committee

Name	Position	Education	Work Experience
Edi Susianto	Chairman	- Bachelor of Economics & Development Studies - Master of Economic and Finance	Have experience in economics, finance, fiscal, monetary, and risk management
Parman Nataatmadja	Member	- Bachelor of Management - Master of Finance	Have experience in finance, Business, economics and risk management
Loethano Boy Meizardi	Member	- Bachelor of Accounting - Master of Management	Have experience in accounting and bank supervision
Thauriq Anwar	Member	- Bachelor of Accounting - Master of Management	Have experience in accounting, finance, and capital markets
Maria Ulpah	Member	- Bachelor of Economics - MSc in Finance - PhD in Finance	Have experience in finance and Risk management.

Audit Committee Independence

Table of Audit Committee Independence for the Period from January 1, 2025 to April 14, 2025

Independence Aspect	RR	HS	AR	HBW	IR	BN	LBM	DH	TA
Must possess high integrity, skills, knowledge, experience relevant to their work, and excellent communication abilities.	√	√	√	√	√	√	√	√	√
Must understand financial statements, the company's business especially those related to the services or business activities of the Issuer or Public Company- Audit processes, risk management, and regulation in the Capital Market as well as other relevant regulations	√	√	√	√	√	√	√	√	√
Must comply with the Audit Committee's code of ethics established by the Issuer or Public Company	√	√	√	√	√	√	√	√	√

Independence Aspect	RR	HS	AR	HBW	IR	BN	LBM	DH	TA
Willing to enhance competence through education and training continuously	√	√	√	√	√	√	√	√	√
Must have at least 1 (one) member with an educational background and expertise in accounting and finance	√	√	√	√	√	√	√	√	√
Is not a person from a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Office, or other parties providing assurance services, non-assurance services, appraisal services, and/or other consulting services to the relevant Issuer or Public Company within the last 6 (six) months	√	√	√	√	√	√	√	√	√
Is not a person who works for or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for an Independent Commissioner	√	√	√	√	√	√	√	√	√
Does not hold shares, either directly or indirectly, in the issuer or Public Company	√	√	√	√	√	√	√	√	√
If a member of the Audit Committee acquires shares of the Issuer or Public Company, either directly or	√	√	√	√	√	√	√	√	√
indirectly, as a result of a legal event, such shares must be transferred to another party within a maximum period of 6 (six) months after the shares are acquired	√	√	√	√	√	√	√	√	√
Does not have any affiliation with members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Issuer or Public Company	√	√	√	√	√	√	√	√	√

Table of Audit Committee Independence for the Period from April 15, 2025 to December 31, 2025

Independence Aspect	ES	PN	LBM	TA	MU
Must possess high integrity, skills, knowledge, experience relevant to their work, and excellent communication abilities.	√	√	√	√	√
Must understand financial statements, the company's business- especially those related to the services or business activities of the Issuer or Public Company- Audit processes, risk management, and regulation in the Capital Market as well as other relevant regulations	√	√	√	√	√
Must comply with the Audit Committee's code of ethics established by the Issuer or Public Company	√	√	√	√	√
Willing to enhance competence through education and training continuously	√	√	√	√	√
Must have at least 1 (one) member with an educational background and expertise in accounting and finance	√	√	√	√	√

Independence Aspect	ES	PN	LBM	TA	MU
Is not a person from a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Office, or other parties providing assurance services, non-assurance services, appraisal services, and/or other consulting services to the relevant Issuer or Public Company within the last 6 (six) months	√	√	√	√	√
Is not a person who works for or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for an Independent Commissioner	√	√	√	√	√
Does not hold shares, either directly or indirectly, in the issuer or Public Company	√	√	√	√	√
If a member of the Audit Committee acquires shares of the Issuer or Public Company, either directly or	√	√	√	√	√
indirectly, as a result of a legal event, such shares must be transferred to another party within a maximum period of 6 (six) months after the shares are acquired	√	√	√	√	√
Does not have any affiliation with members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Issuer or Public Company	√	√	√	√	√

Information :

RR Rofikoh Rokhim
HS Heri Sunaryadi
AR Agus Riswanto
HBW Haryo Baskoro Wicaksono
ES Edi Susianto
PN Parman Nataatmadja
IR Irwanto
BNC Bintoro Nurcahyo
LBM Loethano Boy Meizardi
DH Donny Himawan
TA Thauriq Anwar
MU Maria Ulpah

Audit Committee Meeting

Audit Committee Meeting Policy

The Audit Committee meeting arrangements are regulated as follows.

Meeting Organizing Mechanism

1. Audit Committee meetings must be held periodically at least 1 (one) time in 1 (one) month.
2. Audit Committee meetings can be held at any time at the request of 1 (one) or several members of the Audit Committee, stating the matters to be discussed.
3. Audit Committee meetings are held at the Company's domicile, or other places within the territory of the Republic of Indonesia or at the Company's place of business activities determined by the Audit Committee.
4. Audit Committee meetings can be held online via teleconference, video teleconference or other electronic media facilities that enable all participants to communicate and interact in Audit Committee meetings.
5. Audit Committee meeting materials are available and delivered to meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside the schedule, meeting materials can be delivered before the meeting is held.
6. If necessary, the Committee may independently hold a Technical Meeting to conduct a technical deep dive on the topics to be discussed in the Committee Meeting by inviting the relevant parties.

Meeting Quorum

The Audit Committee meeting is valid if attended and/or represented by more than ½ (half) of the total number of Committee members.

Meeting Participants

1. Each member of the Audit Committee is required to attend at least 75% (seventy-five percent) of the meetings within a year.
2. The Audit Committee meeting can invite the Board of Directors, Officers, and Employees of the Company or external guests.
3. The Audit Committee may invite the Audit Committee and Management of the Subsidiary Entities, proposed through the Integrated Governance Committee.

Meeting Chairman

The Board of Commissioners meeting is led by the Chairman of the Audit Committee. If the Chairman of the Audit Committee is absent or unable to attend, and this does not need to be proven to anyone, the meeting will be led by a member of the Audit Committee who is also from the Board of Commissioners.

Meeting Summons

1. The summons for an Audit Committee meeting is issued by the Chair of the Audit Committee. If the Chair of the Audit Committee is unavailable without the need for proof to any party, the summons can be issued by a member of the Audit Committee who is also a member of the Board of Commissioners.
2. The summons for an Audit Committee meeting must be delivered in writing, including the agenda/event, date, time, and location of the meeting.
3. The Audit Committee may convene a meeting on short notice (less than one working day), either online or offline, in extraordinary circumstances.

Meeting Decisions

1. The meeting is valid and authorized to make binding decisions if attended by at least half (1/2) of the total members of the committee.
2. The recommendations formulated during the Committee meeting are made based on deliberation of consensus. If not reached, decisions will be made based on the majority vote.
3. Each Audit Committee member has one (1) vote and an additional one (1) voting right for every member they represent in the meeting.
4. Audit Committee Members who are unable to attend may submit their opinions and give their votes in writing, signed and submitted to the Chairman of the Audit Committee or the Commissioner leading the meeting. These votes will be considered valid and included in the decision-making process of the meeting.
5. In the case where the number of votes in favor and against are equal, the decision is postponed and re-evaluated. If, after re-evaluation, the votes in favor and against remain equal, the decision will be made by the meeting leader.
6. The meeting leader will present the conclusions and decisions at the end of each meeting.
7. Every meeting decision is binding for all the Audit Committee.
8. The Audit Committee can also make valid decisions without holding a meeting, provided that all serving members of the Board of Commissioners approve by signing the proposed decision in writing.
9. Any Audit Committee member who directly or indirectly, has an interest in any proposed transaction, contract, or agreement in which the Company is a party must declare their interest during the Committee meeting and is not entitled to vote on matters related to that transaction or contract.

Meeting Minutes

1. The results of the Audit Committee meeting must be recorded in the meeting minutes.
2. The meeting minutes must be signed by all attending Audit Committee members and distributed to all members of the Audit Committee.
3. The meeting minutes shall be prepared by an Independent Party member of the Audit Committee who attended the meeting.
4. If any member of the Board of Commissioners and/or the Board of Directors does not sign the meeting minutes as mentioned in points 2 and 3 above, they must provide their reasons in a separate written statement attached to the meeting minutes.
5. Any dissenting opinions expressed during the meeting must be clearly stated in the minutes, with the reasons for the disagreement.
6. The Audit Committee meeting minutes served as valid evidence of the decisions made during the meeting.
7. The meeting minutes must be properly documented by the Secretariat of the Board of Commissioners.

Follow-Up on Meeting Results

1. The decisions made in the Audit Committee meeting are conveyed through the Audit Committee memorandum to the Board of Commissioners, which includes opinions, recommendations, or suggestions to assist the Board of Commissioners in carrying out its duties.
2. The Audit Committee Memorandum mentioned in point one above may be accompanied by a draft of an outgoing letter from the Board of Commissioners and/or the Audit Committee addressed to the Board of Directors or an official one level below the Board of Directors of the Company.
3. The Audit Committee Memorandum must be signed by the Chairperson and all members of the Committee.
4. The letters issued by the Board of Commissioners shall follow the correspondence procedures established by the Board of Commissioners, while letters from the Audit Committee must be signed by the Chairperson of the Audit Committee and Committee members who are also members of the Board of Commissioners.
5. All outgoing letters from the Board of Commissioners and/or the Audit Committee must be recorded in the Letter Register, managed by the Secretariat of the Board of Commissioners, and stored by the Corporate Secretary Division.

Audit Committee Meeting Agenda

Throughout 2025, the implementation date, meeting agenda and Audit Committee meeting participants, are as follows.

Table of Audit Committee Meeting Agenda

No	Day, Date of Meeting	Meeting Agenda	Meeting Participants
1	Monday, January 6, 2025	Discussion and Confirmation of the Approval Document for the Third Amendment to the Circular Letter Policy on BRI's Report Management as a Public Company - Book 2 ICoFR Design Guidelines	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar
2	Tuesday, January 7, 2025	Internal Audit Committee Meeting	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar
3	Monday, January 13, 2025	Progress on implementation and finalization of BRI ICoFR Regulations	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar
4	Tuesday, January 14, 2025	Discussion on Preparation and Timeline for Procurement of Public Accounting Firm Services for the 2025 Fiscal Year	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar
5	Thursday, January 30, 2025	Pre-Exit Discussion of BRI's Consolidated Financial Report for Fiscal Year 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar
6	Monday, March 10, 2025	Discussion of the 2023 BPK Audit Findings and Audit Follow-up	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar

No	Day, Date of Meeting	Meeting Agenda	Meeting Participants
7	Monday, March 17, 2025	Discussion of the Scope of Public Accountant Procurement Audit Based on the Recommendations of the Indonesian Supreme Audit Agency (BPK RI) Findings in 2022 and 2023	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Donny Himawan 8. Loethano Boy Meizardi 9. Thauriq Anwar
8	Wednesday, April 9, 2025	Discussion of the scope of the KAP procurement audit based on the audit recommendations of the Republic of Indonesia's Supreme Audit Agency (BPK RI).	1. Irwanto 2. Bintoro Nurcahyo 3. Donny Himawan 4. Loethano Boy Meizardi 5. Thauriq Anwar
9	Monday, April 28, 2025	Implementation Report and Main Results of Internal Audit for Quarter I 2025	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
10	Wednesday, May 14, 2025	Update on the progress of SKAI monitoring results on the implementation of the ICoFR and DCP projects	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
11	Wednesday, May 21, 2025	Evaluation of the Implementation of the 2024 EY Public Accounting Firm Audit	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
12	Friday, May 23, 2025	Review and Signing of Amendments to the Procurement of Public Accounting Firm Services for the General Audit of the Consolidated Financial Statements and Financial Statements of the BRI Micro and Small Business Funding Program for the 2024 Financial Year	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
13	Monday, June 16, 2025	Internal Audit Committee Meeting	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
14	Monday, July 7, 2025	Discussion of SKAI Performance Assessment Indicators	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
15	Monday, July 7, 2025	Audit Committee Responsibilities in Assessing SKAI Performance, Independence, and Remuneration	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
16	Tuesday, July 8, 2025	Audit Results Follow-up Progress Update	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
17	Monday, July 21, 2025	Pre-Kick Off Meeting for the 2025 Financial Statement Audit	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
18	Monday, July 21, 2025	Discussion on the Implementation of Compliance Functions in the First Semester of 2025	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah

No	Day, Date of Meeting	Meeting Agenda	Meeting Participants
19	Monday, August 4, 2025	Technical Discussion of the Application for Approval of the 2025 Annual Audit Planning Addendum	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
20	Tuesday, August 26, 2025	Kick-off Meeting of the General Audit of the Consolidated Financial Statements and Financial Statements of BRI's Micro and Small Business Funding Program for the 2025 Financial Year	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
21	Monday, September 8, 2025	Discussion of Internal Provisions on Procurement Involving the Board of Commissioners	1. Edi Susianto* 2. Parman Nataatmadja* 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
22	Tuesday, September 16, 2025	Technical Discussion on the Update of the BRI Internal Audit Charter and the Integrated Internal Audit Charter of the BRI Financial Conglomerate	1. Edi Susianto* 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
23	Thursday, October 23, 2025	Internal Audit Review Results of BRI's Financial Report for the Third Quarter of 2025	1. Edi Susianto* 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
24	Wednesday, November 5, 2025	Discussion of input for the 2026 SKAI audit plan	1. Edi Susianto 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
25	Tuesday, November 18, 2025	BRI KUR governance update	1. Edi Susianto 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
26	Monday, December 8, 2025	Update on KPI Governance for Micro Businesses up to the Ministerial Level	1. Edi Susianto 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
27	Wednesday, December 10, 2025	Implementation of Internal Control over Financial Reporting (ICoFR)	1. Edi Susianto 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah
28	Thursday, December 11, 2025	Presentation of the Internal Audit Charter	1. Edi Susianto 2. Parman Nataatmadja 3. Loethano Boy Meizardi 4. Thauriq Anwar 5. Maria Ulpah

*Present as an observer. Passed the OJK fit and proper test Parman Nataatmadja September 15, 2025, Edi Susianto October 24, 2025.

Frequency and Attendance Rate of Audit Committee Meetings

During 2025, the Audit Committee has held 28 (twenty-eight) meetings. The frequency and level of attendance of each member of the Audit Committee are as follows:

Table of Attendance at Audit Committee Meetings for the Period from January 1, 2025 to April 14, 2025

Name	Position	Audit Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Rofikoh Rokhim	Chairman	7	7	100%
Heri Sunaryadi	Member	7	7	100%
Agus Riswanto	Member	7	7	100%
Haryo Baskoro Wicaksono	Member	7	7	100%
Irwanto	Member	8	8	100%
Bintoro Nurcahyo	Member	8	8	100%
Donny Himawan	Member	8	8	100%
Loethano Boy Meizardi	Member	8	8	100%
Thauriq Anwar	Member	8	8	100%

Table of Attendance at Audit Committee Meetings for the Period from April 15, 2025 to December 31, 2025

Name	Position	Audit Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Edi Susianto[1]	Chairman	5	5	100%
Parman Nataatmadja[2]	Member	7	7	100%
Loethano Boy Meizardi	Member	20	20	100%
Thauriq Anwar	Member	20	20	100%
Maria Ulpah	Member	20	20	100%

[1]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on October 24, 2025.
[2]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on September 15, 2025.

Audit Committee Income

Remuneration for committee members who are members of the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each Committee member. Honorarium for Committee members from independent parties (Non-Commissioners), the amount of the honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the Main Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Training and/or Enhance Competency of The Audit Committee In 2025

Audit Committee for the Period from January 1, 2025 to April 14, 2025

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Rofikoh Rokhim	Chairman	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Heri Sunaryadi	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Agus Riswanto	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Haryo Baskoro Wicaksono	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Irwanto	Member	Risk Management Refreshing Level 6	Online, March 3, 2025	Corpu BRI
Bintoro Nurcahyo	Member	The Role of GRC in Enhancing Investor Confidence and Financial Sector Stability	Online, February 19, 2025	Corpu BRI
		Marketing 101 for Finance Professionals	Online, February 25, 2025	OJK
		Sustainability Accounting and Reporting in the Financial Services	Online, March 3, 2025	OJK
		-	Online, March 6, 2025	OJK
Donny Himawan	Member	CA Certification (Chartered Accountant)	Online, January 10, 2025	IAI
		Refreshing Risk Management Level 6	Online, March 3, 2025	
Loethano Boy Meizardi	Member	Refreshing Risk Management Level 4	Online, February 24, 2025	Corpu BRI
Thauriq Anwar	Member	Refreshing Risk Management Jenjang 4	Online, February 24, 2025	Corpu BRI

Audit Committee for the Period from April 15, 2025 to December 31, 2025

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Edi Susianto[1]	Chairman	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Parman Nataatmadja[2]	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Loethano Boy Meizardi	Member	Risk Management Refreshing Level 4	Online, February 24, 2025	Corpu BRI
		Audit for tomorrow : Strategic Future Ready Sustainable	Medan, August 27-28, 2025	IIA Indonesia
		Standar Akuntansi Keuangan (SAK for Executive	Bali, December 11 - 12, 2025	IAI
Thauriq Anwar	Member	Risk Management Refreshing Level 4	Online, February 24, 2025	Corpu BRI
		Audit for tomorrow : Strategic Future Ready Sustainable	Medan, August 27-28, 2025	IIA Indonesia
		Overview PSAK 118: Presentation and Disclosure in Financial Statements	Jakarta, July 2, 2025	IAI
Maria Ulpah	Member	Integrated Governance (TKRT)/ Certified Risk Governance Professional (CRGP)	Online, November 17-18, 2025	LSPMR
		Applying Green Energy Financial Reneweble Energy and Energy Efficiency	Online, October 30, 2024 - April 30, 2025	Renac Academy Germany
		Risk Management Refreshing Level 4	Online, February 24, 2025	Corpu BRI

Audit Committee Work Program and Implementation of Duties for 2025

Working Program and Duties of The Audit Committee In 2025

No	Duties	Implementation	Implementation Date
1.	Review and Provide Recommendations for the Approval of the 2025 Annual Audit Plan (PAT) of the Internal Audit Business Unit	Discussion on the 2025 Annual Audit Plan (PAT	January 7, 2025
		Follow-up Discussion on the Proposed 2025 annual Audit Plan (PAT)	January 7, 2025
		Discussion of the Request for approval of the Addendum to the 2025 Annual Audit Plan (PAT)	August 5, 2025
		Discussion on the Approval of the 2026 Annual Audit Plan (PAT)	December 15, 2025
		Technical Discussion on the Update of the BRI Internal Audit Charter and the Integrated Internal Audit Charter of the BRI Financial Conglomeration	December 16, 2025
2.	Review of the Quarterly Report on Key Audit Results (LHA) of the Internal Audit Business Unit	Discussion on the Implementation Report and Key Findings for Quarter IV 2024 Audit	January 30, 2025
		Discussion on the Implementation Report and Key Findings of the Quarter I 2025 Audit	May 6, 2025
		Discussion on the Implementation Report and Key Findings of the Quarter II 2025 Audit	July 28, 2025
		Discussion on the Implementation Report and Key Findings of the Quarter III 2025 Audit	October 28, 2025
3.	Review of Financial Statements	Review of SKAI on the Quarter I 2025 Financial Report and Audit Findings	April 28, 2025
		Review of SKAI on BRI's Quarter II 2025 Financial report	July 29, 2025
		Review of SKAI on BRI's Quarter III 2025 Financial report	October 27, 2025
4.	Review of Top Debtors with High Risk Exposure and Politically Exposed Persons (PEP)	Audit Review on Top Debtors with High-Risk Exposure and Politically Exposed Person (PEP)	November 11, 2025
5.	Other Duties	Closing meeting related to the audit of several Business Units conducted by KAP EY	September 4, 2025 - October 10, 2025
		Whistleblowing System (WBS) Complaint Report	February 14, 2025
		Discussion and confirmation of the approval document for the Circular Letter Policy on the Third Amendment to the Management of BRI Reports as a Public Company – Book 2 ICOFR Design Guidelines	January 6, 2025

Audit Committee with Public Accountant and/or Public Accounting Firm

No	Duties	Implementation	Implementation Date
1.	Procurement of Public Accounting Firm Audit Services	Discussion on the Preparation and Timeline of the Procurement of Public Accounting Firm Services for Fiscal Year 2025	January 30, 2025
			May 21, 2025
		Closing Meeting on the Audit of the Consolidated Financial Statements of BRI for Fiscal Year 2024	May 23, 2025
		Evaluation of the Implementation of the Audit by EY Public Accounting Firm for Fiscal Year 2024	June 17, 2025
		Review and Signing of the Amendment to the Procurement of Public Accounting Firm Services in Relation to the General Audit of the Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program of BRI for Fiscal Year 2024	August 26, 2025
		Evaluation Report on the Implementation of Public Accountant and Public Accounting Firm Services on the Company and Subsidiaries' Consolidated Financial Statements for Fiscal Year 2024 Submitted to the Financial Services Authority (OJK)	26 Agustus 2025
2.	Financial statements	Discussion on the Public Accounting Firm (KAP) Audit Plan for the Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the fiscal Year 2025	January 30, 2025
		Update on the Progress of the 2024 BRI Financial Audit	December 17, 2025

Audit Committee with Financial Services Authority, Bank Indonesia and other Authorities

No	Duties	Implementation	Implementation Date
1.	Audit Committee with Regulators	Follow-up on the Appointment of an Independent Public Accounting Firm related to the Audit Results of the BPK RI for 2022–2023 on Micro Business Loan Interest Subsidy and Reversal of CKPN.	September 23, 2025

Audit Committee with Management

No	Duties	Implementation	Implementation Date
1.	Audit Committee with Management	Discussion on the Proposed Audit Scope for the Follow-up to Audit Findings of the Badan Pemeriksa Keuangan Republik Indonesia	May 20, 2025
		Progress Update on the Internal Audit Work Unit's Monitoring of the Implementation of the Internal Control over Financial Reporting (ICoFR) and DCP Projects	May 31, 2025
		Update on Wholesale and Institutional Business Strategy	June 5, 2025
		Update on the Review of Follow-up Actions on Audit Findings of the Badan Pemeriksa Keuangan Republik Indonesia related to the Recognition of Micro Business Loan Interest Subsidy and the Reversal of Allowance for Impairment Losses (CKPN)	September 23, 2025
		Update on the Results of the Investigative Audit on EDC Procurement	October 7, 2025
		Strengthening the Fundamental Structure and Strategic Risk Governance of BRI	November 4, 2025
		Update on the Governance of BRI Micro Business Loan	November 24, 2025

No	Duties	Implementation	Implementation Date
2.	Evaluation of the Audit Committee on Management	Evaluation of Compliance Function Implementation for the Second Semester of 2024	February 11, 2025
		Evaluation of Compliance Function Implementation for the First Semester of 2025	July 22, 2025

Internal Audit Committee

No	Duties	Implementation	Implementation Date
1.	Audit Committee Work Budget Plan	Discussion on the Audit Committee Budget Work Plan	November 21, 2025

Statement of The Audit Committee on The Effectiveness of The Internal Control System and Risk Management

The Audit Committee, in supporting the supervisory function of the Board of Commissioners, assesses that the internal control system of Bank BRI has been implemented adequately and in an integrated manner, and has been developed in accordance with good corporate governance principles and the prevailing laws and regulations. The implementation of the compliance function has been carried out consistently with reference to relevant regulations, with an emphasis on strengthening the culture of compliance across all levels of the organization, managed transparently and accountably, as part of the Company's commitment to the implementation of Good Corporate Governance (GCG).

Bank BRI continues to improve its internal control system through strengthening and integrating business processes end-to-end, in order to ensure the effectiveness of control from the planning, implementation, to reporting stages. These improvements are supported by the optimization of internal audit, risk management, compliance, as well as financial and operational control functions, including the implementation of the Internal Control over Financial Reporting (ICoFR) roadmap. These efforts are intended to improve the quality of decision-making, the reliability of financial reporting, and the efficiency and consistency of business process implementation. In addition, Bank BRI ensures alignment between policies and work procedures with the systems and information technology used, so that internal control can be implemented consistently, well documented, and able to minimize the risk of errors or irregularities in operational implementation.

The Audit Committee emphasizes the importance of the continuity of Management's commitment in evaluating and improving policies, strengthening risk mitigation, and enhancing fraud prevention efforts. These measures are expected to support the sustainability of the Company's operations based on the principles of transparency, accountability, and integrity. Going forward, the Company's internal control system is expected to further support the achievement of strategic objectives, create sustainable added value for stakeholders, and ensure the implementation of aligned and consistent controls both at the parent entity and across entities within the BRI financial conglomeration.

Nomination and Remuneration Committee

The Board of Commissioners establishes the Nomination and Remuneration Committee which aims to formulate policies and assist in the implementation of the functions and duties of the nomination and remuneration of members of the Board of Commissioners and Directors in accordance with applicable laws and regulations and the principles of Good Corporate Governance. The appointment and dismissal of members of the Nomination and Remuneration Committee is carried out by the Board of Commissioners.

Basis for Establishing The Nomination and Remuneration Committee

1. Law of the Republic of Indonesia No. 7 of 1992 concerning Banking as amended by the Law of the Republic of Indonesia No. 10 of 1998.
2. Law of the Republic of Indonesia No. 40 of 2007 on the Limited Liability Companies.
3. Law of the Republic of Indonesia No. 19 of 2003 on the State Owned Enterprises.
4. OJK Regulation no. 33/POJK.04/2014 dated December 08, 2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
5. OJK Regulation no. 34/POJK.04/2014 dated December 08, 2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.
6. OJK Regulation no. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.
7. OJK Regulation No.17 of 2023 concerning Implementation of Governance for Commercial Banks

8. OJK Circular Letter No. 40/SEOJK.03/2016 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.
9. Minister of State-Owned Enterprises Regulation No. PER-2/ MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of StateOwned Enterprises.
10. BUMN Ministerial Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
11. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk and its amendments.

Nomination and Remuneration Committee Charter

The working guidelines of the Nomination and Remuneration Committee of the Company are regulated in the Board of Commissioners Decree Number B.09-KOM/05/2024 dated May 28, 2024, concerning the Guidelines and Rules of Procedure for the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulate, among others:

Chapter	Discussion
Chapter I	Introduction 1.1 Legal Basis 1.2 General Definition
Chapter II	Corportate Values, Organizational Structure, and Code of Ethics 2.1 Corporate Values 2.2 Organizational Structure, Membership, and Code of Ethic
Chapter III	Guidelines and Rules of Procedure for the Nomination and Remuneration Committee 3.1 Objectives, Authority, Duties, and Responsibilitie 3.2 Appointment of Committee Members, Term of Office, and Working Hours 3.3 Meeting Govenance and Decision-Making 3.4 Committee Reports and Evaluation 3.5 Communication Protocol 3.6 Correspondence Mechanism
Chapter IV	Closing

Appointment and Termination of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is appointed and dismissed by and is accountable to, the Board of Commissioners. Throughout 2025, the positions of Chairman and Members of the Nomination and Remuneration Committee were established through:

1. The Board of Directors' Decree Number 441-DIR/ HCB/03/2024 regarding the Appointment of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Surat Keputusan Direksi Nomor Keputusan 1723-DIR/HBS/04/2025 dated April 17, 2025 regarding the Appointment of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Duties and Responsibilities of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee assists the Board of Commissioners in carrying out its duties and responsibilities in evaluating and ensuring the implementation of nomination and remuneration functions within the Company under the regulations and good corporate governance principles. The Nomination and Remuneration Committee is responsible for assisting the Board of Commissioners in overseeing the following matters:

Nomination Function

1. Provide recommendations to the Board of Commissioners regarding:
   a. The system, procedures, policies, and criteria required in the selection and/or replacement process of members of the Board of Directors and the Board of Commissioners are to be submitted by the Board of Commissioners to the General Meeting of Shareholders;
   b. Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners;
   c. Identification and nomination of candidates who meet the qualification to serve as members of the Board of Directors and/or the Board of Commissioners, to be submitted by the Board of Commissioners to the General Meeting of Shareholders (GMS);

d. Independent parties who will serve as members of the Audit Committee and the Risk Monitoring Committee under the Board of Commissioners;
e. Policies/ mechanism for evaluating the performance of members of the Board of Directors and/or the Board of Commissioners; and
f. Development programs to enhance the capabilities of members of the Board of Directors and/or the Board of Commissioners.

2. Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and the Board of Commissioners based on established benchmarks as a basis for evaluation;
3. Evaluating the proposed individual Key Performance Indicators (KPI) of State-Owned Enterprise (BUMN) Board of Directors members;
4. Assisting the Board of Commissioners in evaluating the Selected Talent list based on performance and capacity in accordance with the Company's strategic direction;
5. Conducting periodic reviews of the BUMN Talent Management System, as well as monitoring and evaluating its implementation;
6. Conduting an evaluation of the system and procedures for Talent classification carried out by the Board of Directors of the State-Owned Enterprises (SOE);
7. Conducting validation and calibration of the Selected Talent to produce a list of nominated taltent proposed by the Board of Commissioners/ Supervisory Board of State-Owned Enterprises (SOEs) to the GMS/ Minister;
8. Evaluating candidates representing BUMN who will be proposed as members of the Board of Directors or the Board of Commissioners of Subsidiaries before submission to the General Meeting of Shareholders (GMS)/ Minister;
9. Evaluating the BUMN Board of Directors' proposal regarding the organizational structure of BUMN; and
10. In carrying out its Nomination function, the Committee is required to follow these procedures:
    a. Formulating the composition and nomination process for members of the Board of Directors and/or the Board of Commissioners;
    b. Developing policies and criteria required in the nomination process for candidates for the Board of Directors and/or the Board of Commissioners;
    c. Assisting in evaluating the performance of members of the Board of Directors and/or the Board of Commissioners;
    d. Designing capability development programs for members of the Board of Directors and/or the Board of Commissioners; and
    e. Reviewing and proposing qualified candidates for the Board of Directors and/or the Board of Commissioners to the Board of Commissioners for submission to the GMS.

Remuneration Function

1. Evaluating the Remuneration policy based on performance, risk, fairness compared to peer groups, corporate goals, and long-term strategy, compliance with reserve requirements as stipulated by laws and regulations, and the Company's potential future revenue;
2. Submitting evaluation results and recommendations to the Board of Commissioners regarding:
    a. The structure, policy, and amount of remuneration for the Board of Directors and the Board of Commissioners to be presented to the General Meeting of Shareholders (GMS); and
    b. The structure, policy, and amount of remuneration for employees as a whole to be presented to the Board of Directors.
3. Ensuring that the remuneration policy is under applicable regulations;
4. Conducting periodic evaluations of the implementation of the remuneration policy;
5. Evaluating the remuneration policy for employees that requires approval/feedback from the Board of Commissioners;
6. Assisting the Board of Commissioners in assessing performance concerning the appropriateness of the remuneration received by each member of the Board of Directors and/or the Board of Commissioners;
7. In carrying out the remuneration function, the Committee must follow these procedures:
    a. Formulating the structure, policy, and amount of remuneration for the members of the Board of Directors and the Board of Commissioners by considering:
        - financial performance and reserve compliance as regulated by applicable laws and regulations;
        - the creation of effective risk management;
        - remuneration practices in the industry under the business activities of the issuer or a similar public company and the scale of business of the issuer or public company within its industry;
        - short-term and long-term liquidity needs;
        - the objectives, long-term strategy of the bank, and its potential future revenue;
        - the duties, responsibilities, and authority of the members of the Board of Directors and/ or the Board of Commissioners related to the achievement of the goals and performance of the Issuers or Public Company;
        - performance targets for each member of the Board of Directors and/or the Board of Commissioners; and
        - the balance of allowances between fixed and variable components.
    b. The remuneration structure as mentioned in point 2.a. can include:

- salary;
- honorarium;
- incentives; and/or
- fixed and/or variable allowances.

c. Conducting an evaluation of the structure, policies, and amount of remuneration for members of the Board of Directors and the Board of Commissioners at least once a year.

Authority of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee has the following authorities:

1. Accessing the data, documents, and information of the Company related to the performance of its duties;
2. Communicating and coordinating with parties related to the committee's tasks;
3. Exercising other powers granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations;
4. Providing opinions and recommendations to the Board of Commissioners of the Parent entity to enhance the internal control function, compliance function, and the implementation of integrated risk management; and
5. Exercising powers granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations.

Nomination and Remuneration Committee Term of Office

The term of office for members of the Nomination and Remuneration Committee may not be longer than the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be re-elected only for the next 1 (one) period, without reducing the right of the Board of Commissioners to dismiss at any time.

Structure, Membership and Expertise of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is under the coordination of the Board of Commissioners and is structurally responsible to the Board of Commissioners. The structure and membership of the Nomination and Remuneration Committee are arranged as follows:

1. The Committee is under the coordination of the Board of Commissioners and is structurally responsible to the Board of Commissioners;
2. The Committee is chaired by an Independent Commissioner who also serves as a member; and
3. The members of the Nomination and Remuneration Committee may be from the members of the Company's Board of Commissioners or from outside the Company
4. The Committee must have at least:
   a. One (1) Independent Commissioner;
   b. One (1) Non-Independent Commissioner;
   c. One (1) Executive Officer responsible for the HR function or one (1) representative of the Company's employees;
5. Members of the Board of Directors are prohibited from being members of the Committee;
6. If the Committee has more than (3) members, the number of Independent Commissioners must be at least two members;
7. Committee members who are not from the Board of Commissioners must meet the following criteria:
   a. having good integrity and sufficient knowledge and work experience in the fields of nomination and remuneration;
   b. not having personal interests/ relationships that could cause negative impacts or conflicts of interest with the relevant State-Owned Enterprise (BUMN;
   c. being able to communicate effectively;
   d. being able to allocate sufficient time to perform their duties; and
   e. not holding concurrent positions as members of the Board of Commissioners/Supervisory Board at other companies, secretaries/staff of the Board of Commissioners/Supervisory Board at other companies, members of other committees within the Company, or members of committees at other companies.

The structure, membership, and expertise of the Nomination and Remuneration Committee can be seen in the table below.

Period from January 1, 2025 to April 14, 2025

No.	Name	Position	Expertise	Description
1	Heri Sunaryadi*	Chairman	Capital Market, Technology, Management	Independent Commissioner
2	Rofikoh Rokhim*	Secretary	Finance, Economics, Management, Accounting	Vice President Commissioner/ Independent Commissioner
3	Kartika Wirjoatmodjo**	Member	Banking, Finance, Risk Management	President Commissioner/Commissioner

No.	Name	Position	Expertise	Description
4	Rabin Indrajad Hattari*	Member	Statistic, Economics, Management	Commissioner
5	Awan Nurmawan Nuh*	Member	Accounting, Audit, Taxation	Commissioner
6	Dwi Ria Latifa*	Member	Law, Social Politics, Regulation	Independent Commissioner
7	Nurmaria Sarosa*	Member	ESG, Logistics, Management	Independent Commissioner
8	Agus Riswanto*	Member	Law, Intelligent, Regulation	Independent Commissioner
9	Paripurna P. Sugarda*	Member	Law, Social Politics, Regulation	Independent Commissioner
10	Haryo Baskoro Wicaksono*	Member	Governance, Risk Management, and Compliance (GRC), Management	Independent Commissioner
11	M. Dadang Permana K.F.	Member	Banking, Human Recources	Ex Officio (Head of Human Capital Business Partner Division)

*) Resigned from office in accordance with the AGMS on March 24, 2025
**) Based on the OJK Voting Rights, his term of office ended on February 18, 2025 and he was reappointed at the BRI AGM on March 24, 2025..

Period from April 15, 2025 to December 31, 2025

No.	Name	Position	Expertise	Description
1	Edi Susianto	Chairman	Finance, Economic, Risk Management, Accounting	Independent Commissioner
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner
3	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
4	Parman Nataatmadja	Member	Banking, Finance, Risk Management	Vice President Commissioner/ Independent Commissioner
5	Helvi Yuni Moraza	Member	Management, Risk Management, Economy	Commissioner
6	Lukmanul Khakim	Member	Law, Business Administration, Management	Independent Commissioner
7	M. Dadang Permana K.F.	Member	Banking, Human Recources	Ex Officio (Head of Human Capital Business Partner Division)

Nomination and Remuneration Committee Profile

The profile of the Nomination and Remuneration Committee as of December 31, 2025 is as follows.

Edi Susianto
Chairman of the Nomination and Remuneration Committee/Independent Commissioner

The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Parman Nataatmadja
Member of the Nomination and Remuneration Committee/Vice President Commissioner/ Independent

The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Kartika Wirjoatmodjo
Member of the Nomination and Remuneration Committee/President Commissioner

The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Awan Nurmawan Nuh
Member of the Nomination and Remuneration Committee/Commissioner

The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Helvi Yuni Moraza
Member of the Nomination and Remuneration Committee/Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Lukmanul Khakim
Member of the Nomination and Remuneration Committee/Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

M. Dadang Permana K.F
Member of the Nomination and Remuneration Committee

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Bandung, January 10, 1973. Age 52 years as of December 2025.

Educational Background

- Bachelor of Agriculture, Winaya Mukti University, Jatinangor (1996)
- Master of Management, Padjadjaran University, Bandung (2009)

Work Experience

- Division Head Human Capital Business Partner 1 (2024 – present)
- Division Head Human Capital Business Partner (2023 – 2024)
- Regional Chief Audit Denpasar (2022 – 2023)
- Department Head Talent Management & Industrial Relations, Human Capital Business Partner Division (2020 – 2022)
- Deputy Head of Career Management & Culture Division, Human Capital Policy and Development Division (2019)
- Head of Career Development, Human Capital Policy and Development Division (2018 – 2019)
- Head of Human Capital, Yogyakarta Regional Office (2016 – 2018)
- Head of Human Capital, Denpasar Regional Office (2014 – 2016)
- Head of Human Capital, Padang Regional Office (2013 – 2014)

Certification

Risk Management Level 7 – LSP LSPP

Legal Basis for Appointment

- Board of Directors Decree Number 0673-DIR/HCB/07/2023 dated July 4, 2023 concerning the Determination of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk
- Board of Directors Decree Number 441-DIR/HCB/03/2024 dated March 19, 2024 concerning the Determination of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

In accordance with the Legal Basis for Appointment

Serving Duration

July 4, 2023 – present

Concurrent Positions

- Commissioner of PT Upaya Purnabakti Sejahtera (BRImedika) (01/09/2023 – present)
- Head of Human Capital Business Partner 2 Division (01/09/2024 – present)

Qualification of Education and Work Experience of The Nomination and Remuneration Committee

Table of Qualification of Education and Work Experience of the Nomination and Remuneration Committee

Name	Position	Education	Work experience
Edi Susianto [v]	Chairman	• Bachelor of Economics & Development • Master of Economics and Finance	Have experience in economics, finance, fiscal, monetary, and risk management
Kartika Wirjoatmodjo	Member	• Bachelor of Accounting • Master of Business Administration	Have experience in banking, finance, govarnance and risk management
Awan Nurmawan Nuh	Member	• Bachelor of Economics • Master of Business Taxation	Have experience in accounting, auditing and taxation
Parman Nataatmadja	Member	• Sarjana Manajemen(Bachelor of Economics) • Master of Finance	Have experience in finance, business, economics and risk management
Helvi Yuni Moraza	Member	• Sarjana Manajemen(Bachelor of Economics) • Master of Management	Have experience in government, economics, and management
Lukmanul Khakim	Member	• Bachelor of Constitutional Law • Master of Administrative Sciences	Have experience in law, constitutional governance, administration, and business management
M. Dadang Permana K.F.	Member	• Bachelor of Agriculture • Master of Management	Have experience in bidang banking and human resources

Independence of The Nomination and Remuneration Committee

Period from January 1, 2025 to April 14, 2025

Independence Aspect	HS	RR	KW	RIH	ANN	DRL	NS	AR	PPS	HBW	MDP
Has no financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors, and/or fellow members of the BRI Nomination and Remuneration Committee	√	√	√	√	√	√	√	√	√	√	√

HS Heri Sunaryadi
RR Rofikoh Rokhim
KW Kartika Wirjoatmodjo
RIH Rabin Indrajad Hattari
ANN Awan Nurmawan Nuh
DRL Dwi Ria Latifa
NS Nurmaria Sarosa
AR Agus Riswanto
PPS Paripurna Poerwoko Sugarda
HBW Haryo Baskoro Wicaksono
MDP M. Dadang Permana K.F.

Period from April 15, 2025 to December 31, 2025

Independence Aspect	KW	PN	ANN	HYM	ES	LK	MDP
Has no financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors, and/or fellow members of the BRI Nomination and Remuneration Committee	√	√	√	√	√	√	√

KW Kartika Wirjoatmodjo
PN Parman Nataatmadja
ANN Awan Nurmawan Nuh
HYM Helvi Yuni Moraza
ES Edi Susianto
LK Lukmanul Khakim
MDP M. Dadang Permana K.F.

Nomination and Remuneration Committee Meeting

Nomination and Remuneration Committee Meeting Policy

Committee meeting arrangements are set as follows.

Meeting Mechanism

1. The Committee Meetings must be held regularly at least once every three (3) months;
2. The Committee Meetings may be held at any time upon the request of one or more Committee members, specifying the matters to be discussed;
3. The Committee meetings are conducted at the Company's domicile, another location within the Republic of Indonesia, or at a business operation site designed by the Committee;
4. The Committee meetings may be conducted online via teleconference, video conference, or other electronic media that enable all participants to communicate and interact during the meeting;
5. The Committee meeting material must be available and provided to meeting participants no later than five (5) working days before the meeting unless the meeting is held outside the schedule, in which case the materials can be provided before the meeting;
6. If necessary, the Committee may independently hold a Technical Meeting to conduct an in-depth technical review of the materials to be discussed in the Committee Meeting by inviting relevant parties.

Meeting Quorum

A Committee meeting is valid if attended and/or represented by more than half (1/2) of the total members, including at least one (1) Independent Commissioner and one (1) Executive Officer responsible for human resources or one (1) representative of the Company's employees.

Meeting Participants

1. Each Committee member is required to attend at least 75% (seventy-five) of the meetings in a year;
2. The Committee Meetings may invite members of the Board of Directors, Executives, and Employees of the Company or external guests;
3. The Committee meetings may invite other Committees and the management of Subsidiaries through the Integrated Governance Committee.

Meeting Chaiperson

1. The Committee meetings are chaired by the Chairperson of the Committee;
2. If the Chairperson of the Committee is absent or unable to attend, without the need to provide proof to any party, the meeting will be chaired by a Committee member from the Board of Commissioners.

Meeting Summons

1. The Committee meetings are summoned by the Chairperson of the Committee.
2. If the Chairperson is unable to perform this duty, without the need to provide proof to any party, the summons may be made by a Committee member from the Board of Commissioners;
3. The meeting summons must be issued in writing, stating the agenda, date, time, and venue of the meeting;
4. In special situations or extraordinary conditions, the Committee may call a meeting at any time (less than one working day) online or offline.

Meeting Resolutions

1. A meeting is valid and authorized to make binding decisions if attended by at least half (1/2) of the total Committee members, including at least one (1) Independent Commissioner and one (1) Executive Officer responsible for human resources or one (1) representative of the Company's employees;

2. Recommendations formulated in the Committee Meeting are based on deliberation to reach a consensus. If consensus is not achieved, decisions are made by majority vote;
3. Each Committee member has one (1) vote and an additional one (1) vote for each Committee member they lawfully represent in the meeting;
4. Committee members who are unable to attend may submit their opinions and cast their votes in writing, signed, and delivered to the Chairperson of the Committee or the Commissioner leading the meeting. Such votes are considered valid and included in the decision-making process;
5. If the number of affirmative and dissenting votes is equal, the decision is postponed and re-evaluated. If, after reevaluation, the votes remain tied, the final decision is determined by the meeting leader;
6. The meeting leader presents conclusions and decisions at the end of each meeting;
7. All meeting decisions are binding for all Committee members;
8. The Committee may also make valid decisions without holding a meeting, provided that all serving Board of Commissioners members give their written approval by signing the proposed decision;
9. Any Committee member who has a personal interest, whether directly or indirectly, in a transaction or contract involving the Company must declare the nature of their interest in a Committee meeting and is not entitled to vote on matters related to the transaction or contract.

Minutes of Meeting

1. The results of the Committee meetings must be documented in the minutes of the meeting;
2. The minutes must be signed by all Committee members present and distributed to all Committee members;
3. The minutes must be prepared by an Independent Party member of the Committee who attended the meeting;
4. If any Board of Commissioners or Board of Directors member does not sign the minutes as stated in points 2 and 3, they must provide written reasons in a separate letter attached to the minutes;
5. Any dissenting opinions during the meeting must be clearly recorded in the minutes along with the reasons for the disagreement;
6. The minutes serve as legal evidence of the decisions made during the meeting;
7. The Secretariat of the Board of Commissioners is responsible for properly documenting the minutes of the meetings.

Follow-up on Meeting Results

1. The decisions made in the Committee meeting are communicated to the Board of Commissioners, containing opinions, recommendations, or suggestions to assist the execution of the Board's duties;
2. The Committee's memorandum in point one above may include drafts of outgoing letters from the Board of Commissioners and/or the Committee to the Board of Directors;
3. The Committee's memorandum must be signed by the Chairperson and all Committee members;
4. Outgoing letters from the Board of Commissioners must follow the communication procedures established by the Board of Commissioners, while letters from the Committee must be signed by the Chairperson and the Committee members from the Board of Commissioners;
5. All outgoing letters from the Board of Commissioners and/or the Committee must be recorded in the Letter Register and processed by the Secretariat of the Board of Commissioners and stored by the Corporate Secretary Division.

Meeting Agenda of The Nomination and Remuneration Committee

Table of Nomination and Remuneration Committee Meeting Agenda

No	Day, Date of Meeting	Meeting Agenda	Meeting Participants	Information
1	Tuesday, January 14, 2025	Changes in Management of Subsidiary Companies	1.Heri Sunaryadi 2.Rofikoh Rokhim 3. Nurmaria Sarosa 4. Paripurna P. Sugarda 5. Agus Riswanto 6. Haryo Baskoro Wicaksono 7. Rabin Indrajad Hattari 8. Dwi Ria Latifa 9. Kartika Wirjoatmodjo 10. M Dadang Permana KF	Nomination
2	Tuesday, February 4, 2025	Discussion of BRI's 2025 BOD & BOC Remuneration Study	1.Heri Sunaryadi 2.Rofikoh Rokhim 3. Nurmaria Sarosa 4. Paripurna P. Sugarda 5. Agus Riswanto 6. Haryo Baskoro Wicaksono 7. Rabin Indrajad Hattari 8. Dwi Ria Latifa 9. Kartika Wirjoatmodjo 10. Awan Nurmawan Nuh 11. M Dadang Permana KF	Remuneration
3	Tuesday, February 4, 2025	BRI Top Talent Nomination Proposal for 2025	1.Heri Sunaryadi 2.Rofikoh Rokhim 3. Nurmaria Sarosa 4. Paripurna P. Sugarda 5. Agus Riswanto 6. Haryo Baskoro Wicaksono 7. Rabin Indrajad Hattari 8. Dwi Ria Latifa 9. Kartika Wirjoatmodjo 10. Awan Nurmawan Nuh 11. M Dadang Permana KF	Nomination
4	Tuesday, February 25, 2025	Presentation of Consultant's Study for the Proposed Remuneration of Directors and Board of Commissioners in 2025	1.Heri Sunaryadi 2.Rofikoh Rokhim 3. Nurmaria Sarosa 4. Paripurna P. Sugarda 5. Agus Riswanto 6. Haryo Baskoro Wicaksono 7. Awan Nurmawan Nuh 8. M Dadang Permana KF	Remuneration
5	Monday, March 24, 2025	Granting of Power of Attorney at the BRI Management Nomination Discussion Meeting at the AGMS on March 24, 2025	1.Heri Sunaryadi 2.Rofikoh Rokhim 3. Nurmaria Sarosa 4. Paripurna P. Sugarda 5. Agus Riswanto 6. Haryo Baskoro Wicaksono 7. Kartika Wirjoatmodjo 8. Awan Nurmawan Nuh 9. M Dadang Permana KF	Nomination
6	Monday, March 24, 2025	Discussion on BRI Management Nominations at the BRI AGM on March 24, 2025	1.Heri Sunaryadi 2.Rofikoh Rokhim 3. Nurmaria Sarosa 4. Paripurna P. Sugarda 5. Agus Riswanto 6. Haryo Baskoro Wicaksono 7. Kartika Wirjoatmodjo 8. Awan Nurmawan Nuh 9. M Dadang Permana KF	Nomination

No	Day, Date of Meeting	Meeting Agenda	Meeting Participants	Information
7	Tuesday, May 27, 2025	1. Discussion of the Proposed Changes to the Management of the Subsidiary Company - Pegadaian 2. Discussion of the Proposed Changes to the Management of the Subsidiary Company - Bank Raya 3. Discussion of the Proposed Chairman/Board of Supervisors of the BRI Pension Fund	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja* 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
8	Tuesday, June 17, 2025	Dismissal of Working Partners of the Board of Commissioners Committee	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja* 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
9	Tuesday, August 5, 2025	Update on Candidates for Independent Committee Members of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja* 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
10	Tuesday, August 12, 2025	1. Discussion of the Proposed Management of Subsidiaries; 2. Discussion of the Proposed Dismissal and Appointment of the Corporate Secretary; 3. Discussion of the Proposed Replacement of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk.	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja* 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
11	Tuesday, August 19, 2025	Discussion on extending the work contracts of BRI's non-board of Commissioner Committees	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja* 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
12	Tuesday, September 16, 2025	proposed replacement of the Secretary of the BRI Board of Commissioners	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja* 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
13	Tuesday, October 7, 2025	1. Discussion of Proposed Changes to the Management of Subsidiary Companies - BRILife 2. Discussion of Proposed Changes to the Management of Subsidiary Companies - BRIDS	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
14	Tuesday, October 21, 2025	Changes to the composition of the BRI Committee	1. Edi Susianto* 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
15	Tuesday, November 4, 2025	Proposed Changes to the Management of Subsidiary Companies - BRIMI	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nominasi

No	Day, Date of Meeting	Meeting Agenda	Meeting Participants	Information
16	Tuesday, November 11, 2025	1. Discussion of Proposed Changes to the Management of a Subsidiary Company – PT BRI Asuransi Indonesia (BRINS) 2. Discussion of Proposed Changes to the Management of a Subsidiary Company – PT BRI Ventura Investama	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
17	Tuesday, November 18, 2025	Discussion of 50 Top Talent BOD-1 and BOD-2 and Individual Development Plan	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
18	Tuesday, November 25, 2025	Discussion on Proposed Changes to the Management of Subsidiary Companies - BRI Multifinance	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
19	Tuesday, November 25, 2025	Internal Meeting of the Board of Commissioners	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Remuneration
20	Wednesday, December 17, 2025	Granting of Power of Attorney at the BRI Management Nomination Discussion Meeting at the EGMS on December 17, 2025	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination
21	Wednesday, December 17, 2025	Discussion on BRI Management Nominations at BRI's Extraordinary General Meeting of Shareholders on December 17, 2025	1. Edi Susianto 2. Kartika Wirjoatmodjo 3. Parman Nataatmadja 4. Awan Nurmawan Nuh 5. Helvi Yuni Moraza* 6. Lukmanul Khakim* 7. M Dadang Permana KF	Nomination

* Present as observers. Mr. Parman Nataatmadja passed the OJK Fit and Proper test on September 15, 2025. Mr. Edi Susiatnto passed the OJK Fit and Proper test on October 24, 2025. Mr. Helvi Yuni Moraza and Mr. Lukmanul Khakim passed the OJK Fit and Proper test on December 19, 2025.

Frequency and Attendance Rate of The Nomination and Remuneration Committee Meetings

During 2025, the Nomination and Remuneration Committee held **21 meetings**. The frequency and level of meeting attendance for each member of the Nomination and Remuneration Committee is as follows:

Nomination and Remuneration Committee Meeting Attendance Rate Table
Period from January 1, 2025 to April 14, 2025

Name	Position	Nomination and Remuneration Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Heri Sunaryadi[1]	Chairman	6	6	100%
Rofikoh Rokhim[1]	Secretary	6	6	100%
Kartika Wirjoatmodjo[2]	Member	5	5	100%
Rabin Indrajad Hattari[3]	Member	3	3	100%
Awan Nurmawan Nuh	Member	6	5	83%

Name	Position	Nomination and Remuneration Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Dwi Ria Latifa[3]	Member	3	3	100%
Nurmaria Sarosa[1]	Member	6	6	100%
Agus Riswanto[1]	Member	6	6	100%
Paripurna P. Sugarda[1]	Member	6	6	100%
Haryo Baskoro Wicaksono[1]	Member	6	6	100%
M. Dadang Permana K.F.	Member	6	6	100%

Description:
[1)] Resigned from office at the BRI AGM on March 24, 2025.
[2)] Kartika Wirjoatmodjo, based on OJK Voting Rights, completed his term of office on February 18, 2025, and was effectively reappointed at the BRI AGM on March 24, 2025.
[3)] OJK Voting Rights: Rabin Indrajad Hattari and Dwi Ria Latifa completed their terms of office on February 18, 2025, and effectively resigned at the BRI AGM on March 24, 2025

Period from April 15, 2025 to December 31, 2025

Name	Position	Nomination and Remuneration Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Edi Susianto[1]	Chairman	7	7	100%
Kartika Wirjoatmodjo	Member	15	15	100%
Awan Nurmawan Nuh	Member	15	15	100%
Parman Nataatmadja[2]	Member	10	10	100%
Helvi Yuni Moraza[3]	Member	-	-	-
Lukmanul Khakim[3]	Member	-	-	-
M. Dadang Permana K.F.	Member	15	15	100%

[1]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on October 24, 2025
[2]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on September 15, 2025
[3]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on December 19, 2025

Competency Improvement Program of The Nomination and Remuneration Committee

Period from January 1, 2025 to April 14, 2025

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Heri Sunaryadi	Chairman	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Rofikoh Rokhim	Secretary	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Kartika Wirjoatmodjo	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Rabin Indrajad Hattari	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Awan Nurmawan Nuh	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Dwi Ria Latifa	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Nurmaria Sarosa	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Agus Riswanto	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Paripurna P. Sugarda	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
Haryo Baskoro Wicaksono	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners.		
M. Dadang Permana K.F.	Member	Internalization of Disciplinary Regulations and License Education for Officials Authorized to Enforce Discipline	October, 23-24	Internal BRI
		Elevate Talks: Optimizing the Use of Digital Population Identity (IKD) in Indonesia	July, 8	Dukcapil

Period from April 15, 2025 to December 31, 2025

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Edi Susianto	Chairman	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Kartika Wirjoatmodjo	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Awan Nurmawan Nuh	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Parman Nataatmadja	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Helvi Yuni Moraza	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Lukmanul Khakim	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
M. Dadang Permana K.F.	Member	Internalization of Disciplinary Regulations and License Education for Officials Authorized to Enforce Discipline	October, 23-24	Internal BRI
		Elevate Talks: Optimizing the Use of Digital Population Identity (IKD) in Indonesia	July, 8	Dukcapil

Income of The Nomination and Remuneration Committee

Remuneration for committee members who are members of the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each Committee member. Honorarium for Committee members from independent parties (Non-Commissioners), the amount of the honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the Main Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Work Program and Implementation of Duties of The Nomination and Remuneration Committee In 2025

Throughout 2025, the Nomination and Remuneration Committee carried out the following work programs:

a. Nomination Function:
   1) Change of management of the Subsidiary Company
      a) Change of management of the Subsidiary Company – BRILife.
      b) Change of management of the Subsidiary Company – Pegadaian.
      c) Change of management of the Subsidiary Company – Bank Raya.
      d) Change of management of the Subsidiary Company – BRIMI.
      e) Change of management of the Subsidiary Company – BRIDS.
      f) Change of management of the Subsidiary Company – BRINS.
      g) Change of management of the Subsidiary Company – BRI Venture.
      h) Change of management of the Subsidiary Company – BRI Multifinance.
      i) Changes in the Supervisory Board of BRI Pension Fund.
   2) Nomination of the Company's Management
      a) Granting of authority at the meeting to discuss the nomination of BRI management at the AGMS on March 24, 2025.
      b) Discussion on the nomination of BRI management at the BRI AGMS on March 24, 2025.
      c) Granting of authority at the meeting to discuss the nomination of BRI management at the EGMS on December 17, 2025.
      d) Discussion on the nomination of BRI management at the BRI EGMS on December 17, 2025.
   3) Talent nomination
      a) Proposed nomination of Top Talent BOD-1 for 2025 in accordance with the Company's strategic direction.
      b) Proposed dismissal and appointment of the Corporate Secretary.
      c) Discussion on the 50 Top Talents of BOD-1 and BOD-2 and the Individual Development Plan.
b. Remuneration Function
   1) Discussion on the remuneration study for BOD & BOC of BRI for 2025.
   2) Presentation of the consultant's study on the proposed remuneration for the Board of Directors and Board of Commissioners for 2025.
   3) Review of the Company's remuneration policy.
c. Internal Matters of the Board of Commissioners
   1) Dismissal of the Working Partner of the Board of Commissioners Committee.
   2) Update on candidates for the Independent Party Committee of the Board of Commissioners.
   3) Replacement of the Board of Commissioners' staff.
   4) Extension of the working contract of non-Board of Commissioners committee members of BRI.
   5) Replacement of the Secretary to the Board of Commissioners of BRI.
   6) Changes in the composition of BRI Committees.

Board of Directors Succession Policy

The company's Board of Directors succession is carried out based on the company's long-term objectives, considering various aspects, including:

1. Integrity
2. Background in the field of work,
3. Work experience and
4. Leadership.

The principles for implementing Director Succession are based on the principles of good corporate governance so as to ensure business continuity and the company's long-term goals. BRI has a talent pool candidate policy to select potential employees to occupy leadership positions in the Company and other state-owned companies. In addition, the Company is assisted by independent parties to periodically evaluate executive officers and officers below them to be able to become the next successor so that leadership and character remain suitable and in accordance with the capacity needed and required by the company.

The selected candidates are then proposed to the Nomination and Remuneration Committee for the nomination procedure for the Board of Directors, based on POJK Regulation No.33/POJK.04/2014 and the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 of 2023 about the Regulation of the Minister of State-Owned Enterprises concerning the Organs and Human Resources of State-Owned Enterprises.

Risk Management Monitoring Committee

The Risk Management Monitoring Committee (RMOC) is one of the Committees under the Board of Commissioners whose duties and responsibilities are to assist the Board of Commissioners in carrying out evaluations and ensuring the implementation of risk management in the Company.

Basis Establishing of Risk Management Monitoring Committee

1. OJK Regulation no. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
2. OJK Regulation (POJK) Number 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks.

3. Minister of State-Owned Enterprises Regulation No. PER-2/ MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
4. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
5. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk. along with the changes.

Risk Management Monitoring Committee Charter

The Risk Management Monitoring Committee has Work Guidelines outlined in the Board of Commissioners' decree Number 08- KOM/05/2024 dated May 28, 2024, which contains the following matters:

Chapter	Discussion
Chapter I	Introduction 1.1 Legal Basis 1.2 General Definitions
Chapter II	Corporate Values, Organizational Structure, and Code of Ethics 1.1 Corporate Values 1.2 Organization Structure, Membership, and Code of Ethics
Chapter III	Work Guidelines and Regulations of the Risk Management Monitoring Committee 1.1 Objectives, Authority, Duties, and Responsibilities 1.2 Meeting and Governance and Decision Making 1.3 Committee reports and Evaluation 1.4 Communication Protocol 1.5 Correspondence Mechanism
Chapter IV	Closing

Appointment and Dismissal of The Risk Management Monitoring Committee

The Risk Management Monitoring Committee is appointed and dismissed by the Board of Commissioners and is accountable to them. During the year 2025, the positions of Chairperson and Members of the Risk Management Monitoring Committee were established through the following:

1. Director's Decree Number 1789-DIR/HBS/09/2024, dated September 09, 2024 regarding the Appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Director's Decree Number 1721-DIR/HBS/04/2025, dated April 17, 2025 regarding the Appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
3. Director's Decree Number 5546-DIR/HBS/11/2025 dated November 3, 2025 regarding the Appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Duties and Responsibilities of Risk Management Monitoring Committee

The Risk Management Monitoring Committee supports the Board of Commissioners in fulfilling its duties of evaluating and ensuring the Company's risk management procedures and methodologies are adequate, so that the Company's activities remain controlled within acceptable risk limits and provide benefits to the Company.

The Risk Management Monitoring Committee is tasked with assisting the Board of Commissioners in carrying out supervisory duties related to:

1. Periodically review and analyze risk management policy, providing recommendations to the Board of Commissioners for adjusting and improving the risk management framework and approach.
2. Evaluate and analyze the company's quarterly risk profile report, and provide advice and recommendations to the Board of Commissioners for necessary enhancements and improvements.
3. Monitor and evaluate the adequacy of the identification, measurement, monitoring, control, and risk management information system of the Company and provide advice and recommendations to the Board of Commissioners to improve the effectiveness and quality of the Company's risk management implementation.

4. Conduct supervision, evaluate the implementation of the duties of the Risk Management Committee and the Risk Management Division, and provide advice and/or recommendations to the Board of Commissioners to improve the effectiveness of the implementation of the duties of the Risk Management Committee and the Risk Management Division. Evaluation of the implementation of the duties of the Risk Management Committee and the Risk Management Division is carried out at least 1 (one) time in 1 (one) year.
5. Evaluate and analyze the implementation of risk control for the Company's fraud at least once per semester. Provide suggestions and recommendations to the Board of Commissioners to improve the implementation of the Company's Anti-Fraud Strategy.
6. Evaluate and analyze the implementation of the Company's Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) programs at least semiannually and provide suggestions and/or recommendations to the Board of Commissioners to improve the quality of the implementation of the programs.
7. Evaluate and analyze the implementation of risk management in the use of Information Technology Plans, Strategic Information Technology, and Company policies related to the use of Information Technology, and provide advice and recommendations to the Board of Commissioners regarding the implementation of risk management in the use of Technology Information by the Company.
8. Evaluate and analyze the Bank's Soundness Level every semester and provide suggestions and/or recommendations to the Board of Commissioners in order to maintain the Bank's Soundness Level.
9. Evaluate and analyze documents for providing funds for related parties proposed by the Board of Directors, which require approval from the Board of Commissioners.
10. Provide opinions and recommendations regarding loan facility above a certain amount that requires consultation with the Board of Commissioners.
11. Carry out other duties and responsibilities are assigned by the Board of Commissioners.

Authority of Risk Management Monitoring Committee

The Board of Commissioners grants authority to the Committee within the scope of the Committee's responsibilities to:

1. Obtain relevant information related to duties implementation from the Company's internal and or external parties.
2. Obtain inputs or recommendations from external parties related to its duties.
3. Provide opinions and recommendations to the Board of Commissioners for the improvement of risk management in the Company.
4. Provide opinions and recommendations to the Board of Commissioners for the improvement of effectiveness of Risk Management Unit.
5. Provide opinions and recommendations to the Board of Commissioners to improve the quality of implementation of the Company's Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Proliferation of Mass Destruction Weapons programs.
6. Provide opinions and recommendations to the Board of Commissioners on the implementation of risk management in the use of Information Technology by the Company.
7. Provide opinions and recommendations to the Board of Commissioners to maintain and improve the Company's Soundness Level.
8. Carry out other authorities granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations.

Term of Office of The Risk Management Monitoring Committee

The term of office of members of the Risk Management Monitoring Committee may not be longer than the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be re-elected only for the next 1 (one) period, does not reduce the right of the Board of Commissioners to dismiss at any time.

Structure, Membership, and Expertise of The Risk Management Monitoring Committee

The Risk Management Monitoring Committee is under the coordination of the Board of Commissioners and is structurally responsible to the Board of Commissioners. The structure and membership of the Risk Management Monitoring Committee are regulated as follows.

1. Committee members consist of Independent Commissioners and Independent Parties.
2. The Committee is chaired by an Independent Commissioner who may also serve as a member.
3. The Committee members consist of at least:
   a. An Independent Commissioner.
   b. An Independent party who has expertise in the field of risk management proven by having a risk management certificate and a competency certificate that supports the implementation of the committee's functions and responsibilities; and
   c. An Independent Party who has expertise in the financial field.

4. Independent Parties must meet the following requirements:
   a. Do not receive compensation from the Company and its subsidiaries or affiliates, except for wages, salaries, and other facilities received in connection with the duties carried out as a member of the Risk Management Monitoring Committee.
   b. Do not have family or financial relationship with the Board of Directors and Board of Commissioners.
   c. Do not have dual positions in the Company and other companies affiliated with the Company.
   d. Do not have duties, responsibilities, and authority that may cause a conflict of interest.
   e. May not serve concurrently as a member of the Board of Commissioners, Secretary to the Board of Commissioners, Staff to the Secretary to the Board of Commissioners and member of the Committee at an SOEs or other company; and
   f. Do not conflict with other provisions and laws.
5. Members of the Board of Directors are prohibited from becoming members of the Committee.
6. Former members of the Board of Directors or Executive Officers of the Company or parties who have a relationship with the Company that can affect their ability to act independently cannot become Independent Parties as members of the Committee before undergoing a cooling off period of 6 (six) months. The cooling off period provisions to become Independent Parties do not apply to former members of the Board of Directors or Executive Officers whose duties are only to carry out supervisory functions for at least 6 (six) months.

The structure, membership, and expertise of the Risk Management Monitoring Committee can be seen in the table below.

Period from January 1, 2025 to April 15, 2025

No.	Name	Position	Expertise	Description
1	Nurmaria Sarosa	Chairman	ESG, Logistics, Management	Independent Commissioner
2	Rofikoh Rokhim	Member	Finance, Economics, Management, Accounting	Vice President Commissioner/ Independent Commissioner
3	Rabin Indrajad Hattari	Member	Statistic, Economics, Management	Independent Commissioner
4	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner
5	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
6	Haryo Baskoro Wicaksono	Member	Governance, Risk Management, and Compliance (GRC); Management	Independent Commissioner
7	A. Sigid Sudahno	Member	Banking, Management	Independent Party
8	Sandra Chalik	Member	Accounting, Risk Management	Independent Party
9	Cahyo Yuliarso	Member	Banking, Finance, Risk Management	Independent Party

Period from April 15, 2025 to November 3, 2025

No.	Name	Position	Expertise	Description
1	Parman Nataatmadja	Chairman	Banking, Finance, Risk Management	Vice President Commissioner/ Independent Commissioner
2	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
3	Helvi Yuni Moraza	Member	Management, Risk Management, Economy	Commissioner
4	Sandra Chalik	Member	Accounting, Risk Management	Independent Party
5	Cahyo Yuliarso	Member	Banking, Finance, Risk Management	Independent Party

Period from November 3, 2025 to December 31, 2025

No.	Name	Position	Expertise	Description
1	Parman Nataatmadja	Chairman	Banking, Finance, Risk Management	Vice President Commissioner/ Independent Commissioner
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner
3	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
4	Helvi Yuni Moraza	Member	Management, Risk Management, Economy	Commissioner
5	Sandra Chalik	Member	Banking, Finance, Risk Management	Independent Party

Risk Management Monitoring Committee Profile

The profile of the Risk Management Monitoring Committee as of December 31, 2025 is as follows..

Parman Nataatmadja
Chairman of the Risk Management Monitoring Committee/Vice President Commissioner/ Independent

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Kartika Wirjoatmodjo
Chairman of the Risk Management Monitoring Committee/President Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Awan Nurmawan Nuh
Member of the Risk Management Monitoring Committee/Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Helvi Yuni Moraza
Member of the Risk Management Monitoring Committee/Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Sandra Chalik
Member of the Risk Management Monitoring Committee/ Independent Party

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Makassar, January 09, 1964. Age as of 61 years old (as of Desember 2025).

Educational Background

- Bachelor of Economics Accounting, STIE Surabaya – Surabaya (1989)
- Master of Management with a concentration in Risk Management, University of Indonesia (MMUI) – Jakarta (2003)

Work Experience

- Executive Vice President - Project Manager of BRI Financial Enterprise System (BRIFirst) Implementation Team, BRI Head Office (2020)
- Executive Vice President - Head of Management Accounting & Finance Division, BRI Head Office (2018)
- Executive Vice President - Head of Enterprise Risk & Portfolio Management Division, BRI Head Office (2017)
- Vice President - Deputy Head of Risk Management Division, BRI Head Office (2015)
- Vice President - Deputy Head of Division, Financial Policy and Management, BRI Head Office (2013)
- Head of Division, Financial Report, BRI Head Office (2012)
- Head of Division, Market Risk Management and Integrated Risk, BRI Head Office (2009)
- Group Head, Risk Management, BRI Jakarta I Regional Office (2008)

Certification

- Risk Management Assessor Certification, BNSP
- Risk Management Certification Level 7, LSP LSPP
- Master Trainer Certification, LSP IKN

Legal Basis for Appointment

BRI Board of Directors Decree Number 2349-DIR/HCB/10/2023 dated October 3, 2023 concerning the Determination of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Term of Office

Period I

Serving Duration

July 01, 2023 - present

Concurrent Positions

-

Educational Qualifications and Work Experience Risk Management Monitoring Committee

Members of the BRI Risk Management Oversight Committee possess competencies in their respective fields, with a minimum of five years of experience in economics, finance, and/or banking; or at least two years of experience in risk management in the financial and/or banking sector. The members of the BRI Risk Management Oversight Committee come from diverse professional backgrounds, including strategic management, risk management, banking, finance, and accounting, thereby ensuring the quality of recommendations and improvement advice provided to the Board of Commissioners.

Table of Educational Qualifications and Work Experience of the Risk Management Monitoring Committee

Name	Position	Education	Work Experience
Parman Nataatmadja	Chairman	• Sarjana Manajemen(Bachelor of Economics) • Master of Finance	Have experience in finance, business, economics and risk management
Kartika Wirjoatmodjo	Member	• Sarjana Akuntansi • Master of Business Administration	Have experience in banking, finance and risk management
Awan Nurmawan Nuh	Member	• Bachelor of Economics • Master of Business Taxation	Have experience in accounting, auditing and taxation
Helvi Yuni Moraza	Member	• Sarjana Manajemen(Bachelor of Economics) • Master of Management	Have experience in government, economics, and management
Sandra Chalik	Member	• Bachelor of Economics Accounting • Master of Management with a concentration in Risk Management	Have experience in banking, accounting, financial management, and risk management

Independence of Risk Monitoring Committee

All members of RMOC have no affiliations with the Directors, other Commissioners or controlling shareholders of BRI, not a shareholder who can influence its abilities to act independently, nor as Commissioner, Director or employees of companies or businesses, which are affiliated to BRI.

Independent Parties must meet the following requirements:
1. Do not receive compensation from the Company and its subsidiaries or affiliates, except for wages, salaries, and other facilities received in connection with duties performed as a member of the Risk Management Monitoring Committee;
2. No family or financial relationship with the Board of Directors and Board of Commissioners;
3. Do not hold dual positions in the Company and other affiliated companies;
4. Not having the duties, responsibilities, and authorities that create a conflict of interest;
5. Not concurrently as a member of the Board of Commissioners, Secretary of the Board of Commissioners, Staff of the Secretary of the Board of Commissioners and members of the Committee on SOEs or other companies;
6. Do not conflict with other provisions and laws.

Period from January 1, 2025 to April 15, 2025

Independence Aspects	NS	RR	RIH	HS	ANN	HBW	SC	CY	ASS
Does not have financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√
Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Monitoring Committee	√	√	√	√	√	√	√	√	√

NS Nurmaria Sarosa
RR Rofikoh Rokhim
RIH Rabin Indrajad Hattari
HS Heri Sunaryadi
ANN Awan Nurmawan Nuh
HBW Haryo Baskoro Wicaksono
SC Sandra Chalik
CY Cahyo Yuliarso
ASS A. Sigid Sudahno

Period from April 15, 2025 to November 3, 2025

Independence Aspects	PN	ANN	HYM	SC	CY
Does not have financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√
Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Monitoring Committee	√	√	√	√	√

PN Parman Nataatmadja
ANN Awan Nurmawan Nuh
HYM Helvi Yuni Moraza
SC Sandra Chalik
CY Cahyo Yuliarso

Period from November 3, 2025 to December 31, 2025

Aspek Independensi	PN	KW	ANN	HYM	SC
Does not have financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√
Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Monitoring Committee	√	√	√	√	√

PN Parman Nataatmadja
KW Kartika Wirjoatmodjo
ANN Awan Nurmawan Nuh
HYM Helvi Yuni Moraza
SC Sandra Chalik

Risk Management Monitoring Committee Meeting

Risk Management Monitoring Committee Meeting Policy

The Committee meeting arrangements are set as follows.

Meeting Organizing Mechanism

1. Committee meetings must be held periodically at least 1 (one) time in 3 (three) months.
2. Committee meetings may be held at any time at the request of 1 (one) or several Committee members by stating the matters to be discussed.
3. Committee meetings are held at the Company's domicile, or another location within the territory of the Republic of Indonesia or at the Company's place of business activities as determined by the Committee.
4. Committee meetings may be held online via teleconference or other electronic media that allows all participants to communicate and interact in Committee meetings.
5. Committee meeting materials are available and delivered to meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside the meeting schedule, in which the meeting materials can be delivered before the meeting is held.
6. If necessary, the Committee may independently hold a Technical Meeting to conduct technical in-depth studies on the material to be discussed in the Committee Meeting by inviting related parties.

Meeting Quorum

A Committee meeting is valid if it is attended and/or represented by more than 1/2 (one-half) of the total number of Committee members.

Meeting participants

1. Each member of the Committee is required to attend at least 75% (seventy five percent) of meetings in one year.
2. Committee meetings may invite other Committees, Directors, Officers, and Employees of the Company or invitees from outside the Company.
3. The Committee Meeting may invite the Management of Subsidiaries as proposed through the Integrated Governance Committee.

Meeting Chairman

1. The Committee meeting is chaired by the Committee Chairman
2. In case the Committee Chairperson is absent or prevented from attending, which does not need to be proven to any party, the Committee meeting will be led by a Committee member from the Board of Commissioners.

Meeting Call

1. The summons for the Committee meeting is made by the Committee Chairman.
2. In case the Chairman of the Committee is unable to attend, which does not need to be proven to anyone, the summons for the meeting may be made by a member of the Committee who is a member of the Board of Commissioners.

3. The invitation to a Committee meeting must be submitted in writing, stating the agenda/event, date, time and place of the meeting.
4. In the event of a special situation or extraordinary conditions, the Committee may convene a meeting at any time (less than 1 working day) either online or offline.

Meeting Decision

1. A meeting is valid and has the right to make binding decisions if it is attended by at least 1/2 (one half) of the committee members.
2. Recommendation decisions formulated in the Committee Meeting are taken based on deliberation to reach consensus. In the event that deliberation to reach consensus does not occur, decision making is carried out based on majority votes.
3. Each Committee member has 1 (one) vote and an additional 1 (one) vote for each Committee member he/she legally represents at the meeting.
4. Committee members who are unable to attend may submit opinions and provide voting rights in writing, signed, and submitted to the Committee Chairperson or Commissioner leading the meeting. Such voting rights are considered valid and become part of the decision-making process at the meeting.
5. If the number of votes for and against is the same, then the decision making is postponed and reviewed. If after review, the number of votes agreeing and disagreeing is the same, then the decision making will be determined by the meeting leader.
6. The meeting leader conveys conclusions and decisions at the end of each meeting.
7. Every meeting decision is binding on all Committee members.
8. The Committee may also take valid decisions without holding a meeting, provided that all members of the Board of Commissioners who are in office give their approval by signing in writing regarding the proposed decision.
9. Each member of the Committee who personally, in any way, directly or indirectly, has an interest in a transaction, contract or proposed contract to which the Company is a party must declare the nature of his interest at a Committee meeting and shall not be entitled to participate in voting on matters relating to such transaction or contract.

Minutes of Meetings

1. The results of the Committee meetings must be stated in the minutes of the meeting.
2. The minutes of the Committee meeting are valid evidence of the decisions taken at the meeting in question.
3. The minutes of the meeting are prepared by the Committee members who are Independent Parties who are present at the meeting.
4. The minutes of the Committee meeting must be signed by all members of the Committee present and submitted to all members of the Committee.
5. In case a Committee member does not sign the meeting results, the person concerned is required to state the reasons in writing in a separate letter attached to the meeting minutes.
6. If there is a difference of opinion (dissenting opinion) at the meeting, it must be stated clearly in the minutes of the meeting and accompanied by the reasons for the difference of opinion.
7. The minutes of the meeting are well documented by the Secretariat of the Board of Commissioners.

Follow-up to Meeting Results

1. The results of the Committee meeting decisions are conveyed in the Committee's Service Note to the Board of Commissioners which contains opinions or recommendations or suggestions in order to assist in carrying out the duties of the Board of Commissioners.
2. The Committee's Service Note in point one above may be accompanied by a draft of an outgoing letter from the Board of Commissioners and/or an outgoing letter from the Committee to the Board of Directors or Officials one level below the Company's Board of Directors.
3. The Committee Service Note must be signed by the Committee Chair and all Committee members.
4. The letter from the Board of Commissioners is signed in accordance with the procedures for correspondence regulated and determined by the Board of Commissioners, while the letter from the Committee is signed by the Committee Chairperson and Committee Members from the Board of Commissioners.
5. All outgoing letters from the Board of Commissioners and/ or Committee must be recorded in the Letter Register and managed by the Board of Commissioners Secretariat and stored by the Corporate Secretary Division.

Risk Management Monitoring Committee Meeting Agenda

Throughout 2025, the implementation dates, meeting agendas, and participants of the Risk Management Monitoring Committee meetings are as follows.

Table of Risk Management Monitoring Committee Meeting Agenda

No	Day & Date	Agenda	Meeting Participants
1	Tuesday, January 7, 2025	Internal Meeting to Clear Debt Collection	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso
2	Tuesday, January 14, 2025	Update IT Strategic Plan & Architecture	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso
3	Thursday, January 30, 2025	Update on the 2025 Share Buyback Plan	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso
4	Tuesday, March 11, 2025	Discussion of Affiliate Transactions for Land Purchases	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
5	Monday, April 21, 2025	Micro Segment Business Strategy Update	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
6	Tuesday, April 22, 2025	Advanced Micro Segment Business Strategy Update	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
7	Wednesday, May 14, 2025	Changes to the implementation policy of APU PPT PPPSPM	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
8	Tuesday, May 27, 2025	Update on the Strategy for Strengthening the Function of the Regional Chief Executive Officer (RCEO)	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
9	Thursday, June 5, 2025	BRI's 2025 Wholesale and Institutional Business Strategy Update	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
10	Tuesday, June 10, 2025	Commercial Banking Segment Business Strategy Update	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso

No	Day & Date	Agenda	Meeting Participants
11	Tuesday, June 17, 2025	Consumer Banking Segment Business Strategy Update	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
12	Tuesday, July 1, 2025	Operational Strategy Update	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
13	Tuesday, July 15, 2025	Update IT Strategic Plan & Architecture; BRI Application Governance & Security System	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
14	Monday, July 21, 2025	Implementation of AML, PPT, and PPPSPM Policies for Semester 1, 2025	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
15	Monday, August 4, 2025	Technical Discussion of BRI's 2025 Risk Appetite Approval Application Revised	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
16	Tuesday, August 12, 2025	Credit Quality Deterioration Scenario Outlook	1. Parman Nataatmadja* 2. Helvi Yuni Moraza* 3. Awan Nurmawan Nuh 4. Sandra Chalik 5. Cahyo Yuliarso
17	Tuesday, November 4, 2025	Micro Segment Stop and Go Mechanism	1. Parman Nataatmadja 2. Helvi Yuni Moraza* 3. Kartika Wirjoatmodjo** 4. Awan Nurmawan Nuh 5. Sandra Chalik
18	Wednesday, November 19, 2025	Discussion of the Proposed Adjustments to the Revised 2025-2027 RBB	1. Parman Nataatmadja 2. Helvi Yuni Moraza* 3. Kartika Wirjoatmodjo** 4. Awan Nurmawan Nuh 5. Sandra Chalik
19	Monday, November 24, 2025	Technical Discussion on the Proposed Update of BRI's 2025 Recovery Plan	1. Parman Nataatmadja 2. Helvi Yuni Moraza* 3. Kartika Wirjoatmodjo** 4. Awan Nurmawan Nuh 5. Sandra Chalik
20	Monday, November 24, 2025	Technical Discussion of BRI's 2026-2028 RBB Proposal and BRI's 2026 RKAP	1. Parman Nataatmadja 2. Helvi Yuni Moraza* 3. Kartika Wirjoatmodjo** 4. Awan Nurmawan Nuh 5. Sandra Chalik
21	Monday, November 24, 2025	Technical Discussion of BRI's 2026 RAKB Proposal	1. Parman Nataatmadja 2. Helvi Yuni Moraza* 3. Kartika Wirjoatmodjo** 4. Awan Nurmawan Nuh 5. Sandra Chalik
22	Tuesday, December 9, 2025	Market Risk and Liquidity Risk Update on Securities Management Activities	1. Parman Nataatmadja 2. Helvi Yuni Moraza* 3. Kartika Wirjoatmodjo** 4. Awan Nurmawan Nuh 5. Sandra Chalik
23	Monday, December 22, 2025	Discussion on the Implementation of End-to-End Business and Operational Risk Management in the Micro, Small, and Consumer Segments	1. Parman Nataatmadja 2. Helvi Yuni Moraza 3. Kartika Wirjoatmodjo 4. Awan Nurmawan Nuh 5. Sandra Chalik

No	Day & Date	Agenda	Meeting Participants
24	Monday, December 29, 2025	Discussion of Prime Customer Service Policy	1. Parman Nataatmadja 2. Helvi Yuni Moraza 3. Kartika Wirjoatmodjo 4. Awan Nurmawan Nuh 5. Sandra Chalik

*) Present as Observers: Parman Nataatmadja & Helvi Yuni Moraza appointed on March 24, 2025; Parman Nataatmadja fit and proper test on September 15, 2025, Helvi Yuni Moraza fit and proper test on December 25, 2025
**) Newly joined SK KPMR as of November 3, 2025

Frequency and Attendance Rate of Risk Management Monitoring Committee Meetings

During 2025, the Risk Management Monitoring Committee held 24 (twenty-four) meetings. The frequency and level of attendance of each Committee member are as follows.

Tabel Tingkat Kehadiran Rapat Komite Pemantau Manajemen Risiko
Period from January 1, 2025 to April 15, 2025

Name	Position	Risk Management Monitoring Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Nurmaria Sarosa	Chairman/Independent Commissioner	4	4	100%
Rofikoh Rokhim	Member/Independent Commissioner	4	4	100%
Rabin Indrajad Hattari	Member/Independent Commissioner	3	3	100%
Heri Sunaryadi	Member/Independent Commissioner	4	4	100%
Awan Nurmawan Nuh	Member/Independent Commissioner	4	3	75%
Haryo Baskoro Wicaksono	Member/Independent Commissioner	4	4	100%
Sandra Chalik	Member/Independent Party	4	4	100%
Cahyo Yuliarso	Member/Independent Party	4	4	100%
A. Sigid Sudahno	Member/Independent Party	4	4	100%

Period from April 15, 2025 to November 3, 2025

Name	Position	Risk Management Monitoring Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Parman Nataatmadja[1]	Chairman/Deputy President Commissioner/Independent Commissioner	-	-	-
Awan Nurmawan Nuh	Member/Commissioner	12	12	100%
Helvi Yuni Moraza[2]	Member/Commissioner	-	-	-
Sandra Chalik	Member/Independent Party	12	12	100%
Cahyo Yuliarso	Member/Independent Party	12	12	100%

[1]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on September 15, 2025
[2]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on December 19, 2025

Period from November 3, 2025 to December 31, 2025

Name	Position	Risk Management Monitoring Committee Meeting		
		Attendance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Parman Nataatmadja[1]	Chairman/Deputy President Commissioner/Independent Commissioner	8	8	100%
Kartika Wirjoatmodjo	Member/President Commissioner	8	8	100%
Awan Nurmawan Nuh[2]	Member/Commissioner	8	8	100%
Helvi Yuni Moraza	Member/Commissioner	2	2	100%
Sandra Chalik	Member/Independent Party	8	8	100%

[1]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on September 15, 2025
[2]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on December 19, 2025

Risk Management Monitoring Committee Competence Improvement Program

Period from January 1, 2025 to April 15, 2025

Name	Position	Types of Training and Development Materials Competence/Training	Time and Place Implementation	Organizer
Nurmaria Sarosa	Chairman/Independent Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Rofikoh Rokhim	Member/Independent Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Rabin Indrajad Hattari	Member/Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Heri Sunaryadi	Member/Independent Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Awan Nurmawan Nuh	Member/Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Haryo Baskoro Wicaksono	Member/Independent Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Sandra Chalik	Member/Independent Party	Internal Audit	Medan, August 26-27, 2025	IIA Indonesia National Conference
		Risk Management Certification Refreshment Level 7	Jakarta, November 10, 2025	Corporate University
Cahyo Yuliarso	Member/Independent Party	Internal Audit	Medan, August 26-27, 2025	IIA Indonesia National Conference
		Risk Management Certification Refreshment Level 6	Jakarta, March 3, 2025	Corporate University
A. Sigid Sudahno	Member/Independent Party	-	-	-

Period from April 15, 2025 to November 3, 2025

Name	Position	Types of Training and Development Materials Competence/Training	Time and Place Implementation	Organizer
Parman Nataatmadja	Chairman/Deputy President Commissioner/Independent Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Awan Nurmawan Nuh	Member/Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Helvi Yuni Moraza	Member/Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Sandra Chalik	Member/Independent Party	Internal Audit	Medan, August 26-27, 2025	IIA Indonesia National Conference
		Risk Management Certification Refreshment Level 7	Jakarta, November 10, 2025	Corporate University

Name	Position	Types of Training and Development Materials Competence/Training	Time and Place Implementation	Organizer
Cahyo Yuliarso	Member/Independent Party	Internal Audit	Medan, August 26-27, 2025	IIA Indonesia National Conference
		Risk Management Certification Refreshment Level 6	Jakarta, March 3, 2025	Corporate University

Period from November 3, 2025 to December 31, 2025

Name	Position	Types of Training and Development Materials Competence/Training	Time and Place Implementation	Organizer
Parman Nataatmadja	Chairman/Deputy President Commissioner/Independent Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Kartika Wirjoatmodjo	Member/President Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Awan Nurmawan Nuh	Member/Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Helvi Yuni Moraza	Member/Commissioner	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Sandra Chalik	Member/Independent Party	Internal Audit	Medan, August 26-27, 2025	IIA Indonesia National Conference
		Risk Management Certification Refreshment Level 7	Jakarta, November 10, 2025	Corporate University

Management Risk Monitoring Committee Income

Remuneration for committee members from the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each member of the Committee. The amount of honorarium for Committee members from independent parties (non-commissioners) is determined by the Board of Commissioners with a maximum amount of 20% of the President Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of SOEs Regulation Number PER-12.MBU/2012 dated Agustus 12, 2012 regarding the Supporting Organs of the Board of Commissioners.

Work Program and Duties Implementation of The Risk Management Monitoring Committee In 2025

The implementation of the Committee's activities in 2025 is as follows:

No	Duties and responsibilities Scope	Activity	Implementation Day, Date	Agenda
1	Opinion/Recommendation and/or approval of Risk Management Policy and Other Policies	Review of proposed amendments/ improvements to the Risk Management Policy, Corporate Governance Policy, Compliance Function Implementation Guidelines, and Other Policies	Tuesday, April 8, 2025	Approval of changes to the BOD-1 organizational structure
			Tuesday, May 27, 2025	Update on the Strategy for Strengthening the Regional Chief Executive Officer (RCEO) Function
			Tuesday, October 21, 2025	Evaluation of Governance, Policies, and SOP in the Procurement of Goods and Services Process
			Tuesday, November 04, 2025	Stop and Go Mechanism for the Micro Segment
			Monday, December 29, 2025	Discussion on the Excellent Customer Service Policy

No	Duties and responsibilities Scope	Activity	Implementation Day, Date	Agenda
		Approval of the Company's Business Plan and the Company's Annual Work Plan and Budget, as well as Review of Their Realization	Monday, February 17, 2025	Discussion on the Adjustment of Bank BRI's Business Plan 2025–2027
			Wednesday, November 19, 2025	Discussion on the Proposed Adjustment to the Revised 2025–2027 Bank Business Plan (RBB)
			Monday, November 24, 2025	Technical Discussion on the Proposed BRI Bank Business Plan (RBB) 2026–2028 and BRI 2026 Annual Work Plan and Budget (RKAP)
		Review of the Proposed Recovery Plan and Its Updates	Monday, February 17, 2025	Discussion on the Revision and Update of the 2024–2025 Recovery Plan
			Monday, February 17, 2025	Approval of the Revised Update of BRI's 2024–2025 Recovery Plan
			Monday, February 24, 2025	Technical Discussion on the Proposed Update of BRI's 2025 Recovery Plan
			Tuesday, November 25, 2025	Approval of the Update of BRI's 2025 Recovery Plan
		Review of the Determination and Implementation of the Risk Appetite Statement	Tuesday, July 22, 2025	Approval of the Revised 2025 BRI Risk Appetite Statement
			Monday, August 4, 2025	Technical Discussion on the Request for Approval of the Revised 2025 BRI Risk Appetite
		Review and Evaluation of the Implementation of Sustainable Finance	Monday, November 24, 2025	Technical Discussion on the Proposed 2026 BRI Bank Business Plan (RAKB)
2	Review and Evaluation of the Bank's Soundness Level and Risk Profile	Review and Evaluation of the Bank's Soundness Level and Risk Profile	Tuesday, January 21, 2025	Fourth Quarter 2024 Risk Profile and Second Semester 2024 Bank Soundness Level
			Tuesday, April 29, 2025	First Quarter 2025 Risk Profile
			Tuesday, June 17, 2025	Review of Liquidity Risk Management and Treasury Balance Sheet Structure
			Tuesday, July 22, 2025	Second Quarter 2025 Risk Profile, First Semester 2025 Bank Soundness Level, and First Semester 2025 Anti-Fraud Strategy
			Tuesday, October 28, 2025	Third Quarter 2025 Risk Profile
			Tuesday, December 9, 2025	Market Risk and Liquidity Risk Update
3	Evaluation of the Implementation of Duties of the Risk Management Committee (RMC) and the Risk Management Work Unit (SKMR)	Evaluation of the Implementation of Duties of the Risk Management Committee (RMC) and the Risk Management Work Unit (SKMR)	Monday, January 20, 2025	Mandatory report & Monitoring, Discussion of Risk Issues, Recommendations and RMC decisions
4	Evaluation of Anti Fraud Strategy Implementation	Evaluation of Anti Fraud Strategy Implementation	Tuesday, February 11, 2025	Implementation of the Anti-Fraud Strategy for the Second Semester of 2024
5	Review and Evaluation of the Report on the Implementation of the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Prevention of Financing of Proliferation of Weapons of Mass Destruction (PFWMD)	Review and Evaluation of the Report on the Implementation of the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Prevention of Financing of Proliferation of Weapons of Mass Destruction (PFWMD) Programs	Tuesday, February 11, 2025	Implementation of BRI's Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) Policies for the Second Semester of 2024
			Wednesday, May 14, 2025	Amendment to the Policy on the Implementation of AML, CTF, and Prevention of Financing of Proliferation of Weapons of Mass Destruction (PFWMD)
			Tuesday, May 27, 2025	Request for Approval of Amendments to the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Prevention of Financing of Proliferation of Weapons of Mass Destruction (PFWMD) Policies

No	Duties and responsibilities Scope	Activity	Implementation Day, Date	Agenda
			Monday, July 21, 2025	Implementation of AML, CTF, and PFWMD Policies for the First Semester of 2025
			Tuesday, July 22, 2025	Implementation of AML, CTF, and PFWMD Policies for the First Semester of 2025
6	Credit Consultation from the Board of Directors to the Board of Commissioners	Credit Consultation from the Board of Directors to the Board of Commissioners	Tuesday, Januar 14, 2025	Credit Consultation
			Thursday, June 5, 2025	Credit Consultation
			Tuesday, July 1, 2025	Credit Consultation
			Tuesday, August 19, 2025	Credit Consultation
			Tuesday, October 14, 2025	Credit Consultation
			Tuesday, November 11, 2025	Credit Consultation
			Tuesday, November 18, 2025	Credit Consultation
			Tuesday, December 2, 2025	Credit Consultation
7	Approval for the Provision of Facilities/ Provision of Funds to Subsidiaries/ Related Parties[1]	Approval for the Provision of Facilities/ Provision of Funds to Subsidiaries/ Related Parties	-	-
8	Strategic Discussion and Review of Specific Thematic Issues	Review of Business Strategy and Enablers	Monday, April 21, 2025	Update on the Micro Segment Business Strategy
			Tuesday, April 22, 2025	Update on the Micro Segment Business Strategy
			Thursday, Juni 5, 2025	Update on the wholesale and institutional Business Strategy
			Tuesday, June 10, 2025	Update on the Commercial Segment Business Strategy
			Tuesday, June 17, 2025	Update on the Cosumer Segment Business Strategy
			Tuesday, July 1, 2025	Update on the Operational strategy
			Tuesday, September 09, 2025	Update on the Funding Transactions & Distribution strategy
			Thursday, January 30, 2025	Update on the 2025 Share Buyback Plan
			Tuesday, July 15, 2025	Update on Overseas Network (UKLN) Performance
			Tuesday, November 18, 2025	Risk Management Governance in the Legal Sector and Handling of BRI Legal Cases
			Monday, December 15, 2025	Profit and Loss Performance by Segment and Product
			Monday, December 22, 2025	Discussion on the End-to-End Implementation of Risk Management in Business and Operational Lines within the Micro, Small, and Consumer Segments
		Review and Evaluation of the Report on the Implementation of Risk Management in IT Utilization and the IT Strategic Plan	Tuesday, January 14, 2025	Update on the IT Strategic Plan and Architecture
			Tuesday, July 15, 2025	Update on the IT Strategic Plan and Architecture, Governance, and BRI Application Security Systems

No	Duties and responsibilities Scope	Activity	Implementation Day, Date	Agenda
		Review and Evaluation of the Earning Assets Portfolio	Tuesday, January 7, 2025	Internal Meeting on Loan Write-Offs
			Tuesday, March 11, 2025	Discussion on the Affiliated Transaction for the Purchase of Land Owned by PT SHS and PT PPI
			Tuesday, August 12, 2025	Outlook on Credit Quality Deterioration Scenarios
			Monday, December 15, 2025	Increase and Exceedance of Credit Authority Limits (PH) in 2025; Handling and Impact of Disasters on NPL
		Update on High-Exposure Debtors in the Corporate Segment	Tuesday, November 11, 2025	Update on the Top 50 Debtors with High-Risk Exposure

1) There are no proposals from the Board of Directors regarding funding facilities to Subsidiaries/Related Parties.

Integrated Governance Committee

The Integrated Governance Committee (IGC) is one of the committees that assists the Board of Commissioners and has the duties and responsibilities in evaluating and ensuring that the implementation of governance is in accordance with the principles of GCG in the Company's financial conglomerates.

Legal Basis of Integrated Governance Committee

1. OJK Regulation Number 18/ POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and Financial Services Authority Regulation Number 17/ POJK.03/2014 dated November 19, 2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates
2. OJK Regulation no. 33/POJK.4/2014 dated December 8, 2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
3. OJK Regulation Number 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks.
4. The OJK Regulation Circular Letter Number 14/ SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
5. The OJK Regulation Circular Letter Number 15/ SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
6. OJK Circular Letter Number 14/SEOJK.03/2025 dated June 24, 2025 concerning Implementation of Governance for Commercial Banks.
7. Minister of State-Owned Enterprises Regulation No. PER-2/ MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of StateOwned Enterprises.
8. Minister of State-Owned Enterprises Regulation No. PER-3/ MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
9. Articles of Association of PT. Bank Rakyat Indonesia (Persero) Tbk. along with its changes.
10. Financial Service Authority (OJK) Circular Letter No. 014/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
11. Financial Services Authority (OJK) Circular Letter No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
12. Regulation of the Minister of State-Owned Enterprises No. PER-11/MBU/07/2021 concerning the Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises.
13. Financial Services Authority Regulation (POJK) No.17 of 2023 dated September 14, 2023, concerning the Implementation of Governance for Commercial Banks.
14. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines on Governance and Significant Corporate Actions of State-Owned Enterprises.
15. Regulation of the Minister of State-Owned Enterprises No.. PER-3/MBU/03/2023 dated March 20, 2023, concerning the Organs and Human Resources of State-Owned Enterprises.
16. POJK No. 30 of 2024 dated December 19, 2024, concerning Financial Conglomerates and Financial Conglomerate Holding Companies.

Integrated Governance Committee Charter

The Integrated Governance Committee has an Integrated Governance Committee Charter ratified through the Decree of the BRI Board of Commissioners Number 07-KOM/BRI/05/2024 dated May 28, 2024 concerning the Guidelines and Work Procedures of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk. The Integrated Governance Committee Charter is a reference for Integrated Governance in carrying out its duties effectively. The Charter is a guideline and work procedure for the Integrated Governance Committee in carrying out its duties to assist the Board of Commissioners in actively supervising the implementation of governance in accordance with the principles of GCG in the Company's financial conglomerate.

The contents of the Integrated Governance Committee Charter include:

Chapter	Contents
Chapter I	Introduction 1.1 Legal Basis 1.2 General Definition
Chapter II	Company Values, Organizational Structure, and Code of Ethics 1.1 Company Values 1.2 Organizational Structure and Membership 1.3 Code of Ethics
Chapter III	Guidelines and Work Procedures of Integrated Governance Committee 1.1 Goals, Authorities, Duties and Responsibilities 1.2 Appointment of Committee Members, Term of Office, and Working Time 1.3 Meetings 1.4 Reports 1.5 Communication Protocol 1.6 Correspondence Mechanism
Chapter IV	Closing

Appointment and Dismissal of the Integrated Governance Committee

The Integrated Governance Committee is appointed and dismissed by the Board of Commissioners and is accountable to them. During the year 2025, the positions of Chairperson and Members of the Integrated Governance Committee were established through the following:

1. Board of Commissioners Decree Number 15-KOM/BRI/11/2024, dated November 11, 2024 the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Board of Commissioners Decree Number 06-KOM/BRI/04/2025, dated April 15, 2025 the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
3. Board of Commissioners Decree Number 11-KOM/BRI/11/2025, dated November 3, 2025 the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Duties and Responsibilities of Integrated Governance Committee

The Integrated Governance Committee assists the Board of Commissioners to carry out its duties and responsibilities in evaluating and ensuring comprehensive and effective governance by implementing the principles of transparency, accountability, responsibility, independency or professionalism, and fairness in an integrated manner within the Financial Conglomeration.

The Committee is tasked with assisting the Board of Commissioners in carrying out supervisory duties with regard to:

1. Conduct evaluation of Integrated Governance policies;
2. Conduct monitoring and evaluation of BRI or its Subsidiary Company's compliance on Integrated Governance policies;
3. Conduct an evaluation of the implementation of Integrated Governance, at least through an assessment of the adequacy of internal control and the implementation of integrated compliance functions;
4. Provide recommendations to the Board of Commissioners/ Supervisory Board for the improvement of Integrated Governance policies;
5. Conduct communication with business units for functions including Internal Audit, legal and compliance, finance and Risk Management, human resources and aspects of operational business functions as required, to obtain information, clarification, and request reports as required in an integrated manner;

6. Carry out monitoring and evaluation of the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, articles of association, and/or GMS/Ministerial Decisions; and
7. Carry out other authorities, duties, and responsibilities related to its functions.

Authority of Integrated Governance Committee

The Board of Commissioners grants authority to the Committee within the scope of the Committee's responsibilities to:
1. Obtain data and information support from the Management of the Main Entity and/or Subsidiary Entities for matters related to the implementation of its duties.
2. Obtain input regarding the implementation of Integrated Governance, at a minimum covering the implementation of risk management, internal control, and the compliance function from members of the financial conglomeration, through discussion forums and/or meetings at the technical level.
3. Conduct communication with business units for functions including Audit, Compliance, Finance, Risk Management, Human Resources and Operational Function Aspects of the business as needed, to obtain information and clarification and request reports as needed in an integrated manner.
4. Obtain input and advice from external professionals outside the Company in relation to the performance of its duties.
5. Provide opinions and recommendations to the Board of Commissioners of the Main Entity in order to enhance the internal control function, compliance function, and the implementation of integrated risk management.
6. Carry out other authorities granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations.

Integrated Governance Committee Term of Office

The term of office of members of the Integrated Governance Committee may not be longer than the term of office of the Board of Commissioners as regulated in the Company's Articles of Association and can only be re-elected for 1 (one) subsequent period, without prejudice to the Board of Commissioners' right to dismiss them at any time.

Structure, Membership and Expertise of The Integrated Governance Committee

The Committee is under the coordination of main entity Board of Commissioners and structurally responsible to the Main Entity Board of Commissioners. The Committee is led by Independent Commissioner that serves as Chairman in one of BRI committees. To carry out daily tasks, the Committee could be assisted by the Staff and/or Secretary of the Integrated Governance Committee, who may come from the Bank's internal and external circles.

The membership of the Integrated Governance Committee is regulated as follows:
1. Committee members consist of at least one Commissioner from each member of the BRI financial conglomerate, an independent party and a member of the Sharia Supervisory Board.
2. Members of the Committee shall at least consist of:
   a. An Independent Commissioner from the Main Entity as chairman concurrently a member;
   b. Independent Commissioner of each member of the BRI Financial Conglomerate as a member;
   c. An Independent Party who has expertise according to the needs of the Integrated Governance Committee;
   d. Member of the Sharia Supervisory Board of BRI Syariah as a member;
   e. The number and composition of Independent Commissioners who were members of the Integrated Governance Committee are adjusted to the needs of the Financial Conglomerate and the efficiency and effectiveness of the implementation of the duties of the Integrated Governance Committee by considering at least the representation of each financial services sector.

Period from January 1, 2025 to April 14, 2025

No.	Name	Position	Expertise	Description
1	Paripurna Poerwoko Sugarda	Chairman	Law, Social Politics, Management	Independent Commissioner
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner
3	Rofikoh Rokhim	Member	Finance, Economics, Management, Accounting	Vice President Commissioner/ Independent
4	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner

No.	Name	Position	Expertise	Description
5	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner
6	Haryo Baskoro Wicaksono	Member	Governance, Risk, and Compliance (GRC), Management	Independent Commissioner
7	Tedi Nurhikmat	Member	Banking, Risk Management	Independent Party
8	Tjondro Prabowo	Member	Banking, Pension Fund	Independent Party
9	Maria Ulpah	Member	Finance, Risk Management	Independent Party
10	Johanes Kuntjoro Adisardjono	Member	Banking, Management	Independent Commissioner of PT Bank Raya Indonesia
11	Ayahanita K.	Member	Audit, Law	Independent Commissioner of PT BRI Asuransi Indonesia
12	Abdul Ghoni	Member	Sharia, Management	Sharia Supervisory Board of PT BRI Asuransi Indonesia
13	Eko Wahyudi	Member	Banking, Management	Independent Commissioner of PT Asuransi BRI Life
14	Mohammad Hidayat	Member	Law, Sharia	Sharia Supervisory Board of PT Asuransi BRI Life
15	Donsuwan Simatupang	Member	Investment Banking, Economics	Independent Commissioner of PT BRI Danareksa Sekuritas
16	Diah Defawati Ade	Member	Social Politics, Management	Independent Commissioner of PT BRI Multifinance Indonesia
17	Agoosh Yosran	Member	Business, Management	Independent Commissioner of PT BRI Ventura Investama
18	Yudi Priambodo Purnomo Sidi	Member	Economics, Management	Independent Commissioner of PT Pegadaian
19	Muhammad Cholil Nafis	Member	Sharia, Management	Sharia Supervisory Board of PT Pegadaian
20	Nurhaida	Member	Banking, Management	Independent Commissioner of PT Permodalan Nasional Madani
21	Kahlil Rowter	Member	Economics, Management	Independent Commissioner of PT Danareksa Invesment Management

Period from April 15, 2025 to November 2, 2025

No.	Name	Position	Expertise	Description
1	Lukmanul Khakim	Chairman	Law, Business Administration, Management	Independent Commissione
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner
3	Edi Susianto	Member	Finance, Economic, Risk Management, Accounting	Independent Commissioner
4	Tedi Nurhikmat	Member	Banking, Risk Management	Independent Party
5	Tjondro Prabowo	Member	Banking, Pension Fund	Independent Party
6	Donny Himawan	Member	Audit, Banking, Management	Independent Party
7	Johanes Kuntjoro Adisardjono	Member	Banking, Management	Independent Commissioner of PT Bank Raya Indonesia
8	Ayahanita K.	Member	Audit, Law	Independent Commissioner of PT BRI Asuransi Indonesia
9	Abdul Ghoni	Member	Sharia, Management	Sharia Supervisory Board of PT BRI Asuransi Indonesia
10	Eko Wahyudi	Member	Banking, Management	Independent Commissioner of PT Asuransi BRI Life
11	Mohammad Hidayat	Member	Law, Sharia	Sharia Supervisory Board of PT Asuransi BRI Life

No.	Name	Position	Expertise	Description
12	Donsuwan Simatupang	Member	Investment Banking, Economics	Independent Commissioner of PT BRI Danareksa Sekuritas
13	Diah Defawati Ade	Member	Social Politics, Management	Independent Commissioner of PT BRI Multifinance Indonesia
14	Agoosh Yosran	Member	Business, Management	Independent Commissioner of PT BRI Ventura Investama
15	Yudi Priambodo Purnomo Sidi	Member	Economics, Management	Independent Commissioner of PT Pegadaian
16	Muhammad Cholil Nafis	Member	Sharia, Management	Sharia Supervisory Board of PT Pegadaian
17	Nurhaida	Member	Banking, Management	Independent Commissioner of PT Permodalan Nasional Madani
18	Kahlil Rowter	Member	Economics, Management	Independent Commissioner of PT Danareksa Invesment Management

Period from November 3, 2025 to December 31, 2025

No.	Name	Position	Expertise	Description
1	Lukmanul Khakim	Member	Law, Business Administration, Management	Independent Commissioner
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner
3	Edi Susianto	Member	Finance, Economic, Risk Management, Accounting	Independent Commissioner
4	Tjondro Prabowo	Member	Banking, Pension Fund	Independent Party
5	Donny Himawan	Member	Audit, Banking, Management	Independent Party
6	Yoyok Mulawarman	Member	Audit, Banking, Management	Independent Party
7	Johanes Kuntjoro Adisardjono	Member	Banking, Management	Independent Commissioner of PT Bank Raya Indonesia
8	Benny Imam Syafii	Member	Banking, Management	Independent Commissioner of PT BRI Asuransi Indonesia
9	Abdul Ghoni	Member	Sharia, Management	Sharia Supervisory Board of PT BRI Asuransi Indonesia
10	Hari Siaga Amijarso	Member	Banking, Audit, Management	Independent Commissioner of PT Asuransi BRI Life
11	Mohammad Hidayat	Member	Law, Sharia	Sharia Supervisory Board of PT Asuransi BRI Life
12	Donsuwan Simatupang	Member	Investment Banking, Economics	Independent Commissioner of PT BRI Danareksa Sekuritas
13	Diah Defawati Ade	Member	Social Politics, Management	Independent Commissioner of PT BRI Multifinance Indonesia
14	Agoosh Yosran	Member	Business, Management	Independent Commissioner of PT BRI Ventura Investama
15	Martina	Member	Communication, Management	Independent Commissioner of PT Pegadaian
16	Muhammad Cholil Nafis	Member	Sharia, Management	Sharia Supervisory Board of PT Pegadaian
17	Nurhaida	Member	Banking, Management	Independent Commissioner of PT Permodalan Nasional Madani
18	Kahlil Rowter	Member	Economics, Management	Independent Commissioner of PT Danareksa Invesment Management

Profile of Integrated Governance Committee

The profiles of the Integrated Governance Committee Members as of December 31, 2025 are as follows:

Lukmanul Khakim
Chairman/Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Kartika Wirjoatmodjo
Member/President Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Edi Susianto
Member/Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Tjondro Prabowo
Member of Integrated Governance Committee/ Independent Party of BRI

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

born in Jakarta in 1965. Age 60 years as of December 2025.

Educational Background

- Bachelor of Agricultural Socioeconomics, Bogor Agricultural University (1989)
- Master of Management – Financial Management, University of Indonesia (2003)

Work Experience

- Member of Integrated Governance Committee / Independent Party of BRI (2024 – present)
- Director of Administration of Pelni Pension Fund, (2023)
- EVP Investments Services PT Bank Rakyat Indonesia (Persero) Tbk, (2020)
- VP Custodian Bank and Trust & Corporate Services PT Bank Rakyat Indonesia (Persero) Tbk, (2018)
- VP Asset Liability Management PT Bank Rakyat Indonesia (Persero) Tbk, (2017)

Certification

- Certified Wealth Manager
- Assessment Center Assessor Certification
- Basic Knowledge Certificate in Pension Funds

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 7, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
2. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

September 07, 2024 – present

Concurrent Positions

None

Donny Himawan
Member of the Integrated Governance Committee / Independent Party

Citizenship
Indonesian citizen

Domicile
Yogyakarta

Place and Year of Birth/Age

Born in Jombang, June 30, 1966. Age 59 years old.

Educational Background

- Bachelor of Animal Husbandry, Brawijaya University (1990)
- Master of Management, Finance, Airlangga University (1999)

Work Experience

- Head of Internal Audit Region BRI Jakarta 2 (2022)
- Head of Internal Audit Region BRI Bandung (2021)
- Head of Internal Audit Region BRI Denpasar (2020)
- Head of Internal Audit Region BRI Palembang (2019)
- Deputy Head of Internal Audit Region BRI Jakarta 2 (2019)
- Deputy Head of Internal Audit Region BRI Lampung (2018)
- Deputy Head of Internal Audit Region BRI Medan (2017)
- Deputy Head of BRI Service Fund Division (2015)
- Deputy Head of Business Region BRI Makassar (2013)
- Deputy Head of Internal Audit Region BRI Makassar (2012)

Certification

- Risk Management Certification Level 6 PSP, LSPP
- Certified Wealth Management (CWM) Certification
- Qualified Internal Audit (QIA) Certification

Legal Basis for Appointment

1. BRI Board of Directors Decree Number 1786-DIR/HBS/09/2024 dated September 9, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk
2. BRI Board of Directors Decree Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. BRI Board of Directors Decree Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

September 9 – present

Concurrent Positions

None

Yoyok Mulawarman
Member of Integrated Governance Committee

Citizenship
Indonesian citizen

Domicile
Tangerang

Place and Year of Birth/Age

Born in Malang, August 11, 1967. Age 58 years as of December 2025.

Educational Background

- Bachelor of Business Adiministration, Brawijaya University (1986-1991)
- Master of Management, Diponegoro University (2019-2021)

Work Experience

- Head of Audit Intern, Regional Audit Office Jakarta 3 BRI (2020)
- Head of Audit Intern, Regional Audit Office Semarang BRI (2019)
- Head of Audit Intern, Regional Audit Office Palembang BRI (2019)
- Head of Marketing Communication Division BRI (2018)
- Deputy Regional Manager, Business Division 1, Denpasar Regional Office (2017)
- Deputy Head of Audit, Palembang & Lampung Regional Audit Office (2014)

Certification

- General Banking Certification Level 3 – Banking Professional Certification Institute (2022)
- Certified Forensic Auditor (CFrA) - Forensic Auditor Professional Certification Institute (2020)
- Bank Risk Management Certification Level 4 - Banking Professional Certification Institute (2019)
- Certified Wealth Manager (CWM) - The Certified Wealth Managers Association (2019)
- Qualified Internal Auditor Certification (QiA) - Qualified Internal Auditor Certification Board (2016)

Legal Basis for Appointment

Decree of the BRI Board of Commissioners 11-KOM/BRI/11/2025, dated 3 November 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

November 03, 2025 – present

Concurrent Positions

None

Johanes Kuntjoro Adisardjono

Member of the Integrated Governance Committee / Independent Commissioner of PT Bank Raya Indonesia Tbk

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Surakarta in 1964. Age 61 years as of December 2025.

Educational Background

- Bachelor of Economics Accounting University of Indonesia (1988)
- Master of Agribusiness University of Bogor Agricultural Institute (1999)

Work Experience

- Independent Commissioner of PT Bank Raya Indonesia Tbk (2023-present)
- Expert Staff of PT Siaga Abdi Utama (2022)
- Head of Compliance Division of PT Bank Rakyat Indonesia (Persero) Tbk (2019)
- Acting Head of Compliance Division of PT Bank Rakyat Indonesia (Persero) Tbk (2019)
- Finance Director of PT Bahana Artha Ventura (BAV) (2018)

Certification

- KKNI Certification Qualification 6 Banking Risk Management Fields
- Qualified Internal Auditor (QIA) Certification
- Risk Management Certification Qualification 6
- Banking Compliance Certification (Officer level)
- Competency Assessor Certification - Compliance Manager Assessor Certification
- Indonesian Institute of Accountants Certification

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 7, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
2. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

September 07, 2024 – present

Concurrent Positions

None

Benny Imam Syafii

Member of Integrated Governance Committee/Independent Commissioner of BRI Insurance

Citizenship

Indonesian citizen

Domicile

South Jakarta

Place and Year of Birth/Age

Born in Surabaya, July 19, 1966. Age 59 years as of December 2025.

Educational Background

- Bachelor's Degree (S1) in Soil Science - Faculty of Agriculture - Brawijaya University – (1990)
- Master of Management - Gadjah Mada University – (2008)

Work Experience

- Project Consultant, PT Prima Karya Sarana Sejahtera (2023)
- Project Consultant, PT Brilian Indah Gemilang (2023)
- Division Head Operational Risk Management BRI (2021)
- Executive Vice President Digital & Operation Risk Management Division BRI (2020)

Certification

Qualified Risk Governance Professional (QRGP)

Legal Basis for Appointment

Decree of the BRI Board of Commissioners 11-KOM/BRI/11/2025, dated 3 November 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

November 03, 2025 – present

Concurrent Positions

None

Abdul Ghoni

Member of Integrated Governance Committee / Sharia Supervisory Board of PT BRI Asuransi Indonesia

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Tanjungkarang in 1977. Age 48 years as of December 2025.

Educational Background

- Bachelor of Accounting, STIE Bhakti Pembangunan (2002)
- Master of Management, Mercubuana University (2015)
- Doctor of Islamic Economics, UIN Syarif Hidayatullah (2018)

Work Experience

- Sharia Supervisory Board of PT BRI Asuransi Indonesia (2021 – present)
- Sharia Supervisory Board of PT Capella Multidana (2021 – present)
- Sharia Supervisory Board of PT Asuransi Reliance Indonesia (2020 – present)
- Chairman of the Sharia Supervisory Board of PT Asuransi Parolamas (2019)
- Permanent Lecturer at Muhammadiyah University of Jakarta (2019 – present)

Certification

None

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 04-KOM/BRI/07/2021 dated July 6, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

July 06, 2021 – present

Concurrent Positions

- Sharia Supervisory Board of PT Capella Multidana (2021 – present)
- Sharia Supervisory Board of PT Asuransi Reliance Indonesia (2020 – present)
- Permanent Lecturer at Muhammadiyah University of Jakarta (2019 – present)

Mohammad Hidayat
Member of Integrated Governance Committee / Independent Commissioner of PT Asuransi BRI Life

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age
Born in Jakarta in 1967. Age 58 years as of December 2025.

Educational Background
- Bachelor of Sharia, UIN Syarief Hidayatullah, Jakarta (1992)
- Master of Law, College of Law (2004)
- Doctor of Islamic Economics and Finance, Trisakti University (2014)

Work Experience
- Member of the Sharia Supervisory Board of Manulife Syariah (2024)
- Chairman of the Sharia Supervisory Board of Bank Syariah Mandiri (2019)
- Member of the Sharia Supervisory Board of BTN Syariah (2018)
- Advisor of Bank Muamalat Indonesia (1999)
- Sharia and Research Bureau of Bank Muamalat Indonesia (1993)

Certification
- Sharia Supervisory Board of Sharia Banking
- Sharia Supervisory Board of Sharia Insurance Company
- Sharia Expert of Capital Market
- DPS Competence

Legal Basis for Appointment
1. Decree of the BRI Board of Commissioners Number 04-KOM/BRI/07/2021 dated July 6, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office
Period I

Serving Duration
July 06, 2021 – present

Concurrent Positions
None

Donsuwan Simatupang

Member of Integrated Governance Committee / Independent Commissioner of BRI Danareksa Securities

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Medan in 1961. Age 64 years as of December 2025.

Educational Background

- Bachelor of Corporate Economics, Parahyangan University (1985)
- Master in Investment Banking, Virginia Polytechnic Institute and State University, USA (1993)

Work Experience

- Independent Commissioner of PT BRI Danareksa Sekuritas (2023 – present)
- Director of Institutional Relations of PT Bank Mandiri (Persero) Tbk (2019)
- Director of Risk Management of PT Bank Rakyat Indonesia (Persero) Tbk (2017)
- Director of Micro, Small & Medium Enterprises of PT Bank Rakyat Indonesia (2017)
- Director of Commercial PT Bank Rakyat Indonesia (Persero) Tbk (2015)

Certification

None

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 03a-KOM/BRI/03/2024 dated March 19, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

March 19, 2024 – present

Concurrent Positions

None

Diah Defawati Ade

Member of Integrated Governance Committee / Independent Commissioner of PT BRI Multifinance Indonesia

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Jakarta in 1964. Age 61 years as of December 2025.

Educational Background

Medical Education, Brawijaya University (1992)

Work Experience

- Independent Commissioner of PT BRI Multifinance Indonesia (2023 – present)
- Commissioner of PT Sinar Energi Utama (2022 – present)
- Director of Kasih Sayang Ibu Hospital, Batam (2020)
- Expert Staff to the Coordinating Minister for PM, Coordinating Ministry for PMK RI (2015)
- Member of the Indonesian House of Representatives (2004)

Certification

- Financing qualification 6 Financing Fields, Supervision Sub-Field, Financing LSP
- APPI National Seminar, Financing Challenges Amidst Geopolitical and Economic Changes

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 03a-KOM/BRI/03/2024 dated March 19, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Term of Office

Period I

Serving Duration

March 19, 2024 – present

Concurrent Positions

Commissioner of PT Sinar Energi Utama (2022 – present)

Agoosh Yosran

Member of Integrated Governance Committee / Independent Commissioner of BRI Ventura Investama

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Jakarta in 1969. Age 56 years as of December 2025.

Educational Background

Bachelor of Economics – Indonesian College of Economics, Finance & Banking (STEKPI) (1995)

Work Experience

- Independent Commissioner of PT BRI Ventura Investama (2020 – present)
- Commissioner of PT Republika Media Mandiri (2019)
- President Director of PT Republika Media Mandiri (2016)
- President Director of PT Kalyanamitra Adhara Mahardika (2007)
- Director of Corporate Affairs & Corporate Secretary of PT Mahaka Media Tbk (2013)

Certification

-

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/10/2023 dated October 3, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

October 03, 2023 – present

Concurrent Positions

None

Martina

Member of Integrated Governance Committee/Independent Commissioner of PT Pegadaian

Citizenship

Indonesian citizen

Domicile

West Java

Place and Year of Birth/Age

Born in Jakarta, August 06, 1986. Age 39 years as of December 2025.

Educational Background

- Bachelor's Degree (S1) in Communication Studies, Prof. Dr. Moestopo Beragama University (2008)
- Master's Degree (S2) in Public Administration, Prof. Dr. Moestopo Beragama University (2018)

Work Experience

- Independent Commissioner of PT Pegadaian (2025-present)
- Independent Commissioner of PT PLN Energi Primer Indonesia (2024)
- Member of Commission X, Electoral District Banten III (2019)
- Expert Staff to a Member of the House of Representatives of the Republic of Indonesia (DPR RI) (2014)

Certification

Qualified Risk Governance Professional (QRGP)

Legal Basis for Appointment

1. Decree of the Minister of State-Owned Enterprises and the President Director of PT Bank Rakyat Indonesia (Persero) Tbk acting as the Shareholders of PT Pegadaian Nomor SK-189/MBU/07/2025 Nomor 2241-Dirlhbs/07/2025 concerning the Dismissal, Reassignment of Duties, and Appointment of Members of the Board of Commissioners of PT Pegadaian
2. Decree of the BRI Board of Commissioners 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

November 03, 2025 – present

Concurrent Positions

None

Muhammad Cholil Nafis

Member of the Integrated Governance Committee / Chairman of the Sharia Supervisory Board of Pegadaian

Citizenship

Indonesian citizen

Domicile

Depok

Place and Year of Birth/Age

Born in Sampang in 1975. Age 50 years as of December 2025.

Educational Background

- LC from Ibnu Sa'ud Islamic University, Jakarta (1996-2000)
- Bachelor of Religion from Az Ziyadah Islamic College, Jakarta (1996-2000)
- MA from Postgraduate Program UIN Jakarta (2001–2003)
- Ph.D. from University of Malaya, Malaysia (2008–2010)

Work Experience

- Lecturer at Al Hikam Al Qur'an College, Depok (2011 – present)
- Sharia Financial Services Development Group of OJK (2013)
- Secretary of the Middle Eastern and Islamic Studies Study Program, University of Indonesia (2014)
- Lecturer in Islamic Economics and Finance, Postgraduate Program, University of Indonesia (2005 – present)
- Sharia Supervisory Board of ACE Life Assurance (2013 – present)
- Sharia Supervisory Board of Kresna Multi Finance (2012 – present)
- Sharia Supervisory Board of Puskop Syariah DKI Jaya (2014 – present)
- Sharia Supervisory Board of Asyki Insurance (2015 – present)
- Chairman of the Sharia Supervisory Board of Pegadaian (2011 – present)

Certification

- Certification of Sharia Supervisors by the National Sharia Board and Bank Indonesia
- Post-Doctoral at Muhammad V University, Morocco
- Certification of the National Sharia Supervisory Board of Sharia Multifinance
- Training of Sharia Supervisor Competency Assessors

Legal Basis for Appointment

Decree of the BRI Board of Commissioners Number 10-KOM/BRI/12/2021 dated December 28, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

December 28, 2021 – present

Concurrent Positions

- Sharia Supervisory Board of Asyki Insurance (2015 – present)
- Sharia Supervisory Board of Puskop Syariah DKi Jaya (2014 – present)
- Sharia Supervisory Board of Kresna Multi Finance (2012 – present)
- Sharia Supervisory Board of ACE Life Assurance (2013 – present)

Nurhaida

Member of Integrated Governance Committee / Independent Commissioner of PNM

Citizenship

Indonesian citizen

Domicile

Bogor

Place and Year of Birth/Age

Born in Padang Panjang in 1959. Age 65 years as of December 2025.

Educational Background

- Bachelor of Textile Chemistry (Bandung Institute of Textile Technology) (1985)
- Master of Business Administration (Indiana University, USA) (1995)

Work Experience

- Deputy Chairman of the OJK Board of Commissioners as Chairman of the Ethics Committee and concurrently member (2017)
- Chief Executive of the OJK Capital Market Supervisory Board and concurrently member (2012)
- Chairman of the Capital Market Supervisory Agency (2011)

Certification

Banking Risk Management Level 5 by the Banking Professional Certification Institute (2022)

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/10/2023 dated October 3, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

October 03, 2023 – present

Concurrent Positions

None

Hari Siaga Amijarso

Member of Integrated Governance Committee/Independen Commissioner of BRI Life

Citizenship

Indonesian citizen

Domicile

Jl. Villa Sawo Kav.10, Kebayoran Baru, South Jakarta

Place and Year of Birth/Age

Born in Surabaya, October 9, 1965. Age 60 years as of December 2025.

Educational Background

Bachelor's Degree (S1) in Administrative Science, Brawijaya University (1989)

Work Experience

- SEVP Head of Audit Intern Unit BRI (2019)
- Regional Office Head Jakarta 1 of BRI (2018)
- BRI Regional Head Yogyakarta (2018)
- Head of Corporate Secretary Division BRI (2015)

Certification

- Certified Risk Governance Profesional (CRGP) - LSPMR BNSP
- Risk Management with Qualification/Competency as Integrated Risk Governance Expert (CRGP) - BNSP
- Erm and Cyber Security: How to Mitigate and Protect BRF.07.2023.073 - Bankers Association for Risk Management

Legal Basis for Appointment

Decree of the BRI Board of Commissioners 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

November 03, 2025 – present

Concurrent Positions

None

Kahlil Rowter

Member of Integrated Governance Committee / Independent Commissioner of PT BRI Investment Management

Citizenship

Indonesian citizen

Domicile

Jakarta

Place and Year of Birth/Age

Born in Jakarta in 1964. Age 61 years as of December 2025.

Educational Background

- Bachelor of Economics, University of Indonesia (1988)
- Master of Economics Michigan State University East Lansing, MI, USA (1991)

Work Experience

- Independent Commissioner PT BRI Investment Management (2022 – present)
- Senior Advisor Prospera (Australia Indonesia Partnership Economic Development) in the Economic and Finance Engagement Ar (2018 – present)
- Independent Commissioner PT Danareksa Investment Management (2018)
- Chief Economist PT Danareksa (Persero) (2015)
- Senior Advisory Real Estate Investment Trusts, AIPEG, Jakarta (2015)
- Chief Economist PT Bakrie and Brothers Tbk (2011)
- Chief Executive Officer (CEO) Pefindo (2007)
- Chief Economist Mandiri Sekuritas (2005)

Certification

None

Legal Basis for Appointment

1. Decree of the BRI Board of Commissioners Number 05-KOM/BRI/02/2023 dated February 15, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 07, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Decree of the BRI Board of Commissioners Number 15-KOM/BRI/11/2024, dated November 11, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
4. Decree of the BRI Board of Commissioners Number 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk
5. Decree of the BRI Board of Commissioners Number 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Term of Office

Period I

Serving Duration

February 15, 2023 – present

Concurrent Positions

Senior Advisor Prospera (Australia Indonesia Partnership Economic Development) in the Economic and Finance Engagement Ar (2018 – present)

Educational Qualifications and Work Experience of The Integrated Governance Committee

1. Independent parties that meet the requirements of integrity, competence, financial reputation, and experience.
2. Independent parties who have knowledge regarding the main entity and subsidiaries, including an understanding of the main business activities and main risks of the LJK
3. Have an adequate understanding of GCG principles.
4. Have an adequate understanding of the concept of risk and risk control in business activities and internal control of the company.
5. Independent Commissioner from each member of the BRI Financial Conglomerate as a member.
6. Member of the Sharia Supervisory Board of BRI Syariah as a member.

Table of Educational Qualifications and Work Experience of the Integrated Governance Committee

Name	Position	Education	Work Experience
Lukmanul Khakim	Chairman	• Bachelor of Law • Master of Administrative Sciences	Have experience in law, constitutional governance, administration, and business management
Kartika Wirjoatmodjo	Member	• Bachelor of Accounting • Master of Business Administration	Have experience in banking, finance and risk management
Edi Susianto	Member	• Bachelor of Economics & Development • Master of Economics and Finance	Have experience in finance, economics, governance, regulation, and bank supervision
Tjondro Prabowo	Member	• Bachelor of Agricultural Socioeconomics • Master of Management	Have experience in banking and management
Donny Himawan	Member	• Bachelor of Animal Husbandry • Master of Management, Finance	Have experience in auditing, banking and Management
Yoyok Mulawarman	Member	• Bachelor of Business Administration • Master of Management	Have experience in banking , auditing, and Management
Johanes Kuntjoro Adisardjono	Member	• Bachelor of Economics • Master of Agribusiness	Have experience in banking and management
Benny Imam Syafii	Member	• Bachelor's Degree (S1) in Soil Science • Master of Management	Have experience in banking and management
Abdul Ghoni	Member	• Bachelor of Accounting • Master of Management • Doctor of Islamic Economics	Have experience in sharia and management
Hari Siaga Amijarso	Member	Bachelor's Degree (S1) in Administrative Science	Have experience in banking , auditing, and Risk Management
Mohammad Hidayat	Member	• Bachelor of Sharia • Master of Law • Doctor of Islamic Economics and Finance	Have experience in law and sharia
Donsuwan Simatupang	Member	• Bachelor of Corporate Economics • Master in Investment Banking	Have experience in investment banking and economics
Diah Defawati Ade	Member	Medical Education	Have experience in social politics and management
Agoosh Yosran	Member	Bachelor of Economics	Have experience in economics and banking
Martina	Member	• Bachelor's Degree (S1) in Communication Studies • Master's Degree (S2) in Public Administration	Have experience in economics and banking
Muhammad Cholil Nafis	Member	• Bachelor of Religion • MA from Postgraduate Program • Ph.D	Have experience in sharia and management
Nurhaida	Member	• Bachelor of Textile Chemistry • Master of Business Administration	Have experience in banking and management
Kahlil Rowter	Member	• Bachelor of Economics • Master of Economics	Have experience in economics and management

Independence of The Integrated Governance Committee

To ensure the independence of the implementation of duties and the provision of views, suggestions and recommendations to the Board of Commissioners, all members of the KTKT have no affiliation with the Directors, other Commissioners or controlling shareholders of BRI and are not shareholders, Commissioners, Directors or employees of companies that have affiliations or businesses with BRI.

The requirements for the independence of KTKT members are:

1. It is not permitted to receive compensation from the Company and its subsidiaries, or affiliates, except for wages, salaries and other facilities received in connection with the duties carried out as a member of the Integrated Governance Committee.
2. Not permitted to have family or business relationships with the Board of Directors and Board of Commissioners.
3. Not permitted to have dual positions in the Company and other Companies affiliated with the Bank; And
4. Not permitted to have duties, responsibilities and authority that give rise to a conflict of interest.

Period from January 1, 2025 to April 14, 2025

Independence Aspect	PPS	KW	RR	DRL	HS	HBW	TN	TP	MU	JKA	AK
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√	√

Independence Aspect	AG	EW	MH	DS	DDA	AY	YPPS	MCN	NH	KR
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√

Periode 15 April 2025 – 2 November 2025

Independence Aspect	KL	KW	ES	TN	TP	DH	JKA	AK	AG	EW	MH
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√	√

Independence Aspect	DS	DDA	AY	YPPS	MCN	NH	KR
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√

Period from November 3, 2025 to December 31, 2025

Independence Aspect	KL	KW	ES	TP	DH	YM	JKA	BIS	AG	HSA	MH
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√	√

Independence Aspect	DS	DH	DDA	AY	MT	MCN	NH	KR
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√
Has no management relationship with the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√

Notes:
Paripurna P Sugarda (PPS), Kartika Wirjoatmodjo (KW), Rofikoh Rokhim (RR), Dwi Ria Latifa (DRL), Heri Sunaryadi (HS), Haryo Baskoro Wicaksono (HBW), Tedi Nurhikmat (TN), Tjondro Prabowo (TP), Maria Ulpah (MU) 2, Johanes Kuntjoro Adisardjono (JKA), Ayahanita K (AK), Abdul Ghoni (AG), Eko Wahyudi (EW), Mohammad Hidayat (MH), Donsuwan Simatupang (DS), Diah Defawati Ade (DDA), Agoosh Yoosran (AY), Yudi Priambodo Purnomo Sidi (YPPS), Muhammad Cholil Nafis (MCN), Nurhaida (NH), Kahlil Rowter (KR), Lukmanul Khakim (LK), Edi Susianto (ES), Donny Himawan (DH), Yoyok Mulawarman (YM), Benny Imam Syafii (BIS), Hari Siaga Amijarso (HSA), Martina (MT)

Integrated Governance Committee Meeting

Integrated Governance Committee Meeting Policy

Arrangements for the Committee meeting are as follows.

Meeting Implementation Mechanism

1. Integrated Governance Committee (IGC) is held in accordance with work plan that has been stipulated and in line with need. Types of the meeting based on participants are as follows:
   a. IGC Meeting with Main Entity.
   b. Main Entity IGC Meeting with Subsidiaries.
   c. Board of Commissioners' Meeting/Main Entity IGC Meeting.
   d. Main Entity IGC Meeting with Certain Subsidiaries.
   e. IGC Technical Meeting (meeting at technical level). Meetings at the technical level are meetings with Committee members from Independent Parties and Division Heads or officials and/or staff in certain business unit of the Main Entity and/or Subsidiaries.
2. Committee meetings must be held periodically, minimally 1 (one) time in 3 (three) months.
3. Committee meetings may be held at any time upon the request of 1 (one) or several members of the Committee by stating the matters to be discussed.
4. Committee meetings are held at the Company's domicile, or other places within the territory of the Republic of Indonesia or at the Company's business activity sites, determined by the Committee.
5. Committee meetings may be held online via teleconference or other electronic media that allows all participants to communicate and interact in Committee meetings.
6. Committee meeting materials are available and delivered to meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside the meeting schedule. The meeting materials can be delivered before the meeting is held.
7. Committee members may attend meetings based on invitations from the Audit Committee, Monitoring Committee of Risk Management or other business units related to the implementation of their duties.
8. Committee members may attend meetings based on invitations from external auditors and/or Internal Audit Units (SKAI) related to plans and results of examinations of Subsidiaries and other matters.

Meeting Quorum

A Committee meeting is valid if it is attended and/or represented by more than ½ (one half) of the total of Committee members.

Meeting Participants

1. Each member of the Committee must attend minimally 75% (seventy five percent) of meetings in a year.
2. Committee meetings may invite the Board of Directors, Officers, and Employees of the Company or invitees from outside the Company.
3. Committee meetings may invite Other Committees and Subsidiary Management, submitted through the Integrated Governance Committee.

Meeting Chairperson

1. The Board of Commissioners' meeting is chaired by the Committee Chairperson.
2. In case the Committee Chairperson is unavailable or absent, which does not need to be proven to any party, the Committee meeting is chaired by a Committee member from the Board of Commissioners.
3. Meetings at the technical level are chaired by one of the IGC members from an Independent Party in the Main Entity.

Meeting Invitation

1. The summons of the Committee meeting is made by the Chairman of the Committee.
2. In case the Chairman of the Committee is unavailable or absent, which does not need to be proven to any party, the summons of the meeting can be conducted by a member of the Committee, who is a member o the Board of Commissioners.
3. The summons of the Committee meeting must be submitted in writing by stating the agenda/event, date, time, and venue of the meeting.
4. In case a special or extraordinary situation occurs, the Committee can conduct the summons at any tome minimally (less than 1 working day) either directly or online.
5. The summons to the IGC meeting at the technical level is signed by the Chairman of the Committee, and the summons to the meeting can also be made by related parties, such as BRI Management or Subsidiaries.
6. The scheduled IGC Committee meeting is held with a written summon, signed by the chairman of the Committee or a member of the Committee from the Board of Commissioners of the Main Entity. If the Chairman of the Committee is absent, the summons can be signed by two Committee members from the Board of Commissioners. If it is not possible to be signed by two Committee members, the invitation can be signed by one Committee member from the Board of Commissioners
7. Summons can be signed using a digital signature by firstly requesting permission from the Board of Commissioners, who are authorized to sign.
8. Summons to the IGC meetings at the technical level are signed by the Chairman of the Committee, the meeting invitation can also be made by related parties, such as BRI Management or Subsidiaries.

9. The Committee Meeting must draft meeting agendas, date, time, and venue of the meeting as well as the attendance list.

Meeting Resolutions

1. A meeting is valid and has the right to make binding resolutions, if it is attended by at least 1/2 (one half) of the total of the Committee members.
2. Recommended resolutions that are formulated in the Committee Meeting are made based on deliberation to reach consensus. In case the deliberation to reach consensus does not occur, resolutions are made based on a majority vote.
3. Each Committee member has 1 (one) vote and an additional 1 (one) vote for each Committee member, who is legally represented at the meeting.
4. Committee members, who are unable to attend, may submit opinions and cast votes, which are given in writing, signed, and submitted to the Chairman of Committee or Commissioner chairing the meeting. The voting rights are considered valid and is an integral part of the decision-making process at the meeting
5. In case the number of in favor and against votes are the same, the decision-making process is postponed and reviewed. If, after being reviewed, the number of in favor and against votes are the same, the decision-making process is determined by the Meeting Chairperson.
6. The Meeting chairperson delivers conclusion at the end of each meeting.
7. Each meeting resolution is binding on all Committee members.
8. The Committee may also make valid resolutions, provided that members of the Board of Commissioner, who are serving their term of office, provide approval by singing in writing to the proposed resolutions.
9. Every member of the Committee, who personally in any means, either directly or indirectly, has an interest in any transaction, contract or proposed contract in which the Company is a party, must declare the characteristics of his/ her interest in a Committee meeting and shall not entitle to participate in voting on any matters related to the transaction or contract.

Meeting Minutes

1. The results of the Committee meeting must be stated in the minutes of the meeting.
2. The minutes of the Committee meeting must be signed by all members of the Committee present and submitted to members of the Committee, who have voting rights.
3. The minutes of the meeting are prepared by members of the Committee who are Independent Parties who are present at the meeting.
4. In case a member of the Board of Commissioners and/ or Board of Directors does not sign the results of the meeting as referred to in points 2 and 3 above, the said person must state the reasons in writing in a separate letter attached to the minutes of the meeting.
5. If any dissenting opinions in the meeting occur, they must be clearly stated in the minutes of the meeting and accompanied by the reasons for the dissenting opinion.
6. The minutes of the Committee meeting are valid evidence of the resolutions taken in the said meeting.
7. The results of meetings held at the technical level are stated in the minutes of the meeting containing important points of discussion and reported to the Board of Commissioners.
8. If, based on the meeting results at the Technical Meeting, any significant matters requires consideration, the Independent Party can recommend to the Chairman of the Committee to follow up as required, including submitting a recommendation letter to the Board of Directors of the Main Entity. The letter is signed by the Chairman of the Committee, and one of the members of the KTKT from the Board of Commissioners of the Main Entity.
9. The minutes of the meeting are properly documented by the Secretariat of the Board of Commissioners.

Follow-Up on Meeting Results

1. The results of the Committee meeting decisions are submitted in a Committee Service Note to the Board of Commissioners containing opinions or recommendations or suggestions in order to assist in the implementation of the Board of Commissioners' duties.
2. The Committee Service Note in point one above may be accompanied by a draft of the Board of Commissioners' outgoing letter and/or the Committee's outgoing letter to the Board of Directors.
3. The Committee Service Note must be signed by the Committee Chairperson and all members of the Committee.
4. The Board of Commissioners' letter is conducted by the correspondence procedures regulated and determined by the Board of Commissioners, while the Committee Letter is signed by the Committee Chairperson and Members from the Board of Commissioners.
5. All outgoing letters from the Board of Commissioners and/ or the Committee must be recorded in the Letter Register and administered by the Board of Commissioners' Secretariat and stored by the Corporate Secretary Division.

Integrated Governance Committee Meeting Agenda

Table of Integrated Governance Committee Meeting Agenda

No.	Day, Date of Meeting	Meeting Agenda	Meeting Participants
1	Monday, January 29, 2025	Coordination of the BRI Group's 2025 Integrated Governance Work Plan.	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Maria Ulpah
2	Monday, March 3, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Governance Implementation at PT Permodalan Nasional Madani (PNM) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Permodalan Nasional Madani (PNM)	1. Paripurna Poerwoko Sugarda 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Haryo Baskoro Wicaksono 5. Tedi Nurhikmat 6. Tjondro Prabowo 7. Maria Ulpah
3	Monday, March 10, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Implementation of PT Pegadaian's Governance b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Pegadaian	1. Paripurna Poerwoko Sugarda 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Haryo Baskoro Wicaksono 5. Tedi Nurhikmat 6. Tjondro Prabowo 7. Maria Ulpah
4	Monday, March 17, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Governance Implementation at PT BRI Ventura Investama b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Ventura Investama	1. Paripurna Poerwoko Sugarda 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Haryo Baskoro Wicaksono 5. Tedi Nurhikmat 6. Tjondro Prabowo 7. Maria Ulpah
5	Monday, April 14, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Governance Implementation at PT BRI Multifinance Indonesia b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Multifinance Indonesia	1. Kartika Wirjoatmodjo 2. Tedi Nurhikmat 3. Tjondro Prabowo 4. Maria Ulpah
6	Monday, April 21, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Governance Implementation at PT Bank Raya Indonesia b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Bank Raya Indonesia	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
7	Monday, May 5, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Governance Implementation of PT BRI Asuransi Indonesia b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Asuransi Indonesia	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
8	Monday, May 19, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Governance Implementation of PT BRI Danareksa Sekuritas b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Danareksa Sekuritas	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
9	Monday, May 19, 2025	a. Business Condition Update for Semester II/2024, Future Strategic Plan, and Implementation of PT BRI Investment Management Governance b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Investment Management	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat

No.	Day, Date of Meeting	Meeting Agenda	Meeting Participants
10	Tuesday, May 27, 2025	Update on the Implementation of POJK 30 of 2024	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
11	Tuesday, August 12, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT Permodalan Nasional Madani (PNM) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Permodalan Nasional Madani (PNM)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
12	Wednesday, August 13, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Implementation of PT Pegadaian's Governance b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Pegadaian	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
13	Wednesday, August 13, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT Bank Raya Indonesia Tbk (Bank Raya) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Bank Raya Indonesia Tbk (Bank Raya)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
14	Thursday, August 14, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT Permodalan Nasional Madani (PNM) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT Permodalan Nasional Madani (PNM)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
15	Wednesday, August 20, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT BRI Ventura Investama (BVI) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Ventura Investama (BVI)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
16	Wednesday, August 20, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT BRI Asuransi Indonesia (BRINS) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
17	Monday, August 25, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT BRI Danareksa Sekuritas (BRIDS) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
18	Monday, August 25, 2025	a. Business Condition Update for Semester I/2025, Future Strategic Plan, and Governance Implementation of PT BRI Investment Management (BRIMI) b. Discussion on the Evaluation of the Implementation of Supervision by the Board of Commissioners of PT BRI Investment Management (BRIMI)	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto* 4. Tjondro Prabowo 5. Donny Himawan 6. Tedi Nurhikmat
19	Tuesday, November 4, 2025	Evaluation and Implementation Plan for Integrated Governance in Accordance with POJK Number 30 of 2024 for the BRI Financial Conglomerate	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim* 3. Edi Susianto 4. Tjondro Prabowo 5. Donny Himawan 6. Yoyok Mulawarman

No.	Day, Date of Meeting	Meeting Agenda	Meeting Participants
20	Monday, December 22, 2025	Discussion on BRI Pension Fund Performance in the Third Quarter of 2025	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim 3. Edi Susianto 4. Tjondro Prabowo 5. Donny Himawan 6. Yoyok Mulawarman
21	Tuesday, December 23, 2025	Discussion of BRI DPLK Performance in the Third Quarter of 2025	1. Kartika Wirjoatmodjo 2. Lukmanul Khakim 3. Edi Susianto 4. Tjondro Prabowo 5. Donny Himawan 6. Yoyok Mulawarman

*Present as an observer. Passed the OJK fit and proper test September 19, 2025, Edi Susianto October 24, 2025, Lukmanul Khakim December 19, 2025.

Frequency and Attendance Level of Integrated Governance Committee Meetings

During 2025, the Integrated Governance Committee held 21 meetings. The frequency and attendance of each Committee member are as follows.

Table of Attendance Level of Integrated Governance Committee Meetings for the Period of January 1, 2025 to April 14, 2025

Name	Position	Integrated Governance Committee Meeting		
		Number and Percentage of Attendance		
		Number of Meetings	Number of Attendance	Persentase
Paripurna Poerwoko Sugarda	Chairman	4	4	100%
Rofikoh Rokhim	Member	4	4	100%
Dwi Ria Latifa	Member	1	1	100%
Heri Sunaryadi	Member	4	4	100%
Haryo Baskoro Wicaksono	Member	4	4	100%
Maria Ulpah	Member	5	5	100%
Kartika Wirjoatmodjo	Member	2	2	100%
Tedi Nurhikmat	Member	5	5	100%
Tjondro Prabowo	Member	5	5	100%

Period April 15, 2025 to November 2, 2025

Name	Position	Integrated Governance Committee Meeting		
		Number and Percentage of Attendance		
		Number of Meetings	Number of Attendance	Percentage
Kartika Wirjoatmodjo	Member	13	13	100%
Lukmanul Khakim[1]	Committee	-	-	-
Edi Susianto[2]	Committee	-	-	-
Tjondro Prabowo	Committee	13	13	100%
Donny Himawan	Committee	13	13	100%
Tedi Nurhikmat	Committee	13	13	100%

[1]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on December 19, 2025
[2]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on October 24, 2025

Period November 3, 2025 to December 31, 2025

Name	Position	Integrated Governance Committee Meeting		
		Number and Percentage of Attendance		
		Number of Meetings	Number of Attendance	Percentage
Lukmanul Khakim[1]	Chairman	2	2	100%
Kartika Wirjoatmodjo	Member	3	3	100%
Edi Susianto[2]	Member	3	3	100%
Tjondro Prabowo	Committee	3	3	100%
Donny Himawan	Committee	3	3	100%
Yoyok Mulawarman	Committee	3	3	100%

[1]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on December 19, 2025
[2]Passed the Fit and Proper Test of the Financial Service Authority (OJK) on October 24, 2025

Integrated Governance Committee Competency Improvement Program

BRI's KTKT members are competent in their respective fields, with a minimum of five years of experience. Their backgrounds are quite diverse, including experience in strategic management, risk management, banking, finance, and accounting, ensuring the quality of recommendations and suggestions for improvement to the Board of Commissioners.

Name	Position	Types of Training and Competency Development / Training Materials	Place and Time of Implementation	Organizer
Lukmanul Khakim	Chairman	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Kartika Wirjoatmodjo	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Edi Susianto	Member	Education and/or Training can be seen in the education and/or training section of the Members of the Board of Commissioners		
Tjondro Prabowo	Committee Member/KTKT	Refreshing Risk Management Level 5	Online, March 3, 2025	Corpu BRI
		Financial Accounting Standards (SAK) for Executives (Financial Accounting)	Bali, December 11-12, 2025	Ikatan Akuntan Indonesi
Donny Himawan RD	Committee Member/KTKT	Refreshing Risk Management Level 6	Online, 3 Maret 2025	Corpu BRI
		Shifting Horizon for Internal Auditors: Navigating Emerging Risks Governance and Opportunities in 2025	Yogyakarta, July 2-3, 2025	Konferensi Auditor Internal / Pendiidkan Internal Audit
		Audit for tomorrow: Strategic future ready sustainable	Medan, August 27-28, 2025	IIA Indonesia
		Advanced Learning Program in Wealth Management	Online, October 29, 2025	Certified Wealth Managers' Association
		Financial Accounting Standards (SAK) for Executives (Financial Accounting)	Bali, December 11-12, 2025	Ikatan Akuntan Indonesia

Name	Position	Types of Training and Competency Development / Training Materials	Place and Time of Implementation	Organizer
Tedi Nurhikmat	Committee Member/KTKT	Audit for tomorrow: Strategic future ready sustainable	Medan, August 27-28, 2025	IIA Indonesia
Johanes Kuntjoro Adisardjono	Committee Member/KTKT	Risk Management Certificate Program Refresher Seminar Levels 6 & 7	Online Training, May 23, 2025	BARa
		Mandatory Refreshment Program for Level 6 Risk Management Certification for Bank Raya Commissioners	Rachmat Saleh LPPI Auditorium, November 12, 2025	LPPI
Hari Siaga Amijarso	Committee Member/KTKT	Internal Auditor Conference	Yogyakarta, July 2-4, 2025	YPIA
		Risk Management Certification Level 7	July 24, 2025	BRI - LSPP
		GRC Management Workshop	August 28, 2025	GRC Management
		Flagship Seminar The 9th INDONESIA RISK MANAGEMENT OUTLOOK 2026	November 13, 2025	LPPI
		XI National Conference of Risk Management Professionals	November 27-28, 2025	LSPMR
Agoosh Yosran	Committee Member/KTKT	Risk Management Qualification Level 4	LSPP Fatmawat, September 1, 2025	LSPP
		Risk Management Qualification Level 5	Jakarta, December 2025	BSMR
Martina	Committee Member/KTKT	Implementation of Good Corporate Governance (GCG) for the Board of Directors of PT Pegadaian in 2025	Online, August 11, 2025	Compliance Division
		Capability Building Bullion Competency	Jakarta, September 20 to October 18, 2025	Corporate University Division
		Capacity Building (QRGP)	Jakarta, November 27-28, 2025	CRMS Center for Risk Management & Sustainability
		Accounting Capability Building	Bogor, December 19-21, 2025	Corporate University Division
Nurhaida	Committee Member/KTKT	the 11th Indonesian Finance Association International Conference	Online, October 14, 2025	Indonesian Finance Association
		Qualified Risk Governance Professional (QRGP) Batch 1 training and certification	Online November 6-7, 2025	CRMS
Kahlil Rowter	Committee Member/KTKT	Corporate Governance	Jakarta, September 2025	Fernandes Partnership
Donsuwan Simatupang	Committee Member/KTKT	Continuing Education Program for Directors & Commissioners - Capital Market Risk Management	Jakarta, August 2025	APEI
Diah Defawati	Committee Member/KTKT	APPI National Seminar "Economic Outlook 2026"	Online, September 2, 2025	APPI

Integrated Governance Committee Income

Remuneration for committee members who are members of the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each Committee member. Honorarium for Committee members from independent parties (Non-Commissioners), the amount of the honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the Main Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Work Program and Implementation of Duties of The Integrated Governance Committee In 2025

No.	Duties	Implementation	Date of Implementation
1	Performance Evaluation of Subsidiary Financial Services Institutions	Update on Business Conditions for the Second Half of 2024, Future Strategic Plans, and Implementation of Governance of PT Permodalan Nasional Madani (PNM)	Tuesday, March 4, 2025
2		Update on Business Conditions for the Second Half of 2024, Future Strategic Plans, and Implementation of Governance of PT Pegadaian (Pegadaian).	Tuesday, March 11, 2025
3		Update on Business Conditions for the Second Half of 2024, Future Strategic Plans, and Implementation of Governance of PT BRI Ventura Investama (BRI Ventures).	Tuesday, March 18, 2025
4		Update on Business Conditions for the Second Half of 2024, Future Strategic Plans, and Implementation of Governance of PT Asuransi BRI Life (BRI Life).	Tuesday, April 15, 2025
5		Update on Business Conditions for the Second Half of 2024, Future Strategic Plans, and Implementation of Governance of PT BRI Multifinance Indonesia dan PT BRI Multifinance Indonesia	Tuesday, April 15, 2025
6		Performance Evaluation of PT Bank Raya Indonesia, Governance and Implementation of Supervisory Duties by the Board of Commissioners of PT Bank Raya Indonesia Tbk for the Second Half of 2024	Tuesday, April 22, 2025
7		Update on Business Conditions for the Second Half of 2024, Future Strategic Plans, and Implementation of Governance of PT BRI Asuransi Indonesia (BRINS)	Tuesday, May 6, 2025
8		Performance Evaluation, Governance, and Implementation of Supervisory Duties of the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS) for the first half of 2024 and Quarter I of 2025	Tuesday, May 20, 2025
9		Performance Evaluation, Governance, and Implementation of Supervisory Duties of the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS) for the second half of 2024 and Quarter I of 2025	Tuesday, May 20, 2025
10		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT Permodalan Nasional Madani (PNM)	Tuesday, August 26, 2025
11		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT Pegadaian	Tuesday, September 02, 2025
12		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT Asuransi BRI Indonesia (BRINS)	Tuesday, September 09, 2025
13		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT BRI Life	Tuesday, September 09, 2025

No.	Duties	Implementation	Date of Implementation
14		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT BRI Manajemen Investasi (BRIMI)	Tuesday, September 30, 2025
15		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT BRI Danareksa Sekuritas (BRIDS)	Tuesday, September 30, 2025
16		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT BRI Ventura Investama (BVI) and Update on the Legal Case in the Investasi Tani Hub Group	Tuesday, October 07, 2025
17		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT Bank Raya Indonesia Tbk (Bank Raya)	Tuesday, October 14, 2025
18		Discussion on the Reinventing Market Landscape Plan, BVI Historical Performance, Strategy Roadmap, Pipeline Mapping and BVI Synergies, and TaniHub Updates	Tuesday, November 04, 2025
19		Update on Business Conditions for the First Half of 2025, Future Strategic Plans, and Implementation of Governance of PT BRI Multifinance Indonesia	Tuesday, November 04, 2025
20	Evaluation of the Implementation of Integrated Governance Functions	Integrated Risk Profile, Implementation of Integrated Compliance Function, and Assessment of Integrated Internal Control Adequacy for the Second Half of 2024.	Tuesday, February 11, 2025
21		Update on the Follow-Up Actions Related to the Enactment of POJK No. 30/2024; Request for Approval of the Financial Conglomeration Corporate Plan	Tuesday, June 10, 2025
22		Evaluation of the Implementation of Integrated Governance of the Financial Conglomeration of PT Bank Rakyat Indonesia (Persero) Tbk for the First Semester of 2025	Tuesday, August 26, 2025
23		Discussion on the Proposed Structure and Framework for Conglomeration Management, the Financial Conglomeration Management Infrastructure, and the Implementation Journey of Financial Conglomeration Management	Tuesday, December 9, 2025
24	Strengthening Integrated Governance Functions	Coordinate with work units regarding maturity levels	August 26, 2025
25	Changes and appointment of members of the BRI financial conglomerate KTKT	Changes to KTKT Members through a Board of Commissioners Decree: 1. Board of Commissioners Decree No. 15-KOM/BRI/11/2024, dated November 11, 2024, concerning the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk. 2. Board of Commissioners Decree No. 06-KOM/BRI/04/2025, dated April 15, 2025 concerning the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk. 3. Board of Commissioners Decree No. 11-KOM/BRI/11/2025, dated November 3, 2025 concerning the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.	Changes to KTKT Members through the Decree of the Board of Commissioners on: a. November 11, 2024 b. April 15, 2025 c. November 3, 2025

During 2025, the Committee provided recommendations for each Subsidiary Company, with the following key highlights:

1. **BRI Insurance**
   - Strengthening governance in data management, as well as reconciliation of claims and receivables.
   - Enhancing risk mitigation in hig-risk business lines, including intra-group risk.
2. **BRI Finance**
   - Optimizing ecosystem synergies within the BRI Group Joint Financing schemes and KKB Referral programs.
   - Strengthening the effectiveness of business processes, risk management, and internal controls.
3. **Bank Raya**
   - Accelerating the development of Merchant Financing to reinforce its role as the Digital Attacker of the BRI Group.
   - Strengthening rebranding strategies to enhance competitiveness within the digital banking industry.
4. **PNM**
   - Fundamental improvements in the management of the AO function to enhance business quality and sustainability.
   - Support for increasing funding capacity through regulatory strengthening and funding synergies.
5. **Pegadaian**
   - Strengthening integrated risk management in the development of bullion service businesses.
   - Implementation of periodic stress testing on gold price volatility as part or risk mitigation measures.
6. **BRI Life**
   - Strengthening risk management and RM capabilities to support portfolio balance and persistency ratio.
   - Close monitoring of the implementation of the sharia unit spin-off roadmap in accordance with regulatory requirements and targeted timelines.
7. **BRIDS**
   - Strengthening the capability and security of the BRIGHTS digital platform and integration within the BRI ecosystem.
   - Formulation and implementation of a sustainable digital transformation roadmap.
8. **BRI Ventura Investama**
   - Alignment of investment strategies with Corporate Venture Capital principles and Groups synergies.
   - Strengthening governance and data-driven investment policies to support sustainable growth.
9. **BRI Manajemen Investasi**
   - Periodic evaluation of work plan realization and achievement of synergies.
   - Strengthening marketing capabilities and the competencies of investment professionals.

Procedure for The Replacement of Committees Under The Board of Commissioners

Appointment and replacement of Committee members are determined in the Board of Commissioners' Meeting. Specifically for Committee members originating from Independent Parties, the following provisions apply:

1. Selected and appointed by the Board of Commissioners through recruitment and selection mechanisms.
2. The tenure is determined in the Board of Commissioners' Meeting according to the contract duration and contractual worker regulations in the Company. The Board of Commissioners may terminate their appointment before the contract period ends.

Organs and Committees Under The Board of Directors

Corporate Secretary

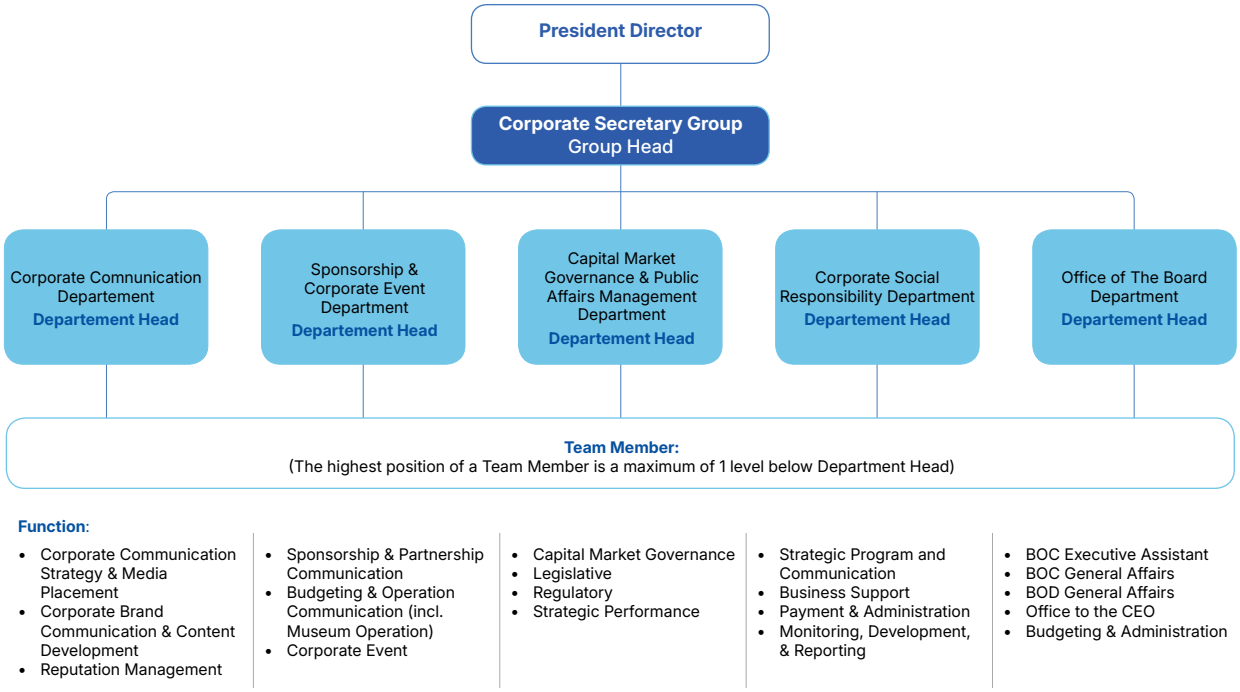
The Corporate Secretary has the responsibility to assist the Board of Directors and Board of Commissioners in implementing corporate governance in accordance with the capital market regulations, particularly in the disclosure to the public through the reporting to the government agencies and announcement on website as well as printed media (if mandatory), including the implementation of the GMS. The Corporate Secretary serves as a liaison between the Company and external parties such as capital market regulators, shareholders, media and other stakeholders.

Basis of Appointment of A Corporate Secretary

The establishment of Corporate Secretary refers to the following rules and prevailing laws:

1. OJK Regulation No. 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies.
2. Regulation of the Minister of SOEs No. PER-01/MBU/2011 as amended by PER-09/MBU/2012, Ninth Part concerning Corporate Secretary.

Structure of Corporate Secretary



The Corporate Secretary leads the Corporate Secretary Division business unit in carrying out its functions with a position at the level of Executive Vice President. Corporate Secretary Division is under the guidance of the President Director. The Organization of the Corporate Secretary Division is in charge of:

1. Corporate Communication Department manages the following functions:
   a. Media Relation & Publication Team
   b. Digital Brand Corporate Communication Team
   c. Reputation Management Team
2. Sponsorship & Corporate Event Department manages the following functions:
   a. Corporate Event Team
   b. Budgeting & Operation Communication Team
   c. Corporate Sponsorship & Partnership Team
3. Capital Market Governance & Public Affairs Management Department manages the following functions:
   a. Capital Market Governance
   b. Legislative Team
   c. Regulatory Team
   d. Strategic & Performance Team
4. Office of the Board manages the following functions:
   a. BOD General Affairs Team
   b. BOC General Affairs Team
   c. Office to The CEO
   d. BOC Executives Assistant
   e. Budgeting & Administration Team
5. Corporate Social Responsibility Department manages the following functions:
   a. Strategic Program & Communication Team
   b. Business Support Team
   c. Payment & Administration Team
   d. Monitoring, Development & Reporting Team

The Appointment and Termination of The Corporate Secretary

1. Pool of Candidates for Corporate Secretary candidates through the Talent Committee (Human Capital Committee).
2. Nomination of Candidate for Corporate Secretary by the Board of Directors.
3. Discussion of EVP Corporate Secretary division Candidates.
4. Discussion of EVP Corporate Secretary division Secretary.
5. Approval by the Board of Commissioners.

Functions, Duties and Responsibilities of The Corporate Secretary

The duties and responsibilities of the Corporate Secretary include, among others:

General Duties and Responsibilities

1. The Corporate Secretary should at least:
   a. Ensuring the Company compliance with the prevailing laws and regulations regarding information disclosure and the implementation of GCG.

b. Following the developments of the capital market, in particular the applicable stipulations and laws and regulations in the capital market.
c. Providing services to stakeholders for any required information relating to the condition of the Company.
d. Providing input to the Board of Commissioners and the Board of Directors to comply with the prevailing laws and regulations in the capital market.
e. Providing information required by the Board of Commissioners and Board of Directors periodically and/ or at any time if requested.
f. Assisting the Board of Commissioners and Board of Directors in implementing the Company's GCG which includes:
   - Information disclosure to the public, including the availability of information on the Company Website.
   - Timely submission of reports to regulators.
   - Organizing and documenting the meetings of the Board of Directors and/or the Board of Commissioners (assisted by the Secretary of the Board of Commissioners).
   - Implementation of corporate orientation programs for the Board of Commissioners and/or Board of Directors.
g. Acting as a liaison officer or contact person between the Company and stakeholders.
h. Administering and recording the Company documents, including but not limited to the Shareholders Register, Special List and Minutes of Board of Directors Meetings, Board of Commissioners Meetings, and GMS.
i. Conducting corporate communication activities in order to maintain and enhance the Company's corporate image, including implementing external event programs, providing corporate sponsorship and managing the Company's museums.
j. Managing the function of preparing the Company's Annual Report, as well as the publication of Financial Statements and other important information/reports in print media, electronic media and the Company's Website to related parties/regulators in accordance with the prevailing laws and regulations.
k. Organizing GMS and public expose.
l. Carrying out other activities required for corporate action.

2. To increase knowledge and understanding in carrying out its duties, the Corporate Secretary shall attend education and/ or trainings.

Communications

1. Managing the functions of policy development, implementation and evaluation of the Company's communication/publication strategy.
2. Manage brand image and brand positioning alongside the marketing communication unit.
3. Foster good relations with print and electronic media, institutions/agencies, and other external parties.
4. Manage the provision of communication materials related to the Company.
5. Manage the drafting and analysis of responses/answers/ scripts, including responses/press conferences related to Company issues in the mass media in coordination with relevant units.
6. Manage the Company's Website and social media together with the service and marketing communication units.
7. Managing the BRI Purwokerto Museum.

CSR and Community Development

1. Manage the mapping of target communities for CSR & Community Development programs.
2. Manage the implementation of CSR & Community Development programs.

Capital Market Governance and Public Affairs Management

1. Direct compliance related to regulations, capital markets, and others.
2. Manage Company secretarial, administrative, and documentation activities.
3. Manage stakeholder management.
4. Manage the administration and documentation of the Board of Directors.

Protocol and Internal Services of the Board of Commissioners, Directors and SEVP

1. Manage activities supporting the functions and activities of the Board of Commissioners, Directors, and SEVP.
2. Manage communication between the Board of Commissioners, Directors, SEVP, and internal and external parties of the Company.
3. Manage the provision of rights and facilities for the Board of Commissioners, Directors, and SEVP.
4. Manage the preparation and analysis of speech materials, papers, hearings, presentations, interviews, and other supporting materials for the Board of Commissioners, Directors, and SEVP.
5. Manage the scheduling activities of the Board of Commissioners, Directors, and SEVP.
6. Manage the implementation and evaluation of protocols and secretarial services for the Board of Commissioners, Directors, and SEVP.

Meeting

1. Ensuring the implementation of the Board of Directors Meeting periodically at least 1 (one) time every month.
2. Ensuring the implementation of the Board of Commissioners Meeting at least 1 (one) time in 2 (two) months.
3. Ensuring the implementation of the Board of Directors – Board of Commissioners Meetings periodically at least 1 (one) time in 4 (four) months.
4. Ensuring the Meeting is held in accordance with the Articles of Association, Guidelines and Rules of the Meeting and other stipulations.
5. Becoming a liaison for the Board of Commissioners, Board of Directors and SEVP in coordinating the agenda of routine and incidental meetings.
6. Ensuring the agenda of the Meeting requires decision making or matters that have a major impact on the welfare of the Company.
7. If necessary, reminding the Board of Commissioners and Board of Directors that each discussion meeting will be focused primarily on the implementation of their duties and responsibilities.
8. If necessary, reminding the Board of Commissioners and Board of Directors that the level of authority for matters delegated is correct and obeyed.
9. Ensuring the Minutes of Meeting are administered in accordance with the stipulations.

General Meeting of Shareholders (GMS)

1. Ensuring the implementation of the Annual GMS by the Board of Directors within the period of minimum 5 (five) months following the ended of fiscal year or implementing other GMS at any time as required for the interest of the Company.
2. Ensuring the series of convention and administration of the GMS are in accordance with prevailing stipulations.
3. Ensuring the appointment of the GMS Chairman prior to the GMS convention.
4. Ensuring the GMS activity has included the decision making in every agenda.
5. Coordinating with related independent parties (Notary and Share Registrar) for the efficiency of the GMS convention.
6. Coordinating with related divisions on the formulation and scenario in the GMS agenda.
7. Ensuring the GMS announcements and invitations have been implemented according to the Articles of Association and other rules.

Enhancement of Knowledge

1. Ensuring each member of the Board of Commissioners and Board of Directors receives an adequate introduction (orientation) program at the first opportunity and thereafter based on the needs. The objective of this program is to provide brief insights to each member of the Board of Commissioners and Board of Directors regarding the Company hence new members can immediately contribute to the Company. Particularly for new members of the Board of Commissioners, the induction program is determined by the President Commissioner and/or determined by the needs of members of the Board of Commissioners. Furthermore, for new members of the Board of Directors, the induction program is determined by the President Director and/ or determined by the needs of the members of the Board of Directors. If there is a condition that the President Commissioner and/ or President Director are new members, then the orientation program is determined by Vice President Commissioner or Vice President Director or 2 (two) Commissioners or 2 (two) Directors in accordance with the provisions of the President Commissioner and/or the substitute President Director according to applicable stipulations.
2. Minimum requirements for basic information or knowledge by the Corporate Secretary shall include:
   a. Internal information or knowledge, among others:
      - Articles of Association.
      - Duties, responsibilities and authorities of members of the Board of Commissioners and members of the Board of Directors.
      - Vision, Mission and objectives of the Company.
      - Strategic plan of the Company.
      - Financial performance of the Company.
      - Segmentation of the Company's business, products and services.
      - Bank risk management, risk profile, risk assessment and monitoring.
      - Company Organizational Structure.
      - Function of Internal and External Audit Units.
      - Other relevant information that can assist the duties and performance of members of the Board of Commissioners and members of the Board of Directors.
   b. External information or knowledge, including:
      - External developments covering political, economic, social and technological aspects, etc.
      - The Company's position among competitors, customers and other stakeholders.
      - The role and relationship with government authorities in the monetary sector, as well as other authorized bodies.
      - Relevant laws and regulations.
      - Other external information relevant to the Board of Commissioners and Directors.
   c. Preparation and distribution of documents during the induction/orientation period for newly appointed members of the Board of Commissioners and/or Directors, include:
      - Guidelines and Work Rules of the Board of Commissioners and Board of Directors.
      - Company Articles of Association and its amendments.

- Latest Annual Report.
- Management Contract and latest Company plan.
- Company Organizational Structure.
- Other documents, according to the request of the Board of Commissioners and Board of Directors.

3. Discussion on continuous self-development with the relevant Boards of Commissioners and Directors and preparing training programs plans with related business unit.
4. Compiling information on trainings, both conducted domestically and abroad, based on information and cooperation with related divisions.
5. Determining/providing recommendations on training programs according to the needs of the Board of Commissioners and Directors or at the request of the Board of Commissioners and Directors.
6. The Company orientation/induction program may take the form of presentations, meetings, visits and document studies or other programs deemed appropriate to the needs and requests of the Board of Commissioners and Directors.
7. The implementation of education/training follows the applicable educational requirements at BRI Corporate University.

Shareholders Registry and Ownership

1. The Corporate Secretary assists the Board of Directors in managing the Shareholders Registry and Special Share Ownership (Series A Dwiwarna),
2. The Corporate Secretary assists the Board of Commissioners and Directors in reporting shares ownership to the Financial Services Authority upon shares ownership, either directly or indirectly, in a public company ≥5% of the paid-up capital of the company.
3. The Corporate Secretary assists the Board of Commissioners and Directors in reporting shares ownership to the Financial Services Authority if there is a change in their ownership in a public company ≥0.5% (zero point five percent) of the company shares paid up, either in 1 (one) or multiple transactions.
4. The reports referred to in number 2) and number 3) must be submitted to the Financial Services Authority no later than 10 (ten) days after the ownership or change in ownership of the shares of the public company occurred.

Coordination of Annual Report Preparation

1. The Annual Reports include at least Financial Highlights Data, Board of Commissioners and Board of Directors Reports, Company Profile, Management Discussions and Analysis on the Company Performance, GCG, Financial Information and other information deemed relevant in accordance with the developments of prevailing laws and regulations. and the latest best practices.
2. The Annual Report is completed no later than the 4th (fourth) month after the end of the current financial year and not later than the shareholder's acceptance prior to the GMS.
3. Approval of the Annual Report is carried out at the GMS and shall be in one of the GMS agenda items.
4. The Corporate Secretary coordinates with related business unit in preparing the Annual Report).

Capital Market

1. Following the developments in the capital market, particularly regarding the prevailing capital market regulations.
2. Providing input to the Board of Directors to comply with the stipulations related to the capital market and other related regulations.
3. As a contact person representing the Company to the Capital Market Financial Services Authority, the Indonesia Stock Exchange and Series A Dwiwarna Shareholders.

Other

1. Manage the implementation of risk management in the Corporate Secretary Division.
2. Preparing a Functional Work Plan (RKF) and Work Plan & Budget (RKA) in the Corporate Secretary Division.
3. Managing Human Capital, meeting the needs of plan of employees, improve competence and encourage performance so that the management of Human Capital runs according to the policies in force in the Corporate Secretary Division.
4. Providing documents/data/information related to audit implementation and realization of follow-up audits at the Corporate Secretary Division.
5. Preparing reports at the Division/Department level to comply with applicable regulations and the needs of other business unit or related agencies.
6. Managing logistics and secretarial affairs at the Division/Department level, including the use of logistics and secretarial related costs in accordance with applicable regulations.
7. Managing the development of application platforms/systems in coordination with related divisions.
8. Improving policies/provisions related to the output (work results) of the Corporate Secretary Division and other Business Units (including among others: Service Level Agreement/SLA, Operational Procedure Book/BPO, etc.).
9. Coordinating and cooperating at the Division/Department level, as well as fostering good relations with other business unit, institutions or agencies or agencies or third parties, including, among other things, the procurement and implementation of Cooperation Agreements (PKS) related to the duties of the Corporate Secretary Division.

Profile of Corporate Secretary

Agustya Hendy Bernadi*
Corporate Secretary

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age

Born in Bogor, August 15, 1979. Age 46 years as of December 2025.

Education Background

- Bachelor of Agricultural Economics, Bogor Agricultural University, Bogor (2001)
- Master of Strategic Management, Bogor Agricultural University, Bogor (2009)
- Master of Business Administration, University of Florida, United States (2012)

Certification

Risk Management Certification Level 5

Work Experience

He began his career at BRI in 2005 with various positions including:
- Division Head Corporate Secretary, Head Office (1-8-2023 to 31-08-2025)
- Department Head International Business Division, Head Office (09/05/2022 to 31-7-2023)
- Deputy General Manager/Operations Manager, BRI New York Agency (01-07-2018 to 08-05-2022)
- Head of Financial Institution Banks & Overseas Business Unit Management, International Business Division, Head Office (01-03-2015 to 30-06-2018)
- Manager, Investor Relations Desk, Head Office (01-10-2012 to 28-02-2015)

Legal Basis for Appointment

Served as BRI Corporate Secretary since August 1, 2023 based on Board of Directors Decree No. 1613- DIR/HCB/08/2023 dated August 1, 2023. The appointment of the new BRI Corporate Secretary has been reported to the OJK and published through the BRI website and the Indonesia Stock Exchange.

*resigned from office since August 2025.

Dhanny
Corporate Secretary

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age

Born in Padang, July 12, 1986. Age 39 years as of Desember 2025.

Education Background

- Bachelor of Economics, Andalas University, Padang (2003)
- Master Business of Administration, University of Birmingham, Inggris (2016)

Certification

Risk Management Certification Level 5

Work Experience

He began his career at BRI in 2010 with various positions including:
- Group Head, Corporate Secretary, Head Office(2025 s/d present)
- General Manager, Singapore Branch Office (2024 s/d 2025)
- Business Department Head, Singapore Branch Office (2021 s/d 2023)
- Department Head, Syndicated Solution, Head Office (2019 s/d 2021)
- Sub Branch Head Banjaran, Regional Office Bandung (2014 s/d 2015)
- Marketing Manager, Cut Mutia Branch Office (2012 s/d 2014)
- Relationship Manager, Agribusiness Division (2010 s/d 2012)

Legal Basis for Appointment

Served as BRI Corporate Secretary based on Board of Directors Decree No.2740-DIR/HBS/08/2025 dated August 13, 2025. The appointment of the new BRI Corporate Secretary has been reported to the OJK and published through the BRI website and the Indonesia Stock Exchange.

Corporate Secretary Competency Development Program

Name	Types of Training and Development Materials Competence/Training	Time and place Implementation	Organizer
Agustya Hendy Bernadi	Internalization Training on Discipline Regulations and Licensing for Authorized Officials in the Discipline Enforcement	October 23, 2025	Internal BRI
	BSDP 0 Lateral Joiner For Auditor_Leader	September 2, 2025	Internal BRI
	Qualified Internal Auditor (QIA) Certification	November 11, 2025	Qualified Internal Auditor Certification Board
	Elevate Talks : Optimizing the Utilization of Digital Population Identity in Indonesia	July 8, 2025	Dirjen Dukcapil
	IHT Risk Mitigation and Porti Cash Accounting Mechanism in SAP Application	November 28, 2025	Internal BRI
	Webinar on Business Process Supervision of KMK WA Credit	October 21, 2025	Internal BRI
	2025 Webinar on Discipline Regulations and Investigative Audit Mechanisms	December 18, 2025	Internal BRI
	Balance Sheet Mastery for Internal Audit Webinar	November 26, 2025	Internal BRI
	In House Training for Audit Workers in Region 10 - RAO Semarang	December 23, 2025	Internal BRI
	IHT Leading People, Empowering Growth RO Semarang	September 19, 2025	Internal BRI
Dhanny	The Team Lead Programme on Agility & Effective Management	Juli 21 – 23, 2025	Singapore Management University Executive Development
	Consultation Day TRB : Guide to LC Documentation Mastery for Bankers : Elevating Client Service Standards to Unlock the Trade Potential	April 4, 2025	Internal BRI
	Executive Development Program	December 3, 2025 & January 26-30, 2026	INSEAD

Implementation of Duties of The Corporate Secretary in 2025

Month	Print	Online	TV	Total	Quarter
January	852	19.252	205	20.309	71.503
February	1.002	22.397	292	23.691	
March	877	26.399	227	27.503	
April	704	19.012	169	19.885	62.114
May	866	22.109	186	23.161	
June	752	18.229	87	19.068	
July	1.037	24.839	202	26.078	84.801
August	1.380	30.182	429	31.991	
September	1.480	24.768	484	26.732	
October	1.219	23.891	246	25.356	76.642
November	1.034	22.728	166	23.928	
December	1.095	26.048	215	27.358	
Grand Total	**12.298**	**279.854**	**2.908**	**295.060**	

The implementation of corporate communication was carried out by engaging various media outlets as strategic partners, including print, television, and online media. Communication initiatives were undertaken through the issuance of press releases, with the Company publishing a total of 467 press releases throughout 2025, which resulted in 295,060 media coverages across all media platforms. With this achievement, BRI contributed a 37.72% share of voice within the banking industry.

MSME constituted BRI's primary media coverage theme. As MSMEs represent BRI's core business focus, they play a key role in strengthening the national economy and directly driving BRI's performance growth. Accordingly, BRI's press release narratives placed greater emphasis on MSME empowerment and the people-based economy. In addition, publications concerning financial performance, Corporate Social Responsibility (CSR), support for government programs, awards, as well as BRI's products and services, also became major coverage themes aimed at enhancing the Company's positive public image and serving as a source of reference information for investors.

In relation to BRI's role as the title sponsor of Indonesia's top-tier football league, the BRI Super League, over the past five years being the most popular sport in Indonesia this sponsorship has contributed significantly to BRI's overall media exposure. As of the end of December 2025, a total of 70,666 news articles regarding the BRI Super League had been published across print, television, and online media platforms.

In addition, the Corporate Secretary conducted routine monitoring of social media activities to maintain and further enhance BRI's positive corporate image. This positive image was built through content pillars focusing on corporate values and achievements, working at BRI, and financial management, presented with engaging treatments tailored to social media audiences. As a result, in 2025, BRI's positive sentiment on social media reached 91.31%.

The Corporate Secretary, serving as the supervisor of BRI's Information and Documentation Management Officer (PPID), carried out responsibilities in coordinating public information services. Throughout 2025, BRI's PPID received 28 public information requests, all of which were fully addressed in accordance with the applicable regulations. The excellent performance in public information management led BRI to receive the "Informative" predicate in the State-Owned Enterprises (BUMN) Category in the 2025 Public Information Disclosure Monitoring and Evaluation (Monev) conducted by the Central Information Commission, with a score of 95.67.

The Corporate Secretary also acts as the Company's spokesperson in responding to inquiries from journalists, accompanying members of BRI's Board of Directors in media interviews, organizing press conferences to enhance the Company's image, and conducting monitoring and clarification of negative news coverage or issues that may potentially affect BRI's reputation.

In addition, the Corporate Secretary organized the BRI Fellowship Journalism 2025 program, a master's degree scholarship initiative for journalists at state universities in Indonesia. Through this program in 2025, BRI successfully generated 2,679 published articles and awarded scholarships to 45 journalists nationwide across various media platforms.

Conduct of the General Meeting of Shareholders

During 2025, the Company held two (2) General Meetings of Shareholders (GMS), namely the Annual General Meeting of Shareholders (AGMS) on 24 March 2025 and the Extraordinary General Meeting of Shareholders (EGMS) on 17 December 2025, as reported in the GMS subsection under the Corporate Governance chapter of this Annual Report.

Transparency in Reporting and Information Disclosure

Throughout 2025, the Corporate Secretary carried out information disclosure reporting, routine reporting, incidental reporting, and/or data requests from regulators. The details of these reports are presented in the Transparency in Reporting subsection under the Corporate Governance chapter of this Annual Report.

Internal Audit Business Unit

Summary of Internal Audit Unit Performance

The achievements of the Internal Audit Work Unit (SKAI) in 2025 were realized through the implementation of several development programs, as follows:

1. Strengthening Governance and Internal Audit Guidelines
   In order to ensure the effective and independent execution of the internal audit function, and to align it with evolving regulatory requirements and best governance practices, updates were made in 2025 to the Internal Audit Charter and the Integrated Internal Audit Charter for Financial Conglomerates. In addition, Internal Audit Standard Operating Procedures (SOP) for Overseas Units were developed to enhance the consistency of audit implementation and to support the application of standardized supervision practices.
2. Strengthening the Internal Audit Organization
   The strengthening of the Internal Audit organization was carried out through structural adjustments at the Head Office level, including the establishment of the Wholesale & Head Office Audit Unit, Retail Audit Unit, and IT Audit Unit. In addition, staffing adjustments were implemented in alignment with the enhanced roles of the first and second lines within the Three Lines Model framework. These initiatives were undertaken to improve the effectiveness of Risk-Based Audits, supported by the implementation of Continuous Auditing utilizing data analytics, thereby enabling supervision to be conducted in a more focused, efficient, and measurable manner.
3. SKAI Benchmark
   As part of the strengthening and development of the IT audit function, benchmarking activities were conducted in 2025 with a bank as part of efforts to enhance the capability and best practices of the internal audit function.
4. Development of Emerging Risk Data
   The development of data derived from emerging risks or from sources that were previously unidentified.
5. Development of Data Analytics Dashboard
   The development was undertaken to serve as a structured and data-driven risk monitoring and control performance tool, aimed at supporting the execution of audits that are more responsive, measurable, and focused on high-risk areas.
6. Development of the Audit Management System (AMS)
   The development was carried out by adding features to support the implementation of assurance surveys across all audit work units. Furthermore, enhancements and further system developments were undertaken to establish an integrated platform that supports the audit process end-to-end, through the addition of various modules and features to improve the effectiveness and efficiency of audit management.
7. Implementation of Internal Control over Financial Reporting (ICOFR)
   The preparation of the ICOFR methodology and the implementation of ICOFR were undertaken to ensure that financial statements are prepared in accordance with the applicable accounting principles or financial reporting standards.
8. Strengthening Synergy among the 1st line, 2nd line and 3rd line
   Periodic communication was conducted with 1st line, 2nd line, and 3rd line, both online and offline, through the GRC (Governance, Risk Management, and Compliance), sharing Early Warning System tools, and regular monitoring. These initiatives were implemented as part of a strategy to enhance organizational governance, enterprise risk management, and overall regulatory compliance.
9. Integrated SKAI for Financial Conglomerates
   In 2025, the integrated internal audit function was strengthened through the organization of the Integrated Internal Audit Forum (IIAF) as a coordination and synergy platform among entities within the financial conglomeration, aimed at ensuring alignment of supervision, updates on regulatory policies, and monitoring of audit follow-up actions. In addition, an Audit Implementation Guideline was developed as a reference for the execution of audit assignments, including joint audit engagements, to ensure compliance of policies and processes with applicable regulatory requirements.

A Trusted Assurance Provider, SKAI performs assurance and advisory functions that play a vital role in safeguarding the achievement of the Company's objectives while taking into account stakeholders' expectations. In line with the 2026 aspiration, namely "**To leverage technology and data analytics to deliver consistently high-quality internal audits and value-added insights**", SKAI's strategy is focused on three main pillars as follows:

1. Technology is the technological capability enhancement that is carried out through the continuous development of the Audit Management System and the integrated utilization of data analytics. This transformation not only digitalizes audit processes but also integrates them with other internal systems to generate relevant insights that support strategic decision-making. In addition, the implementation of Continuous Auditing continues to be promoted to enhance the effectiveness of supervision over technology- and data-based operational work units.
2. People, is Human capital development which is focused on enhancing auditors' competence and professionalism through the establishment of an audit competency framework, training and certification needs analysis, competency profile mapping, provision of structured development programs, as well as monitoring and evaluation of competency development implementation. Collaboration with the Human Capital function is carried out to ensure the readiness of auditors who are adaptive to evolving risk dynamics, regulatory developments, and increasing business complexity.
3. Integration & Collaboration is strengthening integration and collaboration, which is pursued through closer synergy among the 1st line, 2nd line, and 3rd line within the Three Lines Model framework, as well as continuous coordination with subsidiaries. This approach aims to ensure alignment in risk management and internal control practices and to establish an integrated, transparent, and value-added oversight mechanism for the Company as a whole.

In supporting the implementation of the three pillars and strengthening SKAI's role as a Strategic Business Partner, several optimization areas have been identified as key focus areas, as follows:

1. Optimization of data analytics utilization to detect fraud and internal control weaknesses at an earlier stage.
2. Enhancement of the effectiveness of audit follow-up actions through data-driven monitoring with a near real-time approach.
3. Availability of audit tools that effectively support audit methodologies and strategies.
4. Development and enhancement of the Audit Management System (AMS) and audit technology to improve the effectiveness and efficiency of audit activities.
5. Fulfillment of staffing formations in accordance with organizational requirements.
6. Strengthening of the organizational structure to be more adaptive to developments in the business environment.
7. Mapping of Internal Auditor competency profiles in accordance with professional standards.
8. Enhancement of audit agility to ensure responsiveness to business and risk dynamics, beyond the limitations of annual planning.
9. Strengthening the implementation of advisory activities to ensure alignment with the Company's internal policies and to provide value-added contributions to the organization.
10. Fulfillment and development of auditor competencies in line with the latest business and technological advancements.
11. Strengthening audit capabilities in addressing emerging risks, including cyber risk, data privacy, and digital transformation.
12. Consistent and comprehensive implementation of the Global Internal Audit Standards 2024, while ensuring alignment with regulatory requirements and good corporate governance practices.

Legal References

1. Republic of Indonesia Law No. 7 of 1992 dated March 25, 1992 on Banking as last amended by Republic of Indonesia Law No. 6 of 2023 dated March 31, 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 3 of 2022 concerning Job Creation into Law.
2. Republic of Indonesia Law No. 19 of 2003 dated June 19, 2003 on State Owned Enterprises as last amended by Republic of Indonesia Law No. 16 of 2025 dated October 6, 2025 concerning the Fourth Amendment to Law Number 19 of 2004 concerning State Owned Enterprises.
3. Republic of Indonesia Law No. 27 of 2022 dated October 17, 2022 concerning Personal Data Protection.
4. Minister of State-Owned Enterprises Regulation No. PER-2/ MBU/03/2023 dated March 3, 2023, concerning Governance Guidelines and Significant Corporate Activities for StateOwned Enterprises.
5. Decision of the Deputy for Finance and Risk Management of the Ministry of State Owned Enterprises of the Republic of Indonesia No. SK-7/DKU.MBU/10/2023 dated October 26,2023 concerning Technical Guidelines for State Owned Enterprise Risk Management Reporting.
6. Financial Services Authority Regulation No. 56/ POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for the Preparation of Internal Audit Unit Charters.
7. OJK Regulation Circular No. 18/POJK.03/2016 dated March 22, 2016, concerning the implementation of Risk Management for Commercial Banks
8. Financial Services Authority Regulation No. 1/ POJK.03/2019 dated January 28, 2019 concerning the Implementation of Internal Audit Functions in Commercial Banks.
9. Financial Services Authority Regulation No. 11/ POJK.03/2022 dated July 06, 2022 concerning the Implementation of Information Technology by Commercial Banks.
10. Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
11. Financial Services Authority Regulation No. 12 of 2024 dated July 31, 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Service Institutions.
12. Financial Services Authority Regulation No. 30 of 2024 dated December 19, 2024 concerning Financial Conglomerates and Financial Conglomerate Parent Companies.
13. Financial Services Authority Circular Letter No. 14/ SEOJK.03/2025 dated June 24, 2025 concerning the Implementation of Governance for Commercial Banks.
14. Financial Services Authority Circular Letter No. 21/ SEOJK.03/2017 dated June 6, 2017 concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
15. Financial Services Authority Circular Letter No. 35/ SEOJK.03/2017 dated July 7, 2017 concerning Standard Guidelines for Internal Control Systems for Commercial Banks.

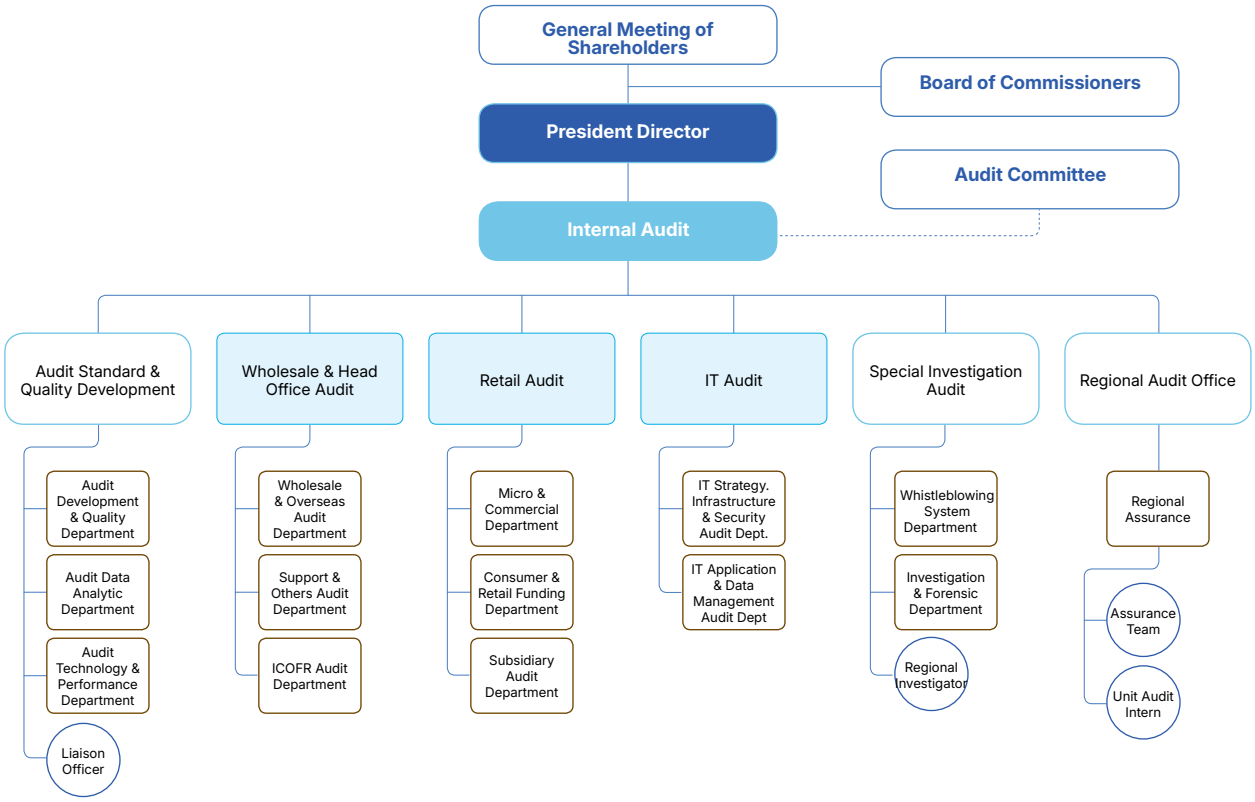
As part of the implementation of Good Corporate Governance, BRI's Internal Audit Unit (SKAI) has a very important role to support strategic business objectives through effective assurance and advisory activities in accordance with the company's direction and strategy. The effective implementation of SKAI functions can provide assurance to the company regarding the quality and effectiveness of the internal control system, risk management and governance system to protect the organization and the company's reputation.

In order to support the Company's aspirations to realize BRI's Vision, namely 'The Most Trusted Lifetime Financial Partner for Sustainable Growth', BRI's Internal Audit Unit (SKAI) implements a comprehensive, adaptive, and risk-based audit approach by integrating Risk-Based Internal Audit and Agile Audit, supported by the implementation of Continuous Auditing. This approach enables continuous monitoring of risks and controls, allowing for early detection of weaknesses and swifter, more accurate management responses.

Furthermore, BRI's Internal Audit Unit (SKAI) applies the Combined Assurance concept through effective coordination and collaboration with the 1st line to the 2nd line functions, as well as continuous communication between control functions, to enhance the overall effectiveness of internal control, risk management, and corporate governance.

Organization Structure of Internal Audit Unit

In carrying out its roles and functions, SKAI is supported by an independent organizational structure and an adequate number and competence of Auditors. Furthermore, BRI's Internal Audit Unit (SKAI) applies the Combined Assurance concept through effective coordination and collaboration with the 1st line to the 2nd line functions, as well as continuous communication between control functions, to enhance the overall effectiveness of internal control, risk management, and corporate governance.



Structurally, the Internal Audit Unit consists of work units for implementing audit activities and work units for Audit Standard & Quality development, with the details as follows:

1. Audit Activity Implementation Work Units
   a) Regional Audit Office (RAO)
      The Regional Audit Office (RAO) is conducting audit activities and providing advisory services as a strategic business partner. Its audit scope includes Regional Offices, Special Branch Offices, Branch Offices, Priority Service Centers, Sub-Branch Offices, Cash Offices, and BRI Units within its designated area. Currently, BRI operates 18 Regional Audit Offices, each aligned with 18 Regional Offices. The strategic co-location of RAOs with Regional Offices enhances the effectiveness and efficiency of SKAI's assurance and advisory functions, considering BRI's decentralized business structure, governance, and asset management responsibilities.
   b) Wholesale & Head Office Audit (WHA)
      The organizational structure of Wholesale & Head Office Audit consists of the Wholesale & Overseas Audit Department, Support & Others Audit Department, and ICOFR Audit Department. Each function is responsible for performing assurance and advisory activities on Head Office activities (e.g., Corporate Business, Risk Management, Trade Finance, Treasury, and Overseas Work Units).
   c) Retail Audit (RTA)
      The organizational structure of Retail Audit consists of the Micro & Commercial Audit Department, Consumer & Retail Funding Audit Department, Consumer & Retail Funding Audit Department, and Subsidiary Department. Each function is responsible for performing assurance and advisory activities on the Head Office (e.g., Micro Business, Commercial, Consumer, SME, Retail Funding, and Financial Conglomerate Members).
   d) IT Audit (ITA)
      The organizational structure of IT Audit consists of the IT Strategy Audit Department and IT Application Audit Department. Each function is responsible for performing assurance and advisory activities on systems, applications, and information technology infrastructure used by the Head Office, Overseas Work Units, and Financial Conglomerate Members.
   e) Special Investigation Audit
      The Special Investigation Audit is responsible for investigating suspected fraud cases and handling complaints from the Whistleblowing System, with full authority to audit all BRI business units.

2. Audit Standard & Quality Development (ASQ) Group
   The Audit Standards & Quality Development Division (ASQ Division) is responsible for defining the vision, mission, and strategic direction of BRI's Internal Audit Directorate, conducting audit quality evaluations through internal reviews by the Internal Audit Directorate, independent assessments, and internal quality assurance of BRI subsidiaries' Internal Audit functions, developing and enhancing audit-related software and hardware to support audit execution, analyzing audit results and preparing audit reports, Developing and managing data analytics and analytical tools audit.

Below is the distribution of BRI Audit Units across Indonesia:

Position of The Intern Audit Unit in The Organizational Structure

Structurally, BRI IAU is directly responsible to the President Director and has a line of communication with the Board of Commissioners. In performing its duties, the Internal Audit Unit (SKAI) submits reports to the President Director or the Board of Commissioners. Copies of SKAI's duty implementation reports to the President Director are submitted to the Board of Commissioners, the Audit Committee, and the Director in charge of the Compliance Function. The Audit Committee is under the coordination of the Board of Commissioners and is structurally responsible to the Board of Commissioners. The IAU organization is led by the SEVP Internal Audit.

Appointment and Termination of SEVP Internal Audit Unit

Head of the Internal Audit Unit is appointed and terminated by the President Director following the approval of the Board of Commissioners by taking into account the recommendations of the Audit Committee. The appointment of SEVP IAU has been reported to the Financial Services Authority.

Profile of The Head of Internal Audit Unit

Yulianto Setiawan
SEVP Internal Audit (Head of SKAI)

Citizenship
Indonesian citizen

Domicile
South Jakarta

Place and Year of Birth/Age

Born in Kudus, July 2, 1978. Age 47 years as of December 2025

Education Background

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

Certification

- Chartered Accountant (CA)
- Indonesia Internal Audit Practitioner (IIAP)
- Certified Qualified Internal Auditor (QIA)
- Risk Management Certification Level 7

Work Experience

- SEVP of Internal Audit Unit (SKAI) (01 December 2024 – present)
- Internal Audit Head, Head Office Audit (21 June 2024 – 30 November 2024)
- Division Head Financial and Management Accounting (01 May 2021 – 20 June 2024)
- Division Head Change Management (01 December 2019 - 30 April 2021)
- Director of Finance of BRI Ventura Investama (BRI Ventures) (01 May 2019 - 30 November 2019)
- Business Manager BRI Singapore Branch (01 January 2015 – 30 April 2019)

Legal Basis for Appointment

Board of Directors Decree of BRI Nokep: 4221-DIR/HBS/11/2024 dated November 29, 2024

Ardhi Setyarko
Group Head Audit Standard & Quality Development

Citizenship
Indonesian citizen

Domicile
Bekasi

Place and Year of Birth/Age

Born in Semarang, October 11, 1981. Age 44 years as of December 2025

Education Background

- Bachelor of Psychology from Gadjah Mada University, Yogyakarta (2004)
- Master of Management from Bina Nusantara, Jakarta (2023)

Certification

- Certified Qualified Internal Auditor (QIA)
- Risk Management Certification Level 5

Work Experience

- Group Head, Audit Standard & Quality Development (2025 - present)
- Division Head, Micro Business & Development (2023 - 2025)
- Vice President, Micro Business & Development (2022 - 2023)
- Vice President, CREDIT OPERATION GROUP (2021 - 2022)
- Assistent Vice President, MICRO SALES MANAGEMENT GROUP (2020 -2021)

Legal Basis for Appointment

Board of Directors Decree of BRI Nokep: R. 214 - DIR/HBS/ 01/2025 dated January 1, 2025

Zainuddin Thalib Burutu
Internal Audit Head Wholesale & Head Office Audit

Citizenship
Indonesian citizen

Domicile
Bekasi

Place and Year of Birth/Age

Born in Desa Tungkusan, May 9, 1976. Age 49 years as of December 2025

Education Background

- Bachelor of Management Economics from Universitas Muhammadyah Sumatra Utara, North Sumatera (2002)
- Master of Business Administration (MBA from Missouri State University, Amerika (2012)

Certification

- Certified Qualified Internal Auditor (QIA)
- Risk Management Certification Level 5

Work Experience

- Internal Audit Head, WHOLESALE & HEAD OFFICE AUDIT (2025 - present)
- Internal Audit Head, HEAD OFFICE AUDIT (2025)
- Senior Vice President, HUMAN CAPITAL BUSINESS PARTNER 1 GROUP (2024 - 2025)
- Regional Chief Audit, Regional Audit Office Medan (2022 - 2024)
- Division Head, MICRO SALES MANAGEMENT GROUP (2021 -2022)
- Vice President, Corporate Secertary Group (2019 -2021)
- Desk Head, Corporate Secertary Group (2019)
- Department Head, Corporate Secertary Group (2016 - 2019)

Legal Basis for Appointment

Board of Directors Decree of BRI Nokep: R. 214 - DIR/HBS/ 01/2025 dated January 1, 2025

Bangkit Ngabdianto
Internal Audit Head Retail Audit

Citizenship
Indonesian citizen

Domicile
Bekasi

Place and Year of Birth/Age

Born in Tuban, May 20, 1980. Age 45 years as of December 2025

Education Background

Bachelor of Electrical Engineering from Gadjah Mada University, Yogyakarta (2004)

Certification

- Certified Bank Internal Audit (CBIA)
- Certified Ethical Hacker (CEH)
- Certified Fraud Examiner (CFE)
- Certified Information System Auditor (CISA)
- Certified Qualified Internal Auditor (QIA)
- Lead Auditor ISO 37001:2016
- Risk Management Certification Level 5

Work Experience

- Internal Audit Head, RETAIL AUDIT (2025 - present)
- Regional Chief Audit, Regional Audit Office Denpasar (2024 - 2025)
- Division Head, Audit Standard & Quality Development (2022 - 2024)
- Regional Assurance Head, Regional Audit Office Denpasar (2020 - 2022)
- Regional Assurance Head, Regional Audit Office Manado (2020)
- Group Head/Team Leader, Audit Standard & Quality Development (2016 -2020)
- Desk Head, Corporate Secretary Group (2019)

Legal Basis for Appointment

Board of Directors Decree of BRI Nokep: R.2739-DIR/HBS/08/2025 dated August 1, 2025

Ronald Setiadi
Internal Audit Head IT Audit

Citizenship
Indonesian citizen

Domicile
North Jakarta

Place and Year of Birth/Age

Born in Jakarta, January 14, 1981. Age 44 years as of December 2025

Education Background

- Bachelor of Computer Science from Bina Nusantara University, Jakarta (2003)
- Master of Management from Bina Nusantara University, Jakarta (2024)

Certification

- Certified Qualified Internal Auditor (QIA)
- Certified Forensic Auditor (CFrA)
- Business Continuity Certified Planner (BCCP)
- Certified Fraud Examiner (CFE)
- Certified Information System Auditor (CISA)
- Certified Bank Internal Auditor (CBIA)
- Certified Data Center Professional (CDCP)
- Certified Data Center Specialist (CDCS)
- Certified Statement Analysis (CSA)
- Risk Management Certification Level 5

Work Experience

- Internal Audit Head, IT AUDIT (2025 - present)
- Department Head, Audit Standard & Quality Development (2021 - 2025)
- Assistant Vice President, Digital & Technology Information Audit (2021)

Legal Basis for Appointment

Board of Directors Decree of BRI Nokep: R.2739-DIR/HBS/08/2025 dated August 1, 2025

Heddi Sabara
Temporary Internal Audit Head Special Investigation Audit

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age
Born in Sido Rejo, November 29, 1984. Age 41 years as of December 2025

Education Background
- Bachelor's Degree from University of Lampung (2006)
- Master of Law dari University of Bandar Lampung (2020)

Certification
- Certified Forensic Auditor (CFrA)
- Certified Fraud Examiner (CFE)
- Sertifikasi Auditor ISO 37001: 2016
- Risk Management Certification Level 4

Work Experience
- Acting Internal Audit Head, SPECIAL INVESTIGATION AUDIT (2025 - present)
- Department Head, SPECIAL INVESTIGATION AUDIT (2025)
- Internal Audit Head, SPECIAL INVESTIGATION AUDIT (2023 - 2025)
- Manager,Audit Standard & Quality Development (2021 - 2023)

Legal Basis for Appointment
Board of Directors Decree of BRI Nokep: R.3285-DIR/HBS/09/2025 dated September 1, 2025

Internal Audit Charter

SKAI has an Internal Audit Charter, established under the Joint Decree of the Board of Commissioners and the Board of Directors of BRI No. KU.01-DIR/ASQ/12/2025 dated December 16, 2025. The charter has been updated to align with OJK Regulation No. 1/POJK.03/2019, dated January 29, 2019, regarding the Implementation of Internal Audit Functions in Commercial Banks. Additionally, it adheres to the International Standards for the Professional Practice of Internal Auditing (ISPPIA) issued by The Institute of Internal Auditors (IIA).

BRI Internal Audit Charter is a guideline for the implementation of internal audit functions for the implementation of audits carried out by the Internal Audit Unit (SKAI), including communication mechanisms with the auditee, the execution of examinations of all Bank activities and functions, as well as the authority of SKAI to access the Bank's records, documents, and physical assets, including information management systems and minutes of management meetings. In terms of SKAI functions integrated in financial conglomeration, SKAI also has a Financial Conglomerate Integrated Internal Audit Charter as a guideline for the implementation of integrated internal audits that must be adhered to by all SKAI of Financial Services Institutions within the Financial Conglomeration.

Duties and Responsibilities of The Internal Audit Unit

1. To perform the internal audit function independently and objectively.
2. Assisting the duties of the President Director and the Board of Commissioners in oversight by describing operationally both the planning, implementation and monitoring the follow up of audit results.
3. Make independent, objective and professional analysis and assessments on finance, accounting, operations, and other activities through audits at all levels of BRI Business Units, and conduct special examinations if necessary.
4. To test and evaluate the implementation of internal control, risk management systems, and governance in accordance with company policies, prepare audit result reports, and submit these reports to the President Director and the Board of Commissioners.
5. To conduct examinations and assessments of efficiency and effectiveness in the areas of finance, accounting, operations, human resources, marketing, information technology and other activities.
6. To provide advisory services to add value and improve the quality of control, risk management, and corporate governance, provided that it does not affect independence and objectivity and that adequate resources are available.
7. Provide suggestions for improvements and objective information on the activities examined at all levels of management.
8. 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.
9. To report significant findings to the President Director and the Board of Commissioners for prompt corrective actions.
10. To monitor and report the results of follow-up monitoring on the ratification of significant findings to the President Director and the Board of Commissioners.
11. To develop quality improvement programs for the internal audit function.

12. Become a Liaison Officer for BRI external parties in relation to the audit function.

Function of The Head of Internal Audit Business Unit

1. Possessing adequate competence and capabilities to lead an independent and objective internal audit function as required by the regulator.
2. Ensuring the implementation of the internal audit function in accordance with the Internal Audit Professional Standards.
3. Selecting competent human resources according to the needs in carrying out Internal Audit Business Unit's duties.
4. Ensuring that the internal audit function was supported by adequate audit resources, methodologies, tools, techniques and audit technology.
5. To periodically evaluate the technology used by the internal audit function and identify opportunities for effectiveness and efficiency.
6. To ensure that internal auditors comply with BRI's internal regulations, provided they do not conflict with the Internal Audit Charter. Any such conflict shall be resolved or communicated to the President Director and the Audit Committee.
7. Preparing measures for assessing the success of performance and achieving the objectives of the Internal Audit Business Unit.
8. To evaluate and develop the competence of each internal auditor through education, training, and other professional development programs.
9. Prepare an annual audit plan and its amendments (if any) and budget allocation for the implementation of the internal audit function
10. To communicate any significant changes in the annual audit plan to the President Director, the Board of Commissioners, and the Audit Committee for approval.
11. Ensure that the implementation of internal audits is in accordance with the internal audit plan, including the determination of objectives and scope, appropriate assignments and adequate supervision, documentation of work programs and test results, and communication related to assignment results complete with conclusions and recommendations to related parties.
12. Monitoring corrective actions on significant findings.
13. To report the results of follow up monitoring on the remediation of significant findings to the President Director and the Board of Commissioners, with copies to the Audit Committee and the Director in charge of the Compliance Function.
14. In the event that there was use of external party services for internal audit activities, Internal Audit Business Unit ensured that:
    a) Transfer of knowledge was organized between external parties to members of the Internal Audit Unit considering the temporary use of external party expert services.
    b) The use of external party services does not affect the independence and objectivity of the SKAI function.
    c) External parties comply with the BRI Internal Audit Charter.
15. Ensure that if there was a request for audit documents by an external party (related to litigation), coordination was made with the with the BRI Legal Function.
16. Prepare and review the internal audit charter periodically, at least once in 3 (three) years.
17. The Head of The Internal Audit Business Unit obtains a written and transparent work assessment from the President Director and Board of Commissioner based on the recommendations of the Audit Committee.

Authority of The Internal Audit Business Unit

The Internal Audit Business Unit has the authority at least:

1. Access all information in full, free and unlimited about BRI's records, information, workers, funds and assets, locations/ areas and other resources related to the duties and functions of Internal Audit Business Unit, including to subsidiaries/ affiliates/financial service institutions owned BRI, relating to the implementation of audits and consulting.
2. Conduct verification, interviews, confirmations and other inspection techniques to customers or other parties related to the implementation of audits and consultations.
3. Communicate directly with the Board of Directors, Board of Commissioners and the Audit Committee.
4. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee.
5. Participate in strategic meetings without voting rights, such as Board of Directors Meetings, ALCO Meetings, Risk Management Committee Meetings, and others.
6. Coordinate activities with external auditors related to external auditor inspection activities.
7. Allocate resources, set frequencies, determine scope of work, and apply techniques needed to achieve audit objectives.
8. Get help from other business unit or use external party services (such as advisory services) in conducting audits if necessary.

Composition of Internal Audit Unit Personnel

The IAU is committed to continue developing the quality, knowledge, skills and competencies of the Auditors through continuous professional development. The following is the data on the number of The Internal Audit Business Unit Auditors on December 2025.

Position	Existing
SEVP	1
Internal Audit Head / GH	5
Dept. Head	12
Team Member ASQ	72
Team Member RTA	23
Team Member WHA	29
Team Member ITA	22
Team Member SPI	55
Sub Total ASQ, WHA, RTA, ITA & SPI	219
Regional Chief Audit	18
Regional Assurance Head	18
Team Member Regional Assurance	564
Unit Audit Intern	215
Support Section	45
Sub Total RAO	860
Total	**1.079**

Professional Certification of Internal Audit Unit Personnel

To ensure the implementation of quality audit assignments, BRI IAU is supported by professional audit staff, which among them have attained the national and international certificates, as follows:

A. International Certification

No	Certification Name	Total
1	Certified Fraud Examiner (CFE)	18
2	Certified Information System Auditor	10
3	Lead Auditor ISO 27001:2013 and ISO 19011:2011	2
4	Lead Auditor ISO 37001:2016	3
5	Lead Auditor ISO 9001:2015 IRCA Approved	2
6	Big Data Administrator (BIG DATA)	2
7	Business Continuity Certified Planner	1
8	Certified Data Center Professional	1
9	Certified Data Center Specialist	1
10	Certified Ethical Hacker	3
11	Certified Financial Planer	2
12	COBIT 2019 Foundation Certificate	3
13	COBIT 5 Foundation Certificate	2
14	Computer Hacking Forensic Investigator (CHFI)	3
15	DevOps Foundation Certified	4
16	Information Technology Infrastructure Library (ITIL)	1
17	Indonesian Society of Appraisers (MAPPI)	1
18	Professional Scrum Master™ 1 Certifications	1
19	Project Management Professional	1
Total		**61**

B. National Certification

No	Certification Name	Total
1	Indonesia Internal Audit Practioner	1
2	Chartered Accountant	1
3	Certified Internal Audit Executive	1
4	Certified International Register of Certificated Auditors (IRCA)	1
5	Certified Qualified Internal Auditor	74
6	Certified Forensic Auditor	23
7	Certified Bank Internal Audit	32
8	Certified Governance Risk and Compliance Professional (CGRCP)	2
9	Certification in Audit Committee Practices (CACP)	1
10	Certified Risk Management Professional (CRMP)	1
11	Certified in Risk and Information Systems Control (CRISC)	1
12	Certified Wealth Management (CWM)	5
13	Business Development Analysis	1
14	Certified Statement Analysis (CSA)	2
15	Certified Professional Coach (CPC)	4
16	Certified Procurement Strategic	1
17	Risk Management Level 4	319
18	Risk Management Level 5	53
19	Risk Management Level 6	3
20	Risk Management Level 7	1
21	BRI LSP Certification for Auditor Level	542
22	BRI LSP Certification for Manager Level	2
23	BRI LSP Certification for Supervisor Level	51
24	BRI LSP Certification for UAI Level	1

No	Certification Name	Total
25	Digital Marketing	1
26	Compliance	2
27	General Banking 1	209
28	Job Training and Assessor Certification	14
29	BNSP Certification for First Anti-Corruption Counselor	1
30	Basic Financing Certification - Managerial	2
31	BRI LSP Certification for Banking Compliance (Compliance & Anti-Money Laundering Officer)	48
32	BRI LSP Certification for Banking Credit	7
33	BRI LSP Certification for Banking Credit	1
34	Subject Matter Expert (SME)	3
Total		**1,411**

C. The Internal Audit Business Unit Formal Educational Qualifications

No	Education	Total
1	S1	929
2	S2	109
3	Other	41
Total		**1.079**

Competency Development Program for Internal Audit Unit

The Internal Audit Unit Competency Development Program is an ongoing effort to ensure auditors possess adequate, relevant, and aligned competencies with business developments, regulations, and risk complexity, thereby enabling them to support the implementation of a high-quality, value-added internal audit function. The following trainings were provided to Auditors in December 2025:

No	Name of Educational Activity	Number of Participants
1	IHT Special Request	606
2	Public Course Dalam Negeri	28
3	Public Course Luar Negeri	1
4	BLDP	155
5	BSDP*	1.647
6	BSDP Lateral Joiner	86
7	Elearning*	9.175

Notes (*):
1. The BSDP Education Program was implemented in 16 activity themes, with an average number of participants of 103 workers per theme.
2. The E-Learning Education Program was implemented in 23 activity themes, with an average number of participants of 399 workers per theme.

Participation in The Internal Audit Professional Association

To advance the insight and professional competence of internal audit, ISU has participated in the internal audit professional association, one of which is the participation of IAU BRI in external organizations, such as:

Name of Activity/ Organization	Position
Forum Komunikasi Satuan Pengawas Intern (FKSPI)	Deputy General Chairman, Deputy Treasurer and Deputy Division Head
Ikatan Auditor Internal Bank (IAIB)	Deputy Secretary-General for Training, Education & Development; Communication; Certification & Ethics; Research & Development; Membership.
Association of Certified Fraud Examiners (ACFE) Indonesia	Chapter as Deputi Derector of Public Relation & Publication
Asosiasi Forensik Digital Indonesia (AFDI)	Member of Partnerships
Indonesian Forensic Auditor Association (AAFI)	Legal, public relations and cooperation division

Certification of Internal Audit Unit

The Internal Audit Work Unit has recertified ISO 9001:2015 related to the Quality Management System from the SGS Indonesia Certification Institute on January 18, 2024. The ISO certification was given to all SKAI work units including the Audit Standard & Quality Development Group, Head Office Audit, Special Investigation Audit and 18 Regional Audit Offices.

Realizing the vision of SKAI BRI 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. This shows that SKAI BRI has implemented a quality management system in every audit implementation, so that it can help realize the vision of SKAI BRI to become a reliable Strategic Business Partner in order to achieve BRI's vision and mission and become a Benchmark of Best Practice for Internal Audit Work Units in Indonesia with international standards.

Auditor Ethics and Professionalism

Internal auditors are required to adhere to ethical and professional standards. These standards include principles such as:

1. Having Integrity
   Behavior that reflects adherence to moral and ethical principles, including demonstrating honesty and the courage to act based on relevant facts.
2. Maintaining Objectivity
   An impartial mental attitude that enables internal auditors to make professional judgments, fulfill their responsibilities, and achieve Internal Audit objectives without compromise.
3. Having Competence
   Apply knowledge, skills and abilities to fulfill roles and responsibilities well.
4. Applying Professional Due Care
   Internal Audit applies due professional care in planning and implementing internal audit services. The following is the application of due professional care by Internal Auditors:
   1) Compliance with Internal Audit Professional Standards
      Internal auditors must follow the Internal Audit Function Standards and methodologies when planning and performing internal audit services and communicating the results.
   2) Professional precision
      Internal auditors must exercis professional precision in assessing the nature, circumstances, and requirements of the services to be provided.
   3) Professional Skepticism
      Internal auditors must apply professional skepticism in planning and performing internal audit services by maintaining an inquisitive attitude, critically assessing the reliability of information, being straightforward and honest, and providing additional evidence if information and statements are found to be incomplete, incorrect, or misleading.
5. Maintaining Confidentiality
   Internal auditors should respect the value and ownership of information received by using it only for professional purposes and protecting it from unauthorized use.

Audit Management System

To support the effectiveness of the internal audit function, an Audit Information Management System is a strategic requirement for the Internal Audit Unit. The implementation of an Audit Management System (AMS) serves as a means of managing an integrated, efficient, and adequately documented audit process, encompassing the stages of planning, implementation, reporting, and monitoring the follow-up of audit results in an end-to-end, data-driven manner. Therefore, the Audit Information Management System is designed as a centralized platform (single source of truth) that supports the standardization of audit methodology, improving the quality and consistency of audit implementation, and strengthening transparency and accountability. This system is an enabler for the transformation of the internal audit function in increasing added value and the timely delivery of audit results to management and relevant stakeholders.

Audit Methodologies

The Internal Audit Work Unit implements the Risk-Based Internal Audit (RBA) and Agile Audit methodologies in carrying out the audit function by focusing on highrisk areas. The audit universe is determined by considering the company's objectives, the results of an evaluation of risks that could potentially hinder the achievement of those objectives, and an assessment of the adequacy and effectiveness of the internal control system in mitigating risks. With this approach, audit implementation is directed toward high-risk areas that have the potential to significantly impact the achievement of the company's objectives.

To support the efficiency and effectiveness of the implementation of Risk-Based Internal Audit, SKAI utilizes **Computer Assisted Audit Techniques (CAATs)** as an audit analytical tool to improve the quality, accuracy, and depth of testing. The Risk-Based Internal Audit methodology is applied in both assurance and advisory activities, including at the annual audit planning and assignment planning stages, in determining audit areas or objects such as work units, business processes, and information technology audit objects. The approach used is based on business processes and activities, where business processes are understood as a series of activities that transform inputs into value-added outputs, regardless of the organizational structure, technology, or level of automation used.

Agile Audit is a work approach and mindset adopted by the Internal Audit function to increase focus on stakeholder needs and expectations, accelerate the audit cycle, encourage timely delivery of insights, reduce non-value-added activities, and produce more effective audit documentation. In its implementation, Agile Audit can be applied through various methods, one of which is the Scrum method, which emphasizes the implementation of audit activities iteratively and incrementally to provide continuous value to the organization. This approach is based on the principles of the agile manifesto, which emphasizes intensive collaboration, orientation towards stakeholder satisfaction, and the ability to respond adaptively to change throughout the audit cycle.

In addition to implementing Risk-Based Internal Audit and Agile Audit, Internal Audit Unit (SKAI) also developed and implemented a Continuous Auditing approach as part of strengthening ongoing and adaptive oversight of risk dynamics. This approach enables more continuous monitoring and testing through the use of data and analytics. The results of this continuous monitoring are used as a basis for refining risk assessments, adjusting audit scopes, setting assignment priorities, and delivering early warnings and relevant insights to management. Thus, **Continuous Auditing** serves not only as an early detection tool but also as a supporting mechanism for decision-making, strengthening risk prevention and continuously improving the effectiveness of governance, risk management, and internal control systems.

Brief Report on The Implementation of Internal Audit Activities in 2025

The audit was carried out in accordance with the Annual Audit Plan (PAT) which has been approved by the President Director and President Commissioner. During 2025, SKAI carried out regular audits on 5,695 business units or reached 110% of PAT with the following details:

Work unit	2025 Target	Audit Realization	Achievement
Group	3	3	75%
Regional Office	18	18	100%
Regional Audit Office	18	18	100%
Branch office	220	306	139%
Branch Office	217	297	137%
Cash Office	151	252	167%
BRI Unit	1.775	4.795	270%
Overseas Work Unit	3	3	100%
Subsidiary Company	2	3	150%
Total	2.409	5.695	236%

Intern Audit Unit Meeting

The Internal Audit Unit has a meeting policy, namely being able to hold periodic and incidental meetings with the Board of Directors, Board of Commissioners and the Audit Committee. The BRI Internal Audit Business Unit can attend strategic meetings without having voting rights, such as ALCO meetings, Risk Management Committee meetings and, Integrated Governance Committee meetings, and the Product Committee.

During 2025, The Internal Audit Business Unit has held 145 times meetings with the Board of Directors, Board of Commissioners, Committees under the Board of Commissioners and Committees under the Board of Directors, with details as follows.

No	Information	Number of Meetings
1	Board of Commissioners	13
2	Board of Directors	71
3	Board of Commissioners and Directors	5
4	Audit Committee	7
5	Risk Management Monitoring Committee	9
6	Integrated Governance Committee	21
7	Product Committee	19
Total		**145**

Findings and Follow-Up on Audit Results

The Internal Audit Business Unit carries out regular monitoring of commitments to improve internal control weaknesses in accordance with recommendations from The Internal Audit Business Unit, Supervisors and External Auditors. The results of monitoring the implementation of management commitments up to December 31, 2025 are as follow:

No	RPM Monitoring Results	Number of Recommendations	% Recommendation
1	Adequate	82.552	99,74%
2	Inadequate	-	-
3	Under Monitoring	212	0,26%
Total		**82.764**	**100,00%**

Note:
1) There were no recommendations that received an "inadequate" opinion in 2025.
2) Monitoring includes follow-up commitments that have not yet matured in 2025.

The Liaison Officer Function of SKAI has monitored the progress of follow-ups and corrective actions based on findings from External Auditors and Regulators. The results of management's commitment monitoring regarding the findings of External Auditors and Regulators as of December 31, 2025, are as follows:

No	Examining Agency	Number of Commitments			
		Total Commitment	Finished	Not finished yet	
				Within the deadline	Missed the deadline
1	Financial Services Authority	766	746	20	-
2	Indonesian Financial Audit Agency (BPK)	260	203	57	-

No	Examining Agency	Number of Commitments			
		Total Commitment	Finished	Not finished yet	
				Within the deadline	Missed the deadline
3	Bank Indonesia (BI)	82	82	-	-
4	Public Accounting Office Ernst & Young (EY)	195	183	12	-
5	Kustodian Sentral Efek Indonesia (KSEI)	11	11	-	-
Total		**1.314**	**1.225**	**89**	**-**

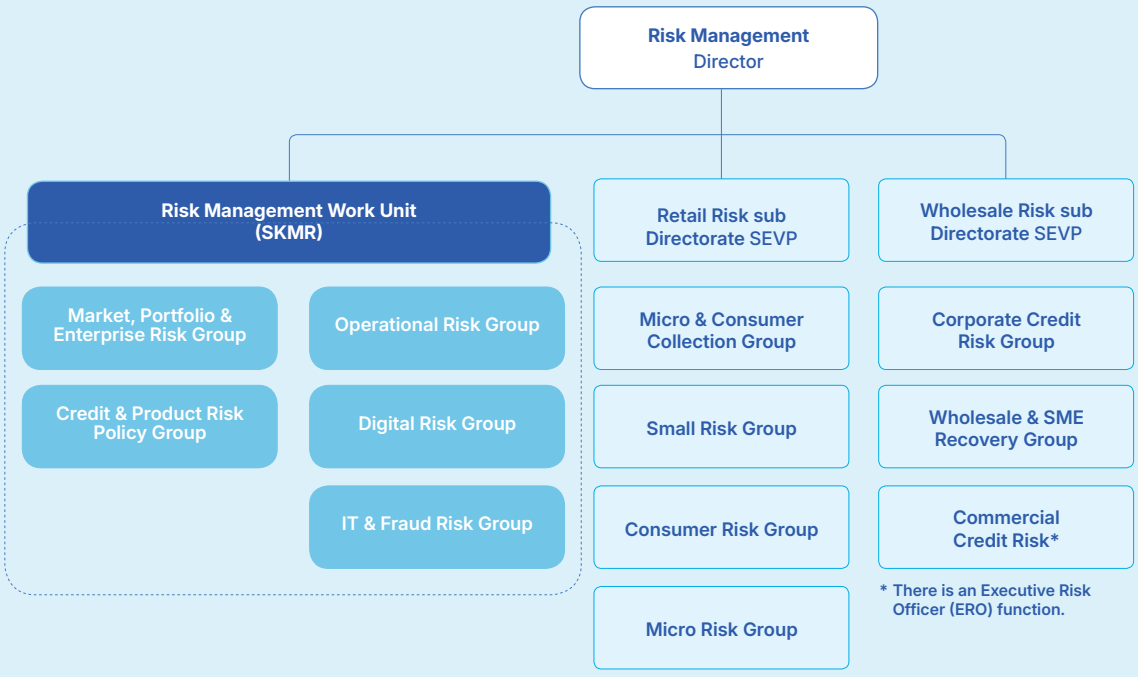
Risk Management Unit

Risk Management Directorate Performance Summary 2025

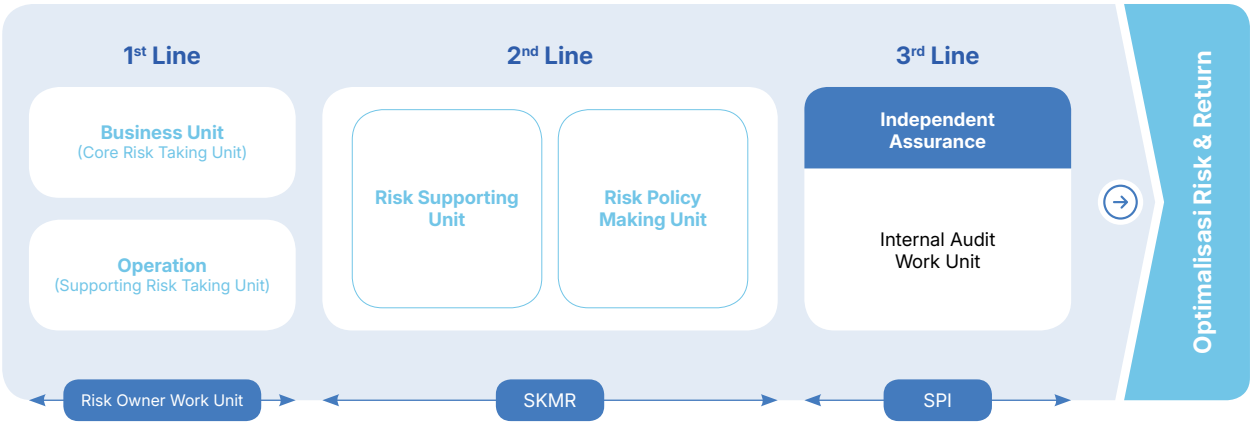
Risk Management is implemented across all banking activities in accordance with regulatory requirements. The process involves continuous risk identification, measurement, monitoring, and control, which are carried out through the three lines model.

The first line, as the risk-owning unit, is directly responsible for identifying and managing risks within business processes, which include the Core Risk Taking Units and Supporting Risk Taking Units. The second line, which consists of the Risk Management and Compliance functions, operates as an independent unit that measures, monitors, and mitigates risks at an aggregate level while also developing methodologies and policies for Risk Management. The third line, represented by the Internal Audit function, ensures that governance and risk control mechanisms are effectively implemented by the company.

BRI's Risk Management Business Unit is reflected in the BRI Risk Management Organization as follows:



Duties and Responsibilities of Risk Management



The Risk Management Unit is an independent unit separate from the Risk-Taking Unit and Internal Audit Unit (SKAI), consisting of the Risk Supporting Unit and Risk Policy Making Unit, with the following duties and responsibilities:

1. Risk Supporting Unit
   a. Develops procedures and tools for identifying, measuring, monitoring, and controlling risks to support the supervision process.
   b. Monitors the implementation of policies, strategies, and guidelines for risk management applied by the RiskTaking Unit.
   c. Tracks overall risk position/exposure (composite), as well as by risk type and functional activity, including compliance monitoring with risk tolerance and established limits.
   d. Reviews proposals for new products and/or activities, including an assessment of BRI's capability to execute new activities/products and evaluations of proposed system and procedural changes.
   e. Conducts regular reviews and/or as needed to ensure the adequacy of risk management policies, strategies, and guidelines, the accuracy of risk assessment methodologies, and the adequacy of the Risk Management Information System.
   f. Prepares and submits mandatory reports to regulators in compliance with applicable regulations.
   g. Provides recommendations to the Risk-Taking Unit within its designated authority.
2. Risk Policy Making Unit
   a. Develops policies and strategies for Risk Management implementation.
   b. Formulates, evaluates, and submits proposals for the determination of Risk Appetite, Risk Tolerance, and Risk Limits to the Board of Directors, taking into account inputs from the Risk-Taking Unit.
   c. Develops procedures and tools for identifying, measuring, monitoring, and controlling risks.
   d. Monitors overall risk position/exposure (composite), as well as per risk type and functional activity, including compliance monitoring with risk tolerance and established limits.
   e. Conducts stress testing periodically or as needed to assess the impact of economic changes on portfolio performance and overall business operations.
   f. Evaluates the accuracy of risk models and validates the data used for risk measurement.
   g. Prepares and submits Risk Management monitoring reports along with improvement recommendations to the Board of Directors through the Risk Management Committee.
   h. Conducts regular reviews and/or as needed to ensure the adequacy of risk management policies, strategies, and guidelines, the accuracy of risk assessment methodologies, and the adequacy of the Risk Management Information System (RMIS).
   i. Prepares and submits mandatory regulatory reports in compliance with applicable regulations.

PROFILE OF THE HEAD OF THE DIVISION IN RISK MANAGEMENT

Wita Adriawati
Market, Portfolio & Enterprise Risk Group Head

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age

Born in Bandung, November 1980. Age 45 years as of Desember 2025

Education Background

- Bachelor of Electrical Engineering Gadjah Mada University (2003)
- MBA Melbourne Business School (2012)

Certification

Risk Management Certification Level 6

Work Experience

- Group Head Market, Portfolio & Enterprise Risk (2025)
- Department Head Enterprise Risk - Market, Portfolio & Enterprise Risk Division (2021)
- Department Head Wholesale Credit Risk - Micro, SME, Consumer Credit Risk & Policy (2020)
- Department Head Corporate Planning – Divisi Corporate, Development & Strategy (2017)

Legal Basis for Appointment

Served as Market, Portfolio & Enterprise Risk Group Head based on Board of Directors Decree No. 2215.e-DIR/HBS/07/2025 dated July 2, 2025.

Dodo Marjanto
Operational Risk Group Head

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age

Born in Semarang, May 12, 1972. Age 53 years as of December 2025

Education Background

Bachelor of Accounting Economics, Diponegoro University (1997)

Certification

- Certified Associate Wealth Manager (AWM)
- Certified Wealth Management (Level 4-7)
- Risk Management Certificate Level 5

Work Experience

- Group Head Operational Risk (August 2023-present)
- Credit Restructuring & Recovery Division Head (May 2023-July 2023)
- Regional Risk Management Head RO Semarang (November 2022-April 2023)
- Regional Risk Management Head RO Denpasar (September 2021-June 2023)
- Regional Risk Management Head RO Bandar Lampung (October 2020-August 2021)

Legal Basis for Appointment

Board of Directors Decree No. R.697-DIR/HCB/07/2023 date 20 Juli 2023 concerning the reassignment of BRI officials.

Evi Dempowati
IT & Fraud Risk Group Head – ITF

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age

Born in Tanjung Karang, September 02, 2976. Age 49 years as of December 31, 2025

Education Background

- Bachelor of Environmental Engineering, Bandung Institute of Technology (1995-2000)
- Master of Business Administration, Gadjah Mada University (2019-2021)

Certification

- Risk Management Certificate Level 6
- Information System Auditor

Work Experience

- Group Head, IT & Fraud Risk Group (2025 - present)
- Senior Vice President of PT Bank Mandiri Tbk, Retail Deposit Product & Solution Group (2020 - 2025)
- Commissioner of PT Penyelesaian Transaksi Elektronik Nasional (PTEN) (2020 - 2025)
- Vice President of PT Bank Mandiri Tbk, Retail Product Delivery & Fraud Risk Group (2015-2020)

Legal Basis for Appointment

Served as IT & Fraud Risk Group Head based on Decree Nokep. B.170-HSC/ERB/09/2025

Nugroho Pancayogo
Digital Risk Group Head

Citizenship
Indonesian citizen

Domicile
Jakarta

Place and Year of Birth/Age

Born in Pontianak, August 31, 1978. Age 47 years as of December 2025

Education Background

- S1, Bandung Institute of Technology (2001)
- MSc, University Fachhochschule Ravensburg – Weingarten (2003)

Certification

- Risk Management Certificate Level 5
- Information Technology Infrastructure Library (ITIL)
- Risk Governance Professional Certification (CRGP)

Work Experience

- Group Head, Digital Risk Management (2023 - present)
- Department Head, IT Enterprise Architecture Department (2021 - 2023)
- VP, Application Management & Operation Divison (2020 - 2021)

Legal Basis for Appointment

Served as Digital Risk Division Head based on Decree Nokep. 395.e-DIR/HCB/09/2023

Dhewayani Widyasari
Credit & Product Risk Policy Group Head

Citizenship

Indonesian citizen

Domicile

Bandung

Place and Year of Birth/Age

Born Bandung, February 16, 1973. Age 52 years as of December 2025

Education Background

Bachelor of Agriculture, Padjadjaran University

Certification

Risk Management Certificate Level 5

Work Experience

- Group Head, Credit & Product Risk Policy (2025)
- Executive Risk Officer (2024 – 2025)
- Regional Chief Audit, Regional Audit Office Padang (2023 – 2024)
- Regional Risk Management Department Head, Regional Risk Management Department (2020 – 2023)
- Group Head, Credit Risk Analysis Division (2014- 2020)

Legal Basis for Appointment

Served as Credit & Product Risk Policy Group Head based on Board of Directors Decree No.91e-DIR/HBS/07/2025 dated July 1, 2025

Competency Development of Risk Management

Education and competency development programs for 2025 were as follows:

No	Program Name	Topics/Description	
1	Risk Upgrade Series	1	Hospital Financing and Healthcare Business
		2	The Urgency of Personal Data Protection in Ensuring Business Continuity
		3	Anti-Fraud Strategy Policy & Socialization of the Integrity Pact
		4	The Impact of Climate Change on Business Continuity Management
		5	Term Loan Facility
		6	Fraud Mitigation in Savings Account Opening and Debiting Activities
		7	Socialization and Education of Fire Disaster for Work Units
		8	Ensure Business Continuity with Cyber Resilience
		9	The Impact of Trump's Reciprocal Tariff Policy on the Manufacturing Sector in Indonesia
		10	The Importance of Service Standards Under Normal and Crisis Conditions (Disasters) in Supporting Business Continuity Management
		11	Socialization of RCSA Assessment for Semester 1, 2025
		12	Working Capital Loans (KMK)
		13	Operational Risk News
		14	Socialization of FMR and LED
		15	Implementation of Business Continuity Management to Support Business Continuity
		16	Socialization of RRM Team SOP
		17	BankWide Risk Profile
		18	Ensure Business Continuity with Healthy, Safe and Eco Friendly Workplace
		19	A complete explanation of Whistle Blowing System

No	Program Name	Topics/Description	
		20	Securities Management Using BRIFAMP
		21	Are the K3 facilities and infrastructure in your business unit complete?
		22	Preparation of Risk Assessment Plan (RAP)
		23	Develop & Assessing Business Continuity Plan to Assure BRI Business Continuity
		24	Socialization of RCSA Assessment for Semester 2, 2025
		25	Implementasi BCM Tools
		26	Socialization of BRI Peduli 2025 - Sustainable Corporate Responsibility Planning
		27	The Silent Killer: "Recognize and Prevent Cervical Cancer Early"
		28	Developing and Assessing Business Continuity Plan to Assure BRI Business Continuity
		29	Gratification is not a blessing
2	Risk Management Certification Orientation	1	Provision of Risk Management (RM) Level 4 for 6 (six) Competency Units
		2	Provision of RM Level 5 for 8 (eight) Competency Units
		3	Provision of RM Level 6 for 3 (three) Competency Units
		4	Provision of RM Level 7 for 4 (four) Competency Units
3	Risk Management Certification Refreshment	1	Refreshment MR Level 4 - Managing Liquidity Risk: Optimizing Assets & Liabilities Through Market & Liquidity Risk Management
		2	Refreshment MR Level 4 - Managing Market Risk: The Impact of Changes in Interest Rates and Exchange Rates on BRI's Market Risk
		3	Refreshment MR Level 4 - Managing Credit Risk: Credit Risk Mitigation
		4	Refreshment MR Level 4 - Managing Operational Risk: Fraud Risk Mitigation
		5	Refreshment MR Level 4 - Managing Investment Risk: Reviewing Return Risk and Investment Risk in Banking
		6	Refreshment MR Level 4 - Managing Return Riskl: Reviewing Return Risk and Investment Risk in Banking
		7	Refreshment MR Level 5 - Managing Legal Risk: Compliance Risk Management and Legal Risk
		8	Refreshment MR Level 5 - Managing Risk Managing Compliance Risk: Managing Compliance Risk and Legal Risk
		9	Refreshment MR Level 5 - Managing Strategic Risk: BRI's Economic Outlook, Challenges, and Strategic Responses
		10	Refreshment MR Level 5 - Conducting Stress Testing and Back Testing: Building Bank Resilience Through Stress Testing and Backtesting
		11	Refreshment MR Level 5 - Analyzing the Needs of Information Systems and Risk Management Infrastructure: Personal Data Protection from the Perspective of 8 Banking Risks
		12	Refreshment MR Level 5 - Managing Reputational Risk: Personal Data Protection from the Perspective of 8 Banking Risks
		13	Refreshment MR Level 5 - Managing Insurance Risks
		14	Refreshment MR Level 5 - Managing Intra-Group Transaction Risks
		15	Refreshment MR Level 6 - Analyzing Risk Coverage based on the Bank's Vision, Mission, and Business Strategy
		16	Refreshment MR Level 6 - Establishing the Structure, Responsibilities and Procedures for Bank Risk Management (Risk Governance)

No	Program Name	Topics/Description	
		17	Refreshment MR Level 7 - Developing a Risk Appetite Framework
		18	Refreshment MR Jenjang 7 - Responding to Risk
4	Training for Trainer (ToT) Risk Management (SMR) Certificate Level 4	1	Managing Liquidity Risk
		2	Managing Market Risk
		3	Managing Credit Risk
		4	Managing Operational Risk
		5	Managing Investment Risk
		6	Managing Return Risk
5	Training for Trainer (ToT) Risk Management (SMR) Certificate Level 4	1	Managing Legal Risk
		2	Managing Risk Managing Compliance Risk
		3	Managing Strategic Risk
		4	Conducting Stress Testing and Back Testing
		5	Analyzing Information System and Risk Management Infrastructure Needs
		6	Managing Reputational Risk
		7	Managing Insurance Risk
		8	Managing Intra-Group Transaction Risk
6	Mandatory Risk (e-learning)	1	Anti Fraud Strategy
		2	Risk Culture
		3	Risk Management Overview
		4	BCM & K3
7	Mandatory Digital Risk (e-learning)	1	Pelindungan Data Pribadi (PDP)
8	On-Boarding Education of RM Function in Head Office Group	1	Best Practice dan Three Line Model
		2	Overview of MR Functions and Introduction to Risk and Control
		3	Risk Management Tools: Risk & Control Self Assessment (RCSA), Loss Event Data Base (LED), RM Forum, Maturity
		4	The Role of RM Function in Product and Procurement Risk Management
		5	Completing FRA Forms 01, 02, 03, 04 and Procurement Risk Assessment Forms
		6	The Role of RM Function in Risk Identification and Control in Business Processes (BPM)
			Filling in the Identification Template from the 1st Line
9	Enhance Understanding on Risk Assessment of Applications	1	IT Risk Management
		2	Practice / Simulation of Using Risk Assessment for Applications (New Version)
10	Enhance Understanding On Third Party Risk Management	1	Overview of the Digital Risk Management Framework and Standards
		2	Explanation of the Methodology and Completion of the Digital Partner Worksheets
		3	Practice on Filling Out Worksheets of Third Party Risk Assesment (TPRA) and Third Party Privacy Assement (TPPA) Digital Partner
		4	Explanation of the Methodology and Completion of the IT Service Provider's Working Papers (PPJTI)
		5	Practice on Filling Out Worksheets of Third Party Risk Assesment (TPRA) dan Third Party Privacy Assement (TPPA) PPJTI
		6	Overview of the process and implementation of worksheets in the Integrated Risk Management System (IRMS)

No	Program Name	Topics/Description	
11	Retention and Management of Personal Data Protection Failure Incidents	1	Personal Data Retention
		2	Personal Data Protection Failure
12	BCM Tools ToT Education and Crisis Management Team Training for Regional Offices	1	Ensuring Business Continuity with IT Resilience
		2	The Importance of Service Standards in Crisis Period
		3	Disaster Reporting to Regulators & Disaster Cost Accounting
		4	Eagle Team
		5	Overview BCM & Updates (Climate Risk Overview)
		6	Overview BCM & Updates
		7	Understanding the Importance of Business Continuity
		8	Overview PRAB
		9	K3 & Checklist
		10	Introduction to BCM Tools
		11	BCM Tools (Praktek)
13	Effective Communication Training for the Crisis Management Team (TMK)	1	Presentation of BCM Issues and Potential Improvements (results of previous design thinking)
		2	Context Setting: Peran Engagement dalam BCM
		3	Collaboration through Coaching
		4	Self-reflection and Role Awareness
		5	Action Plan
14	Risk Leadership Forum: Architecting Resilient Retail Banking – The Expert's Playbook	1	Risk as Value Driver to Achieve BRI's Aspiration
		2	Architecting Resilient Retail Banking: The Expert's Playbook
15	Onboarding Commercial Credit Risk Head dan Regional Risk Management Head Training	1	Strengthening Risk Management for Sustainable Growth
		2	Commercial Credit Strategy & Initiatives "From Growth to Quality"
		3	MCS Credit Strategy & Initiatives
		4	Strengthen Commercial Credit Risk Capability Building
		5	Strenghten Micro Risk Capability Building
		6	Strenghten Consumer Credit Risk Capability Building
		7	Enterprise Risk Management & Governance
		8	Strategic Recovery Management
		9	Sectoral Business & Risk Analysis
		10	Strengthening Micro & Consumer Collection Strategy
		11	Leader's Talk
		12	Project Assignment Presentation
16	Equipping TL CRA SME dan CRA Commercial (Senior) Training	1	Commercial Credit Strategy & Initiatives "From Growth to Quality"
		2	MCS Credit Strategy & Initiatives
		3	Strengthen Commercial Credit Risk Capability Building
		4	Enhanching SME Credit Risk Capability
		5	Quick Win Commercial Business as New Growth Engine
		6	Value Chain Business Acceleration in Commercial & SME Business
		7	Trade Facility for CSME Total Business Solution

No	Program Name	Topics/Description	
17	BSDP 1 Credit Risk Analyst (CRA) Team Member Training	8	Leaders Talk: Stakeholder Management
		1	Calculation of Credit Needs
		2	Financial Statement Analysis (Cash Flow)
		3	Critical Points of Credit Package Analysis
		4	Optimizing the Use of New BRISPOT S5 Technology (Credit and MAB process efficiency)
		5	Legal Drafting of Credit Terms
18	BSDP 0 Credit Risk Analyst Training	1	Basics of Financial Statement Analysis
		2	Credit Analysis
		3	Financial Report Forensics
		4	Credit Package Analysis
		5	Legal Aspects of Credit
		6	Credit Risk Management
		7	Brispot S5 Technical
19	BSDP 1 Team Leader RORC Training	1	Operational Risk Management
		2	Fraud Risk Management
		3	Regulatory Compliance
		4	Anti Money Laundering
		5	Portfolio Management
		6	Service Excellence
		7	Disciplinary Regulations
		8	Bookkeeping Verification
		9	Legal Litigation
		10	Reputational Risk
		11	Management Improvement Plan (RPM)
		12	Leadership
20	BSDP 1 MRR Training	1	Fraud Management
		2	Operational Risk Management
		3	Risk Culture
		4	BCM & K3
		5	Compliance
		6	Portfolio Management
		7	Mikro Credit
		8	SME Credit
		9	Consumer Credit
		10	Management of Non-Performing Loans
		11	Reputational Risk
		12	Interview Techniques and Information Search

No	Program Name	Topics/Description	
21	BSDP 0 MRR Hiring Training	1	Organizational structure, DUJ, Leaders Talk
		2	BRILiaN Culture (Compliance, Risk, Anti Fraud, Security Awareness)
		3	Banking Operations (General Banking, Accounting & Reporting, Overview Product, dan other sub topics)
		4	Banking Business (Critical Points Product, Transaction Banking, Credit, Risk & Compliance, and other sub topics)
		5	Operational Risk Management
22	BSDP 0 MRR Sumber Internal Training	1	Organizational Structure, DUJ, Leaders Talk
		2	BRILiaN Culture (Compliance, Risk, Anti Fraud, Security Awareness)
		3	Banking Operations (General Banking, Accounting & Reporting, Overview Product, and other sub topics)
		4	Banking Business (Critical Points Product, Transaction Banking, Credit, Risk & Compliance, and other sub topics)
		5	Operational Risk Management
23	Onboarding Department Head Regional Micro & Consumer Collection (MCC) Training	1	Fungsi Collection
		2	Business Process Collection & Recovery
		3	Manajemen Portfolio
		4	Collateral Auction
		5	Collection Communication
24	Onboarding RM Collection Training	1	Leadership
		2	Credit Quality Overview
		3	Regulatory Collection
		4	Monitoring and Management of Non-Performing Loans
		5	Auction Portal and Auction Info Website
		6	Insurance Claims / BRISURF
		7	Introduction BRISPOT Digital Collection
		8	Collateral Assessment for Settlement
		9	Legal Aspects of Handling Non-Performing Loans
		10	Negotiation Skill
		11	Assignment
25	Onboarding Field Collection Training	1	Credit Quality Overview
		2	Regulatory Collection
		3	Monitoring and Management of Non-Performing Loans
		4	Overview of Collateral Auction
		5	BRISPOT Digital Collection
		6	Collateral Assessment
		7	Legal Aspects of Handling Non-Performing Loans
		8	Communication and Negotiation
		9	Negotiation Skill
		10	Assignment

No	Program Name	Topics/Description	
26	Onboarding Collection Assistant Training	1	Data Analytic
		2	Monitoring and Management of Non-Performing Loans
		3	Auction Portal and Auction Information Website
		4	Simple Lawsuit and Summons
		5	Communication and Negotiation
		6	Assignment
27	Onboarding Jabatan Micro, Consumer & Small Risk (MCS) Team Training	1	Modul Mandatory (Risk Culture, Compliance Culture, Anti Fraud, PDP, Security Awareness)
		2	General Credit Policy
		3	ERM Fundamental
		4	CKPN
		5	Operational Risk
		6	Small & Medium Credit Risk
		7	Micro Credit Risk
		8	Consumer Credit Risk
		9	Risk Data Analytics
		10	Risk Mitigation Recommendation
28	BSDP 1 RM CRR Team Leader Training	1	Coaching & Mentoring
		2	Leadership (Execution Focused Leadership)
		3	Digital Mindset
		4	Negotiation & Comuncation Skill
29	BSDP 1 RM CRR Team Member Training	1	Auction Portal Version 2.0
		2	Brispot CRR
		3	Digital Marketing Pemasaran Aset
		4	Negotiation & Comuncation Skill
		5	Legal Aspects of Resolving Problematic Credit (Litigation)
		6	Monitoring & Pengelolaan Kredit Bermasalah
30	CFE (Certified Fraud Examiner)	1	Fraud Prevention and Deterrence
		2	Financial Transactions and Fraud Schemes
		3	Investigation
		4	Law
31	Enhancing Your ERM	1	Applying Quantitative Methods to Realize an Integrated Risk Management Implementation Model (Enterprise Wide)
		2	Measuring the Impact of ERM Implementation on Corporate Value Creation (Parameters and Methodology)
32	BSDP 1 Risk Fundamental Trade Financing	1	Wholesale Transaction Banking Concept
		2	Payment Metode, Trade Cycle & Working Capital Requirement
		3	Trade Services Solution
		4	Traditional Lending vs Trade Finance Product
		5	A wide range of supply chain finance solutions

No	Program Name	Topics/Description	
		6	Solusi Guarantee
33	From Theory to Practice - Fraud Risk Assessment and Predictive Fraud Analytics with Machine Learning	1	Fraud Risk Assessment
		2	Predictive Fraud Analytics With Machine Learning
34	Pendidikan Risk Balanced Sheet Management	1	IRRBB (Interest Rate Risk in the Banking Book)
		2	LCR (Liquidity Coverage Ratio)
		3	NSFR (Net Stable Funding Ratio)
35	ICoFR Scope of Business Process Education	1	Risk Identification and Control Process
		2	Implementation of Effectiveness Testing of Control Design
		3	Key Challenges dan Tips & Trick
36	Indonesian Palm Oil Conference (IPOC) 2025	1	Trends, global supply-demand, renewable energy policies, and trade regulations that affect the Palm Oil industry
		2	The impact of price and policy changes on the risk profile and repayment capacity of debtors in the palm oil sector
		3	Insights into the Palm Oil industry gained in conducting credit risk assessment processes and designing strategies to mitigate bank portfolio risks.
37	Personal Data Protection Masterclass: Mastering Theory, Regulation, and Implementation	1	Concept and Background of Personal Data Protection
		2	Personal Data Protection Law (UU PDP)
		3	Enforcement of the PDP Law in Indonesia
		4	Design and Implementation of Personal Data Protection Program
		5	Steps to Design a Personal Data Protection Program
		6	Implementasi Program Pelindungan Data Pribadi
38	Masterclass Program Series XXIV: Risk Mitigation in Digital Transformation	1	Digital transformation strategies, principles and practices, and their implications for organizations
		2	Identifying risks and opportunities associated with digital transformation
		3	Managing digital change effectively at the operational level
39	National Anti Fraud Conference 2025	1	Challenges and Solutions in Various Sectors
		2	The Use of Technology and Social Media
		3	The Importance of Education and Collaboration
		4	Fraud as a Multidimensional Challenge
		5	BPK's Corruption Prevention Strategy
		6	Effectiveness of Supervision Integrity and Improvement
		7	Fraud Eradication Transformation
40	Fraud Auditing 2 Training	1	Fraud risk management, fraud prevention & detection
		2	Simulation of investigative assignments, methodology, interview techniques and preparation of BAP, evidence procedures – filing
		3	Case analysis, modus operandi, internal and external case exposure
		4	Simulation of investment fraud, financing, and asset misuse
		5	Simulation of fraud in procurement of goods/services and supply chain management
		6	Simulation of financial loss calculation and provision of expert testimony
			Anti money laundering, asset tracing and recovery

No	Program Name	Topics/Description	
41	Retention and Management Training of Personal Data Protection Failure Incident	1	Personal Data Retention
		2	Failure of Personal Data Protection
42	Privacy and Data Protection Training	1	Basic Concept of Privacy and Data Protection
		2	PDP Legal Framework in Indonesia and other countries
		3	Personal Data Categorization
		4	PDP Principles and Lawful Basis of Processing
			PDP Policy and Procedures
43	Risk Data Analytics - SQL Level Basic	1	Basics of SQL and database
		2	Simple queries to retrieve, filter, and summarize data in the credit and operational fields.
		3	Processing complex data, data transformation, using window functions, and producing credit & risk portfolio analysis
44	SAS Risk, Fraud & Financial Crimes Customer Connection for Banking and Insurance	1	Fraud & Financial Crimes Focus
		2	Risk Management for Banking & Insurance Focus
45	Association of Certified Fraud Examiners (ACFE) Deal or Deception? Detecting Fraud Before the Merger Closes Seminar	1	Fraud risk on Mergers and Acquisitions (M&A) due diligence
		2	The importance and limitations of fraud exclusion provisions in M&A contracts
		3	Detecting financial statement fraud
		4	Fraud Triangle to understand seller behavior in M&A (Case Study and illustration)
		5	Legal and contractual instruments
46	Indonesian In-House Counsel 2025 Seminar	1	Legal competence and regulatory analysis skills
		2	Strategic thinking in responding to the challenges of the latest global trends
		3	Problem-solving skills based on legal and business perspectives
		4	Updates on relevant international legal and policy issues
47	National Conference Seminar XI of Risk Management Professionals	1	Leadership in Uncertainty - Building Ethical Risk Cultures in Organizations
		2	Supply Chain and Business Resilience: Managing Supply Risk in an Uncertainty Era
		3	Inovasi Risk Modeling and Data Analytics "Using AI, from Reactive to Predictive"
		4	Risk Mitigation in Maintaining Financial Stability in Volatility Period
		5	Financial Resilience "How to Interlink Financial Contigency Plan and Risk Strategy"
		6	Enhance Organizational Reputation Through Task Force on Nature Related Financial Disclosure
48	ToT Materi Risk Framework (ERM Fundamental) Training	1	Risk Management Concept
		2	Risk Management Based on SNI ISO 31000:2018 - Risk Management – Guideline
		3	Legal & Strategic Risk Management
		4	Risk Governance and Leadership

Risk Management Certification

Risk Management Certification is proof of the fulfillment of HR competencies in BRI's Risk Management in accordance with the competency standards issued by the Banking Sector Professional Certification Institution (LSP). The number of employees holding Risk Management Certification at BRI in 2025 is as follows:

No	Certification Level	Participant
1	Level 4	3.827
2	Level 5	952
3	Level 6	29
4	Level 7	28
Total		**4.836**

Implementation of Risk Management Functions In 2025

1. **Determination of Risk Appetite Statement (RAS) and Risk Limit**
   BRI's Risk Appetite Statement (RAS)serves as an objective guideline in strategic decision-making related to risk management and as a management instrument in implementing Good Corporate Governance (GCG). In 2025, the Board of Directors updated BRI's Risk Appetite Statement (RAS) in the form of quantitative statements, formulated by taking into account the Bank's risk-taking capacity as well as its overall strategies and corporate objectives. The determination of the RAS has obtained approval from the Board of Commissioners and has been duly communicated to the Controlling Shareholder. The RAS is reviewed annually or at any time as necessary, with due consideration to changes in BRI's business plans and objectives, developments in the business environment, and Shareholders' aspirations.

   Furthermore, the RAS is reduced to the risk limit for each risk indicator. The determination of RAS and risk limits is carried out by taking into account the level of risk to be taken as well as the overall strategy and targets of the Bank. The set risk limits include overall (composite) risk, per type of risk, and per functional activity. The determination of risk limits is used as a guide for business unit activities to manage the type and amount of risk that is acceptable.

2. **Preparation of a Systemic Bank Recovery Plan and v Resolution Plan**
   In 2025, BRI updated the Recovery Action Plan, which are regulated in POJK No. 5 of 2024 concerning the Determination of Supervisory Status and Handling of Problems of Commercial Banks.

   The Recovery Action Plan document outlines mechanisms aimed at preventing, recovering, and/or improving BRI's financial condition in response to financial crises or other market disruptions that impact capital, liquidity, profitability, and asset quality, which may threaten BRI's business continuity. In addition to the Recovery Plan, BRI has prepared the Resolution Plan document contains information about the Bank and resolution strategies, which serve as one of the considerations for LPS in handling or resolving banks classified as failing banks as mandated under LPS Regulation No. 2 of 2024 concerning Resolution Plans for Commercial Banks.

   The contents of the Recovery Action Plan include:
   a. Materiality analysis and ranking to determine the ranking of business lines, office networks, and subsidiaries;
   b. Analysis of external business linkages;
   c. Impact scenario analysis of changes through Stress Testing, divided into three (3) scenarios: Idiosyncratic, Market-wide, and a combination of both (worst-case scenario);
   d. Trigger levels for activating the Recovery Action Plan based on the results of Stress Testing, categorized into prevention, recovery, and improvement levels according to OJK Regulation No. 5 of 2024; and,
   e. Recovery options for capital, liquidity, profitability, and asset quality.

   Meanwhile, the contents of the Resolution Plan include parts of the Recovery Action Plan, with the addition of:
   a. Analysis of critical economic functions;
   b. Analysis of critical shared service functions in IT and nonIT fields, along with their continuity in the resolution phase;
   c. Analysis of critical financial market infrastructure relationships, along with their continuity in the resolution phase;
   d. Analysis of resolution options; and
   e. Identification of assets

   The Disclosure Report on the Recovery Action Plan and Resolution Plan of BRI is presented to internal and external parties, with the level of disclosure adjusted according to each targeted audience.

3. **Implementation of Risk-Weighted Assets Calculation for Credit Risk under Basel III Reform Standardized Approach**
   As of January 1, 2023, BRI will start implementing the calculation of Risk-Weighted Assets (RWA) for Credit Risk in accordance with SEOJK No 24/SEOJK.03/2021 dated October 7, 2021 concerning Calculation of Risk-Weighted

Assets for Credit Risk using a Standard Approach for commercial Banks.

Changes in the calculation methodology in these provisions include:

a. Changes in risk weights and more granular bucket numbers.
b. More diverse portfolio category classifications.
c. The need to carry out due diligence on counterparties to ensure understanding of the risk profile and characteristics of counterparties so that risk weighting does not depend solely on external ratings.

In the implementation of the new calculation standard, BRI has developed an automated calculation system, particularly for the classification of loan assets, and has reported it to the OJK every month since January 2023. In 2025, BRI implemented OJK policies related to the calculation of RiskWeighted Assets (RWA) for derivative transactions through Central Counterparty (CCP). This step strengthens credit risk mitigation and supports capital efficiency in accordance with Basel III standards. With CCP as an intermediary, BRI ensures that derivative transactions are safer, more transparent, and in line with regulations, thus enhancing banking stability and customer trust.

4. **Implementation of Risk-Weighted Asset Calculation for Market Risk under Basel III (Fundamental Review of The Trading Book)**
   In accordance with SEOJK No.23/SEOJK.03/2022 dated December 7, 2022, on the Calculation of Risk-Weighted Assets for Market Risk, BRI has implemented the calculation (system and methodology) of Market Risk RWA in the calculation of the Minimum Capital Adequacy Ratio (KPMM) starting from January 2024. The update of regulations related to Market Risk RWA aims to strengthen the capital held by banks, address weaknesses identified during the global financial crisis, and minimize discrepancies in the capital models used by banks.

5. **Implementation of Interest Rate Risk in the Banking Book (IRRBB) Calculation**
   BRI has implemented a methodology to measure the impact of interest rate movements in the banking book through Interest Rate Risk in the Banking Book (IRRBB) in accordance with SEOJK No.12/SEOJK.03/2018 dated August 21, 2018. The IRRBB calculation is regularly conducted using the Economic Value of Equity (EVE) and Net Interest Income (NII) methods. The EVE method uses a long-term perspective to calculate interest rate sensitivity to Tier 1 capital, while the NII method uses a short-term perspective to calculate interest rate sensitivity to BRI's estimated income for the coming year.

6. **Implementation of Model Risk Management**
   BRI has implemented a framework designed to identify, measure, monitor, and control risks arising from the use of models in decision-making processes. Model risk inherent in each model is subject to continuous monitoring. The responsibility for model risk control lies with the work unit performing the Model Risk Management function and the work unit responsible for model validation. Such responsibilities include risk measurement and monitoring throughout the model lifecycle. Additional responsibilities encompass independent validation and review procedures.

7. **Development of Methodology for Validating Internal Credit Risk Rating and Credit Risk Scoring and Validation of the CKPN Model**
   Based on the Basel Capital Accord and in accordance with OJK requirements, internal models must meet a series of minimum criteria. In line with Basel provisions and the OJK Circular No. 34/SEOJK.03/2016 on Risk Management for Commercial Banks, it is stated that banks must measure risks in accordance with the characteristics and complexity of their business activities. OJK also requires banks to have a strong internal process for validating all components of the credit risk models they use.

8. **Process of Improving the Counterparty Limit Structure and Developing Risk Limits in the Guava Application as Part of the Guava Application Revamp Project**
   Based on the needs from changes in the organizational structure and strategy of the Treasury business group, as well as the increasingly complex Treasury business requirements, adjustments to the counterparty limit structure within the Guava application are needed to support better risk management performance. Furthermore, in alignment with the risk management strategy to strengthen the monitoring process of dealer performance in the Treasury business group, a Risk Limit development process has been carried out within the Guava application, which is one of the components of the Guava application revamp project.

9. **Integrated Risk Management**
   In line with the expanding scope of BRI Financial Conglomeration in accordance with OJK Regulation No. 30 of 2024 concerning Financial Conglomerates and Financial Conglomeration Holding Companies, the MPE Group has established an integrated Risk Management framework. To facilitate effective Risk Management, members of the Financial Conglomeration are classified into Level 1, Level 2, and Level 3 entities, including certain members designated as holding entities of Level 3 members. The MPE Group has also conducted a gap

analysis to assess the adequacy of risk governance organs. In addition, the Integrated Risk Management Forum has been further developed into the Integrated Risk Management Sub-Committee, the Integrated Risk Management Directors Forum, and the Integrated Risk Management Work Unit Forum.

10. Implementation of Anti Fraud Strategy

In compliance with OJK Regulation Number 12 of 2024, dated July 21, 2024, on the Implementation of Anti-Fraud Strategies for Financial Service Institutions, and as a demonstration of the commitment of the Board of Directors and Board of Commissioners, BRI has strengthened fraud control through the implementation of an anti-fraud strategy. The BRI Anti-Fraud Strategy regulations have been updated in accordance with Circular Letter P3MRO No. SE.58.b-DIR/ ORD/12/2022, Book 2, concerning BRI's Anti-Fraud Strategy, dated December 31, 2024. The implementation of the AntiFraud Strategy consists of:

1. Pilar 1 (Prevention)
   It is the responsibility of all levels of the Bank to minimize the potential for fraud by strengthening awareness and an anti-fraud culture which is manifested by the willingness to sign an integrity pact by all levels of the Bank's organization including the Board of Directors, Board of Commissioners and all BRILian personnel at least once a year. Programs implemented in the prevention pillar include: education and development of anti-fraud competency for all employees, increasing awareness for customers which is carried out regularly through the Bank's social media platforms, identifying vulnerabilities in the Bank's operational activities and/or business processes, as well as getting to know employees policies.
2. Pilar 2 (Detection)
   It is the responsibility of all levels of the Bank to detect fraud that occurs within the Bank. Devices used to detect fraud include: Whistleblowing System, Fraud Detection System, surprise inspection activities that prioritize vulnerable business units or activities, as well as the implementation of a monitoring system.
3. Pilar 3 (Investigation, Reporting and Sanctions)
   Investigation activities are carried out by the Fraud Investigation Function and the results are reported to the Board of Directors and Board of Commissioners, as well as Regulators, including recommendations for resolving cases in the form of applying disciplinary sanctions and/ or legal processes in accordance with the Bank's internal provisions and applicable legal regulations.
4. Pilar 4 (Monitoring, Evaluation and Follow-up)
   This is a monitoring activity regarding the follow-up to the results of fraud investigations as well as efforts to improve the internal control system to prevent the same fraud incident from recurring. The Board of Directors and Board of Commissioners actively carry out regular monitoring and evaluation of the implementation of anti-fraud strategies.

11. Strengthening Digital Risk Management

Along with the development of the bank's digitalization, the exposure to risks in using digital platforms for banking services has also increased. This rise in risk exposure requires a more adaptive and effective digital risk control process to enhance the resilience of the bank's infrastructure and the reliability of BRI digital services.

In response to such developments, BRI has issued Guidelines for the Implementation of Digital Risk Management as the foundation for assisting, monitoring, and assessing the adequacy of digital risk management across all work units and entities within the financial conglomeration. The implementation of these guidelines is supported by comprehensive digital risk management tools, including a digital risk register, Key Risk Indicators (KRI), an incident database and analytics platform, as well as action plan management integrated into the overall risk management framework.

Currently, to align with the bank's business growth and adapt to the increasing digital risk exposure resulting from digitalization, BRI is enhancing the Integrated Risk Management System (IRMS Tools) to strengthen its capabilities in monitoring, reporting, and conducting more structured and data-driven risk analysis.

From a governance perspective, the Digital Risk Group continuously updates internal regulations and expands policy modules to ensure alignment with technological advancements, evolving cyber threat dynamics, and increasingly complex risk mitigation requirements.

BRI's commitment to Personal Data Protection has been further strengthened through the establishment of a Data Protection organization as a form of compliance with the Personal Data Protection Law (PDP Law). The implementation of data protection is carried out in a measured and structured manner, supported by strengthened documentation, monitoring of control effectiveness, and the application of continuous improvements to enhance the maturity of Personal Data Protection practices. This initiative also contributes to the enhancement of BRI's Environmental, Social and Governance (ESG) performance, particularly within the governance and information security dimensions.

As part of the implementation of integrated governance within the Financial Conglomeration, BRI together with its Subsidiaries has undertaken the harmonization of standards and the strengthening of consolidated digital risk oversight to ensure aligned digital resilience across all entities.

12. **Establishment of the IT Third Party Risk Management Department**

    In line with the increasing reliance on Information Technology Service Providers (PPJTI) and Digital Partners in supporting the Bank's business operations, BRI views third-party risk management as a strategic risk area that is critical to operational stability and the Bank's reputation.

    In 2025, BRI established the IT Third Party Risk Management Department under the Digital Risk Group as a strategic initiative to strengthen information technology third-party risk management in a structured and end-to-end manner.

    The establishment of this Department underscores BRI's commitment to ensuring that all collaborations with PPJTI and Digital Partners are grounded in comprehensive risk identification, assessment, monitoring, and control processes, including oversight of information security, service reliability, regulatory compliance, and operational sustainability aspects.

    As part of strengthening the governance framework, BRI is currently preparing a Circular Letter (Surat Edaran) on Information Technology Third-Party Risk Management, as well as a Risk Management Handbook for PPJTI and Digital Partners. The formulation of these policies and guidelines aims to ensure standardized third-party risk management processes across all Work Units and Subsidiary entities, while reinforcing oversight of risk exposures arising from collaborations with external information technology parties.

    This initiative further affirms BRI's direction in managing digital ecosystem risks comprehensively, while ensuring that digital expansion and innovation are aligned with prudential principles, sound governance practices, and prevailing regulatory requirements.

    Through this enhancement, BRI positions third-party risk management not merely as a compliance function, but as a strategic instrument to safeguard systemic stability and maintain Stakeholders' trust.

13. **Granular Credit Scoring**

    BRI has developed a scoring model based on more specific criteria by examining the risk profile of particular characteristics. The goal of the granular scoring model is to provide a more accurate and targeted credit risk assessment based on the risk profile of each customer. This allows credit to grow while maintaining high-quality credit standards.

14. **Development of Early Warning Signals for Corporate and SME Loan**

    To enhance credit risk monitoring, BRI has developed an Early Warning System (EWS). The EWS system is built using both internal and macro risk indicators and incorporates forwardlooking analysis. The EWS system is implemented for the Corporate and SME segments. The EWS generates signals (warnings) that BRI uses as a reference to determine actions that need to be taken in the asset management process.

15. **Policy on Debt Write-Off PP 47**

    BRI consistently supports government programs, including policies related to the write-off of loans for SMEs. BRI has issued internal regulations concerning the write-off of loans for SME borrowers.

16. **Assessment of the Adequacy of New Bank Product Risk Management (PBB)**

    The product owner is required to conduct a self-assessment on every plan to issue a New Bank Product (PBB). Furthermore, the Risk Management Business Unit (SKMR) coordinated by the Operational Risk Division evaluated the adequacy of risk management against the plan to issue New Bank Product. In this assessment, Risk Management Business Unit ensured that every risk attached to the plan to issue New Bank Product and controls had been properly identified and measured. The process of assessing the adequacy of risk management involved Risk Management Business Unit in accordance with the areas of risk that were their authority. An assessment of the adequacy of risk management was also carried out on the plan to organize activities for the Bank's own activities as a form of implementation of the Bank's Risk Management.

    The risk management policy for the planned issuance of PBB is regulated in Circular Letter No. SE.30-DIR/PPM/11/2024 Book 2 on Risk Management in Product Implementation. The adequacy assessment of risk management from SKMR is then used for the further product management process of the Bank, both internally and in reporting to the Regulator, in accordance with POJK No. 13/POJK.03/2021 on Commercial Bank Product Implementation.

17. **Increased Capability of Regional Operational Risk & Compliance (RORC)**

    The establishment of Regional Operational Risk & Compliance (RORC) was carried out to strengthen the implementation of Risk Management at the Regional level in order to realize the risk management aspirations of "Managing Risk for Sustainable Bussines, Operational Excellent, and Banking Resilience".

    RORC di in the Regional Office acts as a control tower that maintains the quality of the portfolio and operations at the Regional level and is led by an Officer at the Vice President (VP) level called the RORC Head. RORC's organizational structure consists of an RORC Head who supervises Credit Risk Analyst (CRA) and Risk Management and Compliance (RMC).

    The RMC, based at the Regional Office, supervises the Micro Retail Risk Management & Compliance (MRR) function located at the Branch Offices, which in turn oversees the Retail and Micro Work Units. The roles and responsibilities of MRR are stipulated under SOP No. SO.36-ORD/12/2024 concerning the Regional Risk Management Standard Operating Procedures.

    To support the implementation of the RORC role, several competency development activities have been conducted throughout 2025, including:

    a. Implementation of the Risk Upgrade Series Webinar for the RORC Team.
    b. BSDP training for RORC, RMC and MRR.
    c. In-House Training (IHT) for the RORC Team at the Regional Office.
    d. Awareness Programs for the RORC Team (RRM Smart (Sharing Session), Podcast, Risk Awareness: catalog, Video, Flyer, BRILIAN Sadar Risk, Risk in News, dan E-Learning).
    e. Risk Management Certification (Levels 4 and 5) and compliance certification.
    f. Quality Assurance Implementation across all RMC and MRR.
    g. MRR Assessment: Evaluation/Re-assessment of MRR with results categorized as Fit or Need Improvement.

    MRR, as a partner to Branch Office Unit Leaders, is primarily responsible for ensuring operational risk management and compliance to safeguard performance targets, fraud control, human error prevention, BCM & K3 implementation, and adherence to internal and external regulations within its assigned units. To support MRR activities, several system developments have been implemented, including:

    a. Dashboard Early Warning Sign : Dashboard Profil Risiko Regional, Key Risk Indicator Dashboard (KRID), Operational Supervision Dashboard (DPO), Irregularity Activity Tools.
    b. Fraud Detection System.
    c. Data Collaboration with 3rd Line: Regular Monitoring and Fraud Risk Detection.
    d. Operational Risk Management Tools: BRIOPRA 4.0 and IRMS.

18. **Implementation of Risk Awareness Culture**

    Risk & Governance Culture is the basis for implementing the BRI One Culture national cultural theme to ensure the implementation of risk management in every banking activity. In 2023, Risk Culture provisions have been issued through SE.04-DIR/CTR/01/2023 dated January 31, 2023 regarding Corporate Culture Book 2 Risk Culture as a guide for Insan BRILian in implementing and supporting the implementation of Risk Culture.

    Risk culture internalization programs that have been implemented include:

    a. Culture Activation Program (CAP)
       Each business unit has established a CAP to shape the behavior needed to achieve KPIs prudently through the activities specified in the CAP.
    b. Build Worker Risk Awareness in Business Unit
       SKMR routinely delivers risk awareness media in the form of letters, media infographics, webinars, podcasts, e-learning, the Bank's official social media accounts and email/WA/sms blasts.
    c. Empowering Risk Officer
       The involvement of the Risk Officer as the Transformation Driving Team is required in internalizing and ensuring that the implementation of risk culture is implemented. Thus, the MR function is strengthened through adjusting operational procedures and upgrading knowledge and technical skills through education/socialization.
    d. Early Detection
       The implementation of a risk culture needs to be supported by Early Warning System tools which can help mitigate or correct risk events early.
    e. Business Process Review
       Risk culture activities are reflected through the implementation of daily banking operational procedures. Thus, it is necessary to review the adequacy of control over operational procedures.

19. **Implementation of Business Continuity Management (BCM) and K3 Management System (SMK3)**

    BRI recognizes and understands its role in providing banking products and services while ensuring business continuity, both under normal conditions and during disruptions or disasters. This has led BRI to establish

specific policies to identify, test, and implement Business Continuity Management (BCM). BCM constitutes a critical process for the Bank to maintain business operational continuity and minimize potential impacts arising from disruptions or disasters. Accordingly, the policies governing the implementation of BCM at BRI are set forth in the Board of Directors Circular Letter No. SE.12-DIR/MPE/09/2025 dated 29 September 2025 concerning Business Continuity Management and the Standard Operating Procedure (SOP) No. SO.09-ORD/03/2025 dated 27 March 2025 concerning Business Continuity Management.

In addition, BRI's main commitment to the health and safety of employees' lives was met by implementing an Occupational Safety and Health Management System (SMK3) to minimize operational risks. The implementation of Occupational Safety and Health Management System at BRI was coordinated by the BCM and OHS Departments in the Operational Risk Division, under the Risk Management Directorate. The BRI SMK3 policy is regulated in the Circular Letter of the Board of Directors No. SE.12-DIR/MPE/09/2025 dated September 29, 2025, Book 1 concerning Business Continuity Management (BCM) and Book 2 concerning the Occupational Health and Safety Management System (SMK3), as well as SOP No. SO.09-ORD/03/2025 dated March 27, 2025.

During 2025, BRI implemented several programs for Business Continuity Management (BCM) and Occupational Health and Safety Management System (SMK3), including: Risk Assessment for Disaster Threats (PRAB), Business Impact Analysis (BIA), review and updating of the Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), Emergency Response Plan (ERP); Socialization and training for floor wardens; preparation of BCM and K3 risk awareness materials in the form of letter, infographics, video, dan podcast; as well as conducting emergency response simulations and drills across all Regional Offices and Branch Offices to ensure workers' understanding in facing disruptions/disasters.

In line with efforts to strengthen the implementation of BCM, BRI has obtained ISO 22301:2019 certification for the implementation of the Business Continuity Management System (BCMS) from PT BSI Group Indonesia for the scope of financial transactions and banking payment systems. It is expected that this certification will ensure and enhance resilience in the banking payment system in facing disruptions/disasters.

20. **Preparation for the Implementation of Minimum Capital for Operational Risk Using the Standardized Approach**
In the calculation of capital requirements and Operational RWA in accordance with SEOJK No. 6/SEOJK.03/2020 dated April 29, 2020, on the Calculation of Risk-Weighted Assets (RWA) for Operational Risk Using the Standardized Approach for Commercial Banks, BRI has set regulations for Operational Risk RWA using the standardized approach through the Director's Circular No. SE.66-DIR/MPE/12/2022 Book 2 on Operational RWA Calculation. BRI reported the results of the Operational RWA calculation to OJK on April 30, 2025. This measurement is intended to assess the adequacy of a bank's capital against operational risk exposures over a one-year period.

Committees Under The Board of Directors

The Board of Directors formed a committee to assist in carrying out the duties and responsibilities of managing the bank. As of December 31, 2025, BRI has Committees under the Board of Directors as follows:

1. Asset and Liability Committee (ALCO)
2. Credit Policy Committee
3. Environmental, Social & Governance (ESG) Committee
4. Human Capital Committee
5. Information Technology Steering Committee
6. Procurement Committee
7. Product Committee
8. Risk Management Committee
9. Transformation Steering Committee
10. Financial Conglomeration Governance

Asset and Liability Committee

ALCO is a Committee at the Head Office which is responsible for formulating and determining assets and liabilities.

Asset And Liability Committee (ALCO) Charter

In carrying out its duties, ALCO refers to the Director's Decree No. Nokep.: 5892-DIR/PPM/11/2025 dated November 25, 2025 concerning the Asset and Liability Committee (ALCO) of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulates ALCO Organization, Duties, Authority and Responsibilities, Work Procedures.

Duties and Responsibilities of Asset and Liability Committee (ALCO)

The Asset and Liability Committee (ALCO) has the following duties and responsibilities:

1. To establish strategies for the Bank's asset and liability management in order to optimize Net Interest Income (NII), including:
   a. Liquidity management strategies;
   b. Market risk management strategies (interest rate and foreign exchange risk);

c. Cost-bearing liabilities/funding and Cost of Funds (CoF) management strategies;
d. Earning asset and interest income management strategies (Yield Management);

2. To determine interest rate strategies for Loan products, Third-Party Funds (DPK), and Trade Finance (TF), including the Base Lending Rate (SBDK), Counter Rates, and Special Rates.
3. To evaluate the effectiveness of such strategies in alignment with the objectives of liquidity risk and market risk management.

Structure of Asset And Liability Committee (ALCO) Membership

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman I (concurrently Permanent Member)	√
Group Head, Assets & Liabilities Management, or the Work Unit Responsible for Liquidity & Funding Management	Secretary (concurrently Permanent Member)	-
Director of Treasury & International Banking	Permanent Member	√
Director of Finance & Strategy	Permanent Member	√
Director of Risk Management	Permanent Member	√
Director of Micro	Permanent Member	√
Director of Consumer Banking	Permanent Member	√
Director of Commercial Banking	Permanent Member	√
Director of Corporate Banking	Permanent Member	√
Director of Operations	Permanent Member	√
Director of Network & Retail Funding	Permanent Member	√
Director of Information Technology	Permanent Member	√
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-
SEVP Ultra Micro Business	Permanent Member	-
SEVP Retail Transaction & Funding	Permanent Member	-
SEVP Digital Banking	Permanent Member	-
SEVP Retail Risk	Permanent Member	-
SEVP Wholesale Risk	Permanent Member	-
SEVP Human Capital	Permanent Member	-
SEVP Corporate Transformation	Permanent Member	-
Relevant Group Head (subject to the agenda and resolutions of the ALCO Meeting)	Anggota Tidak Tetap	-
Assets & Lialibity Management Group or the Work Unit Responsible for Liquidity & Funding Management	ALCO Supporting Group	-
Planning, Budgeting & Performance Management Group	ALCO Supporting Group	-
Market, Portofolio & Enterprise Risk Management Group	ALCO Supporting Group	-
Financial & Management Accounting Group	ALCO Supporting Group	-

Profile of Asset and Liability Committee (ALCO) Member

Profiles of ALCO members can be seen in the Profile of the Board of Directors section of this Annual Report.

Asset and Liability Committee (ALCO) Independence Statement

All members of ALCO had no affiliation with other Directors, Commissioners or Controlling Shareholders, they were not shareholders of the Company which may affect their ability to act independently, Commissioners, Directors or employees of companies that have affiliations or do business with BRI.

Training and/or Competence Improvement of Asset and Liability Committee (ALCO) In 2025

ALCO's training and/or competency improvement can be seen in the Board of Directors' Training and/or Competency Improvement section in this Annual Report.

Meeting and Implementation of Asset and Liability Committee (ALCO) In 2025

MEETING POLICY

1. ALCO meetings are held on a regular basis At least 1 (one) time in 1 (one) 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 as stipulated in Article 2 of this Decree.
3. 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.
4. An ALCO meeting may be convened if attended by at least half of the ALCO Permanent Members plus one additional Permanent Member, including the Chair or Alternate Chair of ALCO.
5. The decisions of the ALCO Meeting were taken by deliberation and consensus. In the event that full agreement could not be reached, the decision of the ALCO Meeting was considered valid with the approval of 50% (fifty percent) of the total ALCO Members with voting rights plus 1 (one) ALCO Member, including members of the Board of Directors, one of whom was the Chairman of ALCO or Substitute of ALCO Chairman.
6. The convening of ALCO meetings, other than those stipulated in Article 4 points 1 to 5, may be conducted upon approval from the ALCO Chair.
7. Implementation of ALCO Overseas Business Unit refers to a separate decree prepared by each Overseas Business Unit considering several things such as organization, assetliability management strategy, etc. which is coordinated by the Business Unit in charge of Overseas Business Unit. The results of the ALCO Overseas Business Unit implementation are reported to the Director and Business Unit in charge.

REALIZATION OF MEETINGS AND DUTIES ASSET AND LIABILITY COMMITTEE (ALCO) IN 2025

No	Date	Meeting agenda
1	January 13, 2025	Determination of the quota for interest billing relief on deferred interest for Restructured Performing Loans, in alignment with changes to the Base Lending Rate (SBDK) policy pursuant to Financial Services Authority Regulation (POJK) No. 13 of 2024.
2	February 10, 2025	Review of funding plan up to Q1 2025
3	March 10, 2025	Determination of the 2025 ALM Grip, including the required yield and CoF limit per segment, as well as optimization of Net Interest Income (NII) through the management of excess liquidity.
4	April 23, 2025	Formulation of liquidity and CoF management strategies, including the Continuous Public Offering (PUB) IDR Program for 2025–2026
5	May 19, 2025	Fulfillment of liquidity requirements through sustainable funding for the period of May–June 2025
6	June 30, 2025	CoF efficiency initiatives, reduction of the gap between Ending Balance and Average Balance of CASA, additional time deposit quota allocation in selected RO for new customers, Contingency Funding Plan (CFP), and review of EWI calculation.
7	July 11, 2025	Providing special fixed rates on mortgage products and adding foreign currency credit to maintain foreign currency LDR.
8	August 12, 2025	Expansion of special rate quotas for the Micro and Commercial segments, as well as a review of the migration from manual corporate bookkeeping to a floating-rate engine.

No	Date	Meeting agenda
9	September 15, 2025	Extension of special rate quotas for the Commercial segment, review of Corporate Loan counter rates and special rate quotas, adjustments to the Base Lending Rate (SBDK), and management of funds under SAL KMK 276/2025.
10	October 16, 2025	Review of BRIDyna input issuance for CSME customers, expansion of special rate quotas for CSME, tagging of new ARS for Mortgage customers, adjustments of counter rates, and the application of special rates for Briguna, KPR, and corporate customers based on pipeline needs.
11	November 10, 2025	Adjustment of CSME credit counter rates and switching of special rates, monitoring of special rates in the Consumer segment, and addition of special rate quotas in the Corporate segment to maintain IDR yield.
12	December 9, 2025	Determination of the required yield for 2026, switching of special rate quotas in the Consumer and CSME segments, expansion of Corporate quotas, and proposals to reduce authority in approving special rates.

Credit Policy Committee

Credit Policy Committee is a committee at the Head Office level that assists the Board of Directors in formulating the Company's credit policies and provides recommendations for improvements to such credit policies.

Credit Policy Committee Charter

In carrying out its duties, the Credit Policy Committee refers to the Board of Directors Decree Nokep.: 5893-DIR/PPM/11/2025 dated November 25, 2025 concerning the Credit Policy Committee of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulates the Organization, Duties, and Responsibilities, and Work Procedures.

Duties and Responsibilities of The Credit Policy Committee

1. Establishing Bank's Credit Policy (KPB), particularly in formulating prudential principles in lending, as regulated in the Guidelines for Formulating Bank Credit Policies (PPKPB), and other credit policies that require decisions from the Credit Policy Committee Meeting.
2. Supervise the implementation of the Bank Credit Policy (KPB) in a responsible and sustainable manner and formulate alternatives and implementation solutions if there are obstacles.
3. Conducting periodic reviews of BRI's Credit Policy (KPB) and other credit policies in accordance with the minimum policy review timeframe as stated in BRI's KPB and other credit policies.
4. Carry out an evaluation of:
   a. Correct implementation of the authority to decide on loan or provide funds, development and quality of credit extended to Related Parties of the Bank and certain large debtors.
   b. The accuracy of the exercise of authority in approving credit or fund disbursement.
   c. Correct implementation of the provisions on the Legal Lending Limit (LLL).
   d. Certain large debtors and loans on the Special Mention Loan list.
   e. Policies on the provision for expected credit losses (CKPN) and write-off reserves.
   f. Resolution of non-performing loans in accordance with the provisions set forth in the Non-Performing Loan Resolution Guidelines (KPB).
   g. Compliance with statutory provisions and other regulations in the implementation of loan provision.
5. Conduct a study assessing the effectiveness of the loan internal control system.
6. Submitting periodic reports at least once a year to the Board of Commissioners regarding:
   a. The result of monitoring the implementation and execution of the Credit Policy (KPB) and other credit policies.
   b. The results of the evaluation related to point 4.
7. Monitor and evaluate the development and quality of the overall loan or financing portfolio.

The Membership Stucture of The Credit Policy Committee

The structure of the Credit Committee membership is as follows.

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman (concurrently Permanent Member)	√

Membership Structure	Position	Voting Rights
Group Head, Credit & Product Risk Policy or the Work Unit Responsible for Credit Policy Function	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	√
Director or SEVP according to the relevant Division/Function, in line with the committee agenda	Non-Permanent Member	√
Director of Compliance	Permanent Member	-
SEVP Internal Audit Unit	Permanent Member	-
Group Head under the relevant Risk Management Directorate, in line with the committee agenda	Non-Permanent Member	-
Other Group Heads, in line with the committee agenda	Non-Permanent Member	-

Profile of The Credit Policy Committee Members

The members' profiles can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of The Credit Policy Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, nor are they shareholders of the Company, which could affect their ability to act independently; Commissioners, Directors, and employees from companies that have affiliations or business with BRI.

Training and/or Improving The Competency of The Credit Policy Committee in 2025

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Duties Implementation of The Credit Policy Committee in 2025

MEETING POLICY

1. The Credit Policy Committee Meeting is held periodically at least once a year.
2. The Credit Policy Committee Meeting is conducted to propose the formulation, amendment, or revision of credit policies (KPB and other credit policies), as well as to discuss urgent and critical credit policy issues requiring an immediate response from the company.
3. If there is an urgent issue that needs to be discussed in the Credit Policy Committee, the relevant Business Unit may propose a meeting to the Secretary of the Credit Policy Committee.
4. The Credit Policy Committee Meeting is chaired by the President Director as the Chairman of the Credit Policy Committee. If the Chairman of the Credit Policy Committee is unavailable, the meeting will be led by a Substitute Chairman as stipulated.
5. A Credit Policy Committee meeting is declared to have a quorum if attended:
   a. Chairman of the Committee ;
   b. Permanent Members with Voting Rights;
   c. 2Two-thirds of the Permanent Members without voting rights and Non-Permanent Members (with or without voting rights).
6. Decisions in the Committee Meeting are made based on deliberation and consensus. If consensus is not reached, the Committee Meeting decision is considered valid if approved by 50% (fifty percent of the attending committee members plus one (1) additional member.
7. If the changes to the KPB (Credit Policy Book) are nonmaterial, the Credit Policy Committee's decision may be made through a circular memo with approval from the Chairman and other Committee Members with Voting Rights.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE CREDIT POLICY COMMITTEE IN 2025

No.	Date	Meeting Agenda
1	November 04, 2025	Determination of the Credit Delegation of Authority (PDWK) for Corporate, Commercial, Medium, Small, and Consumer loans.

Credit Committee

The Credit Committee is an operational committee that assists the Board of Directors in evaluating and/or deciding on loan applications for certain amounts and/or types of loan determined by the Board of Directors.

CREDIT COMMITTEE CHARTER

In carrying out its duties, the Credit Committee refers to the Decree of the Board of Directors NOKEP: S.469-DIR/KRD/03/2022 and its amendments concerning the Credit Committee which regulates the Organization, Duties and Responsibilities and Work Procedures.

DUTIES AND RESPONSIBILITIES OF THE CREDIT COMMITTEE

1. Provide decisions on approving or rejecting loans by the authority limits determined by the Board of Directors, including choosing/changing the loan structure and terms.
2. Conduct duties in providing loan decisions based on professional skills honestly, objectively, carefully, and thoroughly.
3. Reject requests and/or influence from interested parties to provide loan approval that is only a formality or outside of sound loan principles.
4. Sign the Loan Decision form (or other media determined by the Board of Directors and function as a loan decision) as proof of the loan decision and as a manifestation of the Financing Committee's responsibility.

CREDIT COMMITTEE MEMBERSHIP STRUCTURE

1. According to the type of authority it has, the Credit Committee is divided into:
   a. Non-Restructuring Credit Committee, namely a credit committee that has the authority to decide on new loan initiatives, extensions, supplementations, changes to terms, and other loan decisions not within the framework of restructuring; and
   b. Credit Restructuring Committee, namely the credit committee that has the authority to decide on loan initiatives in the context of restructuring performing loans and non-performing loans, loan settlements, loan write-offs, and write-offs.
2. Each credit committee consists of members from the Risk function and the Business function.
3. The structure and members of the credit committee are under the applicable SE PDWK (Credit Delegation Authority Decision).
4. Each credit committee is based at the Head Office, Regional Offices, Special Branch Offices, and Overseas Business Units (UKLN).
5. For the Credit Committee involving the Board of Directors and SEVPs, the allocation of Risk and Business function roles is governed by the Decree on the Delegation of Credit Authority (PDWK) in effect.
6. In their capacity as members of the Credit Committee, each approving member acts as a Credit Approving Officer according to their functional role (Risk or Business) within the Credit Committee as stipulated in the applicable PDWK Decree, rather than by their functional position as Board members or SEVPs of their respective divisions.

The membership structure of the Credit Committee is as follows.

Membership Structure	Position	Function	Voting Rights
President Director	Permanent Member	Risk	√
Vice President Director	Permanent Member	Risk	√
Director of Risk Management	Permanent Member	Risk	√
Director of Finance	Permanent Member	Risk	√
Director of Digital and Information Technology	Permanent Member	Risk	√
Director of Human Capital	Permanent Member	Risk	√
SEVP Change Management & Transformation Office	Permanent Member	Risk	√
SEVP Fixed Asset Management & Procurement	Permanent Member	Risk	√
SEVP Operations	Permanent Member	Risk	√
SEVP Strategi Human Capital	Permanent Member	Risk	√
Director of Wholesale dan Institutional Business	Permanent Member	Business	√
Director of Micro Business	Permanent Member	Business	√

Membership Structure	Position	Function	Voting Rights
Director of Small and Medium Business	Permanent Member	Business	√
Director of Consumer Business	Permanent Member	Business	√
Director of Network dan Services	Permanent Member	Business	√
SEVP Commercial Business	Permanent Member	Business	√
SEVP Treasury & Global Services Business	Permanent Member	Business	√
SEVP Ultra Micro Business	Permanent Member	Business	√

CREDIT COMMITTEE MEMBER PROFILE

The profile can be seen in the Directors' Profile section in this Annual Report.

CREDIT COMMITTEE INDEPENDENCE STATEMENT

All members of the Credit Committee have no affiliation with other Directors, Commissioners or Controlling Shareholders, are not shareholders of the Company that could affect their ability to act independently, Commissioners, Directors or employees of companies that have affiliations or business with BRI.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF CREDIT COMMITTEE IN 2025

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

MEETINGS AND IMPLEMENTATION OF DUTIES OF THE CREDIT COMMITTEE IN 2025

Meeting Policy

1. The Credit Committee Meeting is valid if attended by at least members of the Credit Committee according to the composition of the Credit Committee in the PDWK provisions, both in terms of the number and composition of the Risk function and Business function ranks and members of the Credit Committee who are mandatory to attend.
2. Credit Committee Meetings can be held physically, or by conference via electronic media agreed upon by each member of the Credit Committee who participates.
3. The Secretary of the Credit Committee is responsible for coordinating the implementation of the Credit Committee Meeting (RKK) such as the time and place of implementation including documenting/compiling the RKK Minutes and providing the RKK Minutes.

Realization of Meetings and Implementation of Credit Committee Duties in 2025

Month	Date	Frequency of RKK Implementation	Number of Decisions	Agenda	Quorum Attendance & Verdict
January	21	1	6	Discussion and granting of corporate segment Corporate and Commercial	Quorum
February	4, 30	2	15		Quorum
March	4, 11, 18	3	23		Quorum
April	-	0	0		-
May	7, 16, 21, 26	4	24		Quorum
June	11, 17, 18, 24, 25, 26	6	26		Quorum
July	2, 9, 16, 23, 24, 25, 30	7	23		Quorum
August	6, 13, 20, 27	4	26		Quorum

Month	Date	Frequency of RKK Implementation	Number of Decisions	Agenda	Quorum Attendance & Verdict
September	3, 10, 17, 24	4	25		Quorum
October	1, 8, 15, 22, 27, 29	6	35		Quorum
November	5, 11, 12, 19, 26, 27	6	26		Quorum
December	3, 4, 10, 15, 16, 23, 24	7	15		Quorum
Total		**50**	**244**		

Environmental, Social & Governance (ESG) Committee

The Environmental, Social & Governance (ESG) Committee is a committee responsible for approving and providing direction on the implementation of policies and governance related to ESG, the determination of work programs, the reporting of data and information, ESG rating reports, the determination of material issues, follow-up action plans, as well as other matters related to ESG and Corporate Social and Environmental Responsibility (TJSL).

Environmental, Social & Governance (ESG) Committee Charter

In carrying out its duties, the Environmental, Social & Governance (ESG) Committee refers to the Director's Decree Nokep.: 5894-DIR/PPM/11/2025 dated November 25, 2025 regarding the Environmental, Social & Governance (ESG) Committee of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulates the Organization, Representatives and Attendance, Duties, Authorities, Responsibilities, and Work Procedures.

Duties and Responsibilities of The Environmental, Social & Governance (ESG) Committee

The Environmental, Social, and Governance Committee has the following duties and responsibilities:

1. Approving and providing direction on the review and evaluation results related to the implementation of policies or governance of ESG initiative parameters and TJSL initiatives, which have been prepared by the relevant Business Unit and then proposed by the Committee Support Team.
2. Establishing work programs that fall under the ESG initiatives and TJSL initiatives category based on the recommendations of the Committee Support Team.
3. Approving and providing direction on the review and evaluation results related to the implementation of work programs within the ESG initiative and TJSL initiative parameters, as well as the reporting of data and information related to ESG.
4. Approving and providing direction on the review results related to ESG rating reports, investor concerns, or other third-party assessments regarding BRI's ESG and TJSL performance and implementation.
5. Determining material issues based on ESG Rating reports, investor concerns or other third-party assessments regarding BRI's ESG and TJSL performance and implementation.
6. Approving follow-up action plans based on review and evaluation results, which can then be proposed as new work programs to be further addressed by the relevant Business Unit.
7. Approving and providing direction on ESG and TJSL-related issues, including regulations, global initiatives, business practices, and other important ESG and TJSL-related information.

Environmental, Social & Governance (ESG) Committee Membership Structure

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman (concurrently Permanent Member)	√
Group Head, Environmental, Social, & Governance or ESG Management Business Unit	Secretary (concurrently Permanent Member)	-
Director of Finance & Strategy	Permanent Member	√
Director of Corporate Banking	Permanent Member	√

Membership Structure	Position	Voting Rights
Director of Network & Retail Funding	Permanent Member	√
SEVP Wholesale Risk	Permanent Member	√
Director of Legal & Compliance	Permanent Member	-
Directors or related SEVP Section	Non Permanent Member	√
Committee Support Team		
Investor Relation Group		
Planning, Budgeting & Performance Management Group		
Corporate Secretary Group		
Micro Business Development Group		
Distribution Strategy Group		
Credit & Product Risk Policy Group		
Corporate Development & Strategy Group		

Environmental, Social & Governance (ESG) Committee Member Profile

The profiles can be checked in the Board of Directors Profile section of this Annual Report.

Environmental, Social & Governance (ESG) Committee Independence Statement

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders. They are not shareholders of the Company who could influence their ability to act independently, nor are they Commissioners, Directors, or employees of companies affiliated with or conducting business with BRI.

Training and/or Competency Improvement of Environmental, Social & Governance (ESG) Committee in 2025

Training and/or competency development can be found in the Board of Directors' Training and/or Competency Development section of this Annual Report.

Meetings and Implementation of Environmental, Social & Governance (ESG) Committee Tasks in 2025

MEETING POLICY

1. The Committee Support Team prepares and analyzes studies according to their respective scopes.
2. The ESG Committee meetings are held regularly at least twice a year.
3. Committee can also take a binding resolution outside ESG Committee.
4. ESG Committee meetings may be held outside the regular schedule if there are important and urgent issues.
5. The committee Chair chairs ESG Committee meetings. In the event that the Committee Chair is unable to attend, the meeting will be chaired by an Alternate Chair as stipulated in Article 2 of this Decree.
6. ESG Committee meetings can be held if attended by at least 2/3 (two-thirds) of the Committee Members and attended by the Committee Chair.
7. Decisions of the ESG Committee meetings are made through deliberation and consensus. If an agreement is not reached, the decisions of the ESG Committee meeting shall be considered valid if it is approved by 50% (fifty percent) of the total voting Committee Members plus one (1) Committee Member, including the Committee Chair.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) COMMITTEE DUTIES IN 2025

No.	Date	Meeting Agenda
1	January 6, 2025	1. Publication of materiality analysis in BRI's 2024 Sustainability Report (SR) 2. Environmental Topics and ESG Initiatives 2025
2	November 24, 2025	Application for Decision on BRI's long-term RKAB (2026-2030) and BRI's short-term RAKB (2026)

Human Capital Committee

Committee at the Head Office that has the authority to determine strategic and operational policies in the field of Human Capital. Human Capital Committee Organization PT Bank Rakyat Indonesia (Persero) Tbk. Consist of:

1. Human Capital Policy Field
2. Talent Field
3. Performance Management Field
4. Job Evaluation Field

Human Capital Committee Charter

In carrying out its duties, the Human Capital Committee refers to the Board of Directors Decree Nokep: 5895-DIR/PPM.11.2025 dated November 25, 2025 regarding the Human Capital Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulates its Objectives, Organizations, Scopes, and Work Procedures.

Profile of Members of The Human Capital Committee

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of The Human Capital Committee

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which can influence their ability to act independently, Commissioners, Directors, or employees of companies that have affiliations or do business with BRI.

Training and/or Improving The Competency of The Human Capital Committee in 2025

Training and/or competency development can be seen in the Training and/or Competency Development of the Board of Directors section in this Annual Report.

Meeting Policy

1. The Human Capital Committee meeting is led by the Committee Chair. In the event that the Committee Chair is absent, the Human Capital Committee meeting is led by the Alternate Committee Chair.
2. All members of the Human Capital Committee have the same duties and responsibilities.
3. The organization of Human Capital Committee meeting, as referred to in point 1, is the responsibility of the Committee Secretary, which includes:
   a. Prepare meeting agendas;
   b. Presenting meeting materials;
   c. Preparing Meeting Minutes;
   d. Follow up and/or forward meeting results to the relevant Business Unit as needed;
   e. Monitoring the follow-up actions from the meeting results.
4. If there is an important and urgent issue that requires a solution and/or attitude from the Human Capital Committee, the relevant Business Unit can propose to the Committee Secretary to hold a Human Capital Committee Meeting.
5. A meeting meets a quorum if it is attended by a minimum of 50% (fifty percent) plus 1 (one) of all Committee members and must be attended by the Committee Chair or Alternate Committee Chairperson.
6. The Human Capital Committee's decisions are determined by deliberation and consensus by the members present. In the event that no agreement is reached, the decision of the Human Capital Committee is declared valid and binding if 50% (fifty percent) of the total Committee Members plus 1 (one) Committee Member vote in agreement with the following provisions:
   a. In the event that there are Directors in the Management or Committee Members, the Committee Chair or Substitute Committee Chair and the Human Capital Director vote in favor.
   b. In the event that there are no Directors in the Management or Committee Members, the Committee Chair votes in favor.
7. The Committee's approval is documented in a document signed by the Chairman and the Committee Members present.
8. The Human Capital Committee may make decisions through a circular memorandum.
9. The Human Capital Committee meeting cannot be held, the Human Capital Committee can make a decision through a Circular Service Note with the approval of the Committee Chair and other Committee Members.
10. If necessary, the Human Capital Committee may invite Other relevant Parties as speakers.
11. The Presence of the President Director and/or Vice President Director adds to the Permanent Members with voting rights.

Human Capital Committee for Human Capital Planning & Policy

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR HUMAN CAPITAL PLANNING & POLICY

1. Establishing development strategy priorities, policy directions and improving the quality of BRI's human capital by referring to the Bank's Business Plan (RBB) and BRI's Corporate Plan.
2. Establishing strategic policies in the field of human capital.

MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE FOR HUMAN CAPITAL PLANNING & POLICY

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	√
Vice President Director	Alternate Chairman (concurrently Permanent Member)	√
Group Head, Human Capital taking charge of Related Policy	Secretary (concurrently Permanent Member)	√
Director of Human Capital & Compliance	Permanent Member	√
SEVP Human Capital	Permanent Member	√
Director or related SEVP Section	Non-Permanent Member	√
Group Head, Human Capital Strategy & Policy	Non-Permanent Member	√
Group Head, Human Capital Business Partner 1	Non-Permanent Member	√
Group Head, Human Capital Service	Non-Permanent Member	√
Group Head, Culture Transformation	Non-Permanent Member	√
Group Head, Corporate University	Non-Permanent Member	√

MEETING AND IMPLEMENTATION OF THE HUMAN CAPITAL COMMITTEE'S DUTIES FOR HUMAN CAPITAL PLANNING & POLICY IN 2025

Throughout 2025, the Human Capital Committee for Human Capital Planning & Policy has carried out its duties by stipulating strategic policy in the human capital sector, conducting development, policy course, and improving BRI human capital quality.

Human Capital Committee for Talent Field

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL TALENT COMMITTEE

1. Determining the Talent Cluster, including identifying and determining top talent (Brilian Society Member).
2. Determining the Succession Plan for all positions.
3. Determining the Talent Pool based on employees' areas of expertise.
4. Making decisions regarding the Talent Review/Talent Panel

MEMBERSHIP STRUCTURE OF THE TALENT FIELD HUMAN CAPITAL COMMITTEE

Talent Division 1 (for employees at the SEVP level, Corporate Band 1)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	√
SEVP Human Capital	Secretary Concurrently serving as a Permanent Member for Corporate Band 1 Sub-Directorate of Human Capital Employee	√
	Concurrently serving as a Permanent Member for Corporate Band 1 Sub-Directorate of Human Capital Employee	-
Directors for SEVP Employees	Permanent Member	√
Director and related SEVP for Corporate Band 1 Employee		

Talent Division 2 (for employees at Corporate Band 2 dan Corporate Band 3 level)

Membership Structure	Position	Voting Rights
Director of Human Capital	Chairman (concurrently Permanent Member)	√
• Group Head, Human Capital Business Partner 1; • Group Head, Human Capital Business Partner 2 in accordance with the section	Secretary (concurrently Permanent Member without voting rights)	-
• Director as per Section/ Counselor • SEVP Human Capital • SEVP Related Fields • Related BOD-1 Business Unit Leader (If Business Unit Leader includes in the discussed Corporate Band 2 or Corporate Band 3, he/she will be Member).	Permanent Member (with voting rights)	√

Talent Division 3 (for employees at Corporate Band 4, Corporate Band 5, Corporate Band 6, Corporate Band 7 level)

Membership Structure	Position	Voting Rights
• Group Head, Human Capital Business Partner 1 • Group Head, Human Capital Business Partner 2 in accordance with the section	Chairman (concurrently Permanent Member with voting rights)	√
Department Head, Human Capital Business Partner in accordance with the section	Secretary (concurrently Permanent Member without voting rights)	-
Head of the related BOD-1 Business Unit	Permanent Member (with voting rights)	√

MEETING AND IMPLEMENTATION OF DUTIES OF THE HUMAN CAPITAL COMMITTEE FOR TALENT IN 2025

Committee Name	Agenda	Number of Meetings
Talent Committee I	Talent Committee Meeting with the agenda coverage as per Decree NOKEP: 5895-DIR/ PPM/11/2025 for SEVP and Corporate Band 1 Employees	16
Talent Committee II	Talent Committee Meeting with the agenda coverage as per Decree NOKEP: 5895-DIR/ PPM/11/2025 for Corporate Band 2 and Corporate Band 3 Employees	98
Talent Committee III	Talent Committee Meeting with the agenda coverage as per Decree NOKEP: 5895-DIR/ PPM/11/2025 for Corporate Band 4 to Corporate Band 7 Employees	598

Human Capital Committee for Performance Management

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR PERFORMANCE MANAGEMENT

1. Establishing KPIs for Directorates, Sub-Directorates, BOO-1 Business Units (including Regional Offices), Branch Offices, Sub-Branch Offices, and BRI Units.
2. Evaluating and determining the performance challenge ratings and methods used for BOD-1 Business Units and Branch Offices .
3. Evaluating and determining individual performance predicate for BOD-1, Corporate Band 2, Corporate Band 3, dan Branch Leader.

HUMAN CAPITAL COMMITTEE MEMBERSHIP STRUCTURE FOR PERFORMANCE MANAGEMENT

Planning Sub-Division 1 (for KPI Directorates, Sub-Directorates, Regional Offices, Branch Offices, KCPs and BRI Units)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member with voting rights)	√
Vice President Director	Alternate Chairman (concurrently Permanent Member with voting rights)	√
• Group Head, Planning, Budgeting & Performance Management • Group Head, Distribution Strategy	Secretary (concurrently Permanent Member without voting rights)	-
All Directors or SEVP	Permanent Member	√

Planning Sub-Division 2 (for KPI Group/ Team BOD-1)

Membership Structure	Position	Voting Rights
Director of Finance & Strategy	Chairman concurrently a Permanent Member (with Voting Rights)	√
Group Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member no voting rights)	-
Directors or related SEVP Section	Permanent Member (with Voting Rights)	√

Evaluation Sub-Division 1 (for Regional Office Performance, Regional Audit Office dan Group/Team BOD-1/UKLN)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member with voting rights)	√
Vice President Director	Alternate Chairman (concurrently Permanent Member with voting rights)	√
• Group Head, Planning, Budgeting & Performance Management • Group Head, Distribution Strategy	Secretary	-
All Directors or SEVP	Permanent Member (with voting rights)	√

Evaluation Sub-Division 2 (for branch office Performance)

Membership Structure	Position	Voting Rights
Regional CEO	Chairman (concurrently Permanent Member with voting rights)	√
• Regional Chief Financial Officer • Department Head, Regional Human Capital Business Partner	Secretary (concurrently Permanent Member with voting rights)	-
Regional Head Area Head	Permanent Member (with voting rights)	√

Sub-Section of Individual Performance Predicate 1 (Individual Performance Predicate of BOD-1 Business Unit Leader)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member with voting rights)	√
Vice President Director	Alternate Chairman (concurrently Permanent Member with voting rights)	√
Group Head, Human Capital Strategy & Policy	Secretary (concurrently Permanent Member without voting rights))	-
All Directors or SEVP	Permanent Member (concurrently Permanent Member with voting rights)	√

Sub-Section of Individual Performance Predicate 2 (Individual Performance Predicate for Corporate Band 2 Employee and Corporate Band 3)

Membership Structure	Position	Voting Rights
Director of Field (Specifically for Internal Audit Staff by the SEVP of the Internal Audit Work Unit)	Chairman (concurrently Permanent Member with voting rights)	√
Group Head, Human Capital Strategy & Policy	Secretary (concurrently Permanent Member without voting rights)	-
• Related SEVP Sub Directorate • Related Group Head Directorate • Related Regional CEO • Entire Regional Audit Chiefs	Non-Permanent Member (with voting rights)	√

Sub-Section of Individual Performance Predicate 3 (Branch Leader Performance Predicate)

Membership Structure	Position	Voting Rights
Regional CEO	Chairman (concurrently Permanent Member with voting rights)	√
• Department Head, Regional Human Capital Business Partner • Regional Chief Financial Officer	Secretary (concurrently Permanent Member without voting rights)	-

Membership Structure	Position	Voting Rights
• Regional Head • Area Head	Permanent Member	√

MEETINGS AND TASK IMPLEMENTATION OF THE HUMAN CAPITAL COMMITTEE IN PERFORMANCE MANAGEMENT FOR 2025

No.	Date	Meeting Agenda
1	February 12, 2025	Implementation of Human Capital Committee of Performance Management (PMC) for the 2024 Individual BoD-1 Employee
2	March 13, 2025	Implementation of Human Capital Committee of Performance Management (PMC) for the 2024 Individual Subsidiary Band 1 and Band 2

Human Capital Committee for Job Evaluation

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR JOB EVALUATION

The Human Capital Committee's field of job evaluation is determining position groups.

MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE FOR JOB EVALUATION

Membership Structure	Position	Voting Rights
Director of Finance & Strategy	Chairman (concurrently Permanent Member with voting rights)	√
Director of Human Capital & Compliance	Alternate Chairman (concurrently Permanent Member with voting rights)	√
• Group Head taking charge of Organizational Development (OD) of the corporate level • Group Head taking charge of HC Strategy	Secretary (concurrently Permanent Member without voting rights)	-
• Director of Risk Management • SEVP Human Capital	Permanent Member (with voting rights)	√

MEETING AND IMPLEMENTATION OF THE HUMAN CAPITAL COMMITTEE FOR JOB EVALUATION IN 2025

No.	Date	Meeting Agenda
1	January 15, 2025	Application of Decision of Human Capital Committee of Job Evaluation Division on the Proposal for Determining Job Grades (JobGrade) in the FMA Division
2	February 12, 2025	Application of Decision of Human Capital Committee of Job Evaluation Division on the Proposal for Determining Job Grades (JobGrade) in the KRD and Project Management Office Business unit (PMO) Division
3	July 01, 2025	Application of Decision of Human Capital Committee of Job Evaluation Division on the Proposal for Determining Job Grades (JobGrade) on area head
4	July 18, 2025	Application of Decision of Human Capital Committee of Job Evaluation Division on the Proposal for Determining Job Grades (JobGrade) on Operational Supervisor and service/Universal Banker Leader BRI Unit
5	August 01, 2025	Application of Decision of Human Capital Committee of Job Evaluation Division on the Proposal for Determining Job Grades (JobGrade) in the Commercial Banking Center

Information Technology Steering Committee

The Information Technology Steering Committee is a Board of Directors Committee responsible for providing direction and recommendations on the planning, governance, development and operation of information technology. In addition, the Technology Steering Committee also assists the Board of Directors in identifying key risks related to information technology disruptions, cybersecurity and disaster recovery. Through the Technology Steering Committee, it ensures that these risks are managed and integrated into the overall risk management framework.

Information Technology Steering Committee Charter

In carrying out its duties, the Information Technology Steering Committee is governed by the Board of Directors Decree Nokep: 5896-DIR/PPM/11/2025 dated November 25, 2025 concerning the Information Technology Steering Committee of PT Bank Rakyat Indonesia (Persero) Tbk, which regulates its Objectives, Organization, Duties, Authority, Responsibilities, and Work Procedures.

Duties and Responsibilities of The Information Technology Steering Committee

The Information Technology Steering Committee has the following responsibilities:

1. The long-term Information Technology Strategic Plan aligns with the Corporate and Bank Business Plan outlined in BRI's ITSP.
2. Formulation of Crucial Information Technology policies, standards, and procedures.
3. Compatibility between approved Information Technology projects and BRI ITSP.
4. Suitability of the current technology architecture (baseline) with BRI's Information Technology architecture targets in supporting business capabilities.
5. Conformity between the implementation of the Information Technology project and the agreed project plan.
6. Compatibility between Information Technology and the needs of management information systems and the needs of the Bank's business activities.
7. Effectiveness of steps in minimizing risks on Bank investments in the Information Technology sector so that Bank investments in the Information Technology sector contribute to achieving the Bank's business objectives.
8. Monitor information technology performance and efforts to improve information technology performance.
9. Efforts to resolve various problems related to Information Technology that cannot be determined by the Information Technology User and Operator Business Unit effectively, efficiently, and on time.
10. Adequacy and allocation of resources owned by the Bank.

Membership Structure of The Information Technology Steering Committee

Membership Structure	Position	Voting Rights
Director of Information Technology	Chairman	√
Director of Operations	Alternate Chairman (concurrently Permanent Member)	√
Group Head IT Strategy & Enterprise Architecture	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	√
Director of Finance & Strategy	Permanent Member	√
SEVP Digital Banking	Permanent Member	√
Group Head, IT Application Development	Permanent Member	√
Group Head, IT Application Support	Permanent Member	√
Group Head, IT DC Infrastructure & Operations	Permanent Member	√
Group Head, CISO Office	Permanent Member	√
Group Head, IT Endpoint Services & Operations	Permanent Member	√
Group Head, Enterprise Data Management & Analytics	Permanent Member	√
Senior Operational Risk Head (SORH) Information Technology	Permanent Member	√
Group Head, Digital Risk	Permanent Member	√
Group Head, Planning, Budgeting & Performance Management	Permanent Member	√
Director of or SEVP of the Relevant Field	Non-Permanent Member	√
Director or SEVP of the Relevant Field; or Division Head of the Relevant Section	Non-Permanent Member	√
Group Head of the Relevant Section	Non-Permanent Member	√
Director of Human Capital & Compliance	Permanent Member	-

Profile of Information Technology Steering Committee Members

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of The Information Technology Steering Committee

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which can influence their ability to act independently, Commissioners, Directors, or employees of companies that have affiliations or do business with BRI.

Training and/or Improving The Competency of The Information Technology Steering Committee In 2025

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Implementation of Duties of The Information Technology Steering Committee in 2025

MEETING POLICY

1. The Information Technology Steering Committee holds regular meetings at least twice a year.
2. The Information Technology Steering Committee meetings may be held outside the regular schedule if there are important and urgent issues, including:
   a. Significant changes in the Information Technology Strategic Plan due to business condition changes, macroeconomic factors, IT project adjustments, or other factors;
   b. Regulatory changes requiring an immediate response or action from the organization;
   c. Force majeure conditions caused by natural factors, human factors, external disruptions, or other disruptive factors;
   d. Factors leading the Board of Directors to decide to hold an Information Technology Steering Committee Meeting.
3. The Committee Meeting is chaired by the Director of Digital & Information Technology. In the event that the Director of Digital & Information Technology is unable to attend, the meeting will be chaired by the Alternate Chairperson as stipulated in Article 3 of this Decree.
4. The Committee Meeting can be held if attended by at least 2/3 (two-thirds) of the Committee Members and chaired by the Committee Chairperson.
5. Committee meeting decisions are made based on deliberation to reach consensus. In the event that consensus is not reached, the decision is considered valid if approved by 50% (fifty percent) of the total Committee Members (both permanent and non-permanent) present, plus one additional vote from a Committee Member.
6. The coordination of the Information Technology Steering Committee meetings is the responsibility of the Committee Secretary, with duties and responsibilities including:
   a. Preparing and sending meeting invitations.
   b. Preparing and presenting meeting materials.
   c. Drafting and distributing meeting minutes to the members of the Information Technology Steering Committee.
   d. Monitoring the implementation of decisions made by the Information Technology Steering Committee in the relevant business units.
7. Consensus results and recommendations made in the Information Technology Steering Committee meetings may be annulled by the Board of Directors through a Board of Directors meeting.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE IN 2025

During 2025, the Information Technology Steering Committee carried out its duties by holding 2 (two) meetings, with the following details:

No.	Date	Meeting Agenda
1.	February 28, 2025	Kickoff Meeting of the IT Strategic Plan (ITSP) BRI 2025-2029 drafting
2.	November 17, 2025	Document approval of IT Strategic Plan (ITSP) BRI 2025-2029

Procurement Committee

The Procurement Committe is a committee at the Head Office that has the duty and authority to evaluate and make decisions on requests for the results of a procurement with a specific value.

Charter of Procurement Committe

In carrying out its duties, the Procurement Committe refers to the Board of Directors' Decreee Nokep.: 5897-DIR/PPM/11/2025 dated November 25, 2025 concerning the Procurement Committee, which regulates its Organization, Duties, Authorities, Responsibilities, and Work Procedures.

Duties and Responsibilities of The Procurement Committe

1. Making procurement decisions professionally and honestly, while avoiding conflicts of interest in the approval process.
2. Approving or rejecting procurement proposals within its authority limit, when conducted through committee meeting.
3. Provide procurement decisions through:
   a. Minutes of Directors' Meetings, or
   b. Procurement Committee Meeting Minutes or
   c. Circular Service Note.

Membership Structure of The Procurement Committe

Procurement Committee 1 (Procurement Value > IDR150 Billion)

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Group Head, Procurement or Procurement Function Management Business Unit	Secretary	-

Membership Structure	Position	Voting Rights
Vice President Director	Permanent Members	√
Director of Treasury & International Banking	Permanent Members	√
Director of Risk Management	Permanent Members	√
Director of Finance & Strategy	Permanent Members	√
Director of Operations	Permanent Members	√
Director/SEVP User[2)]	Permanent Members	√
Director of Human Capital & Compliance[3)]	Permanent Members	-
Senior Operation Risk Head Procurement	Permanent Members	-
Related Director/SEVP[4)]	Non-Permanent Members	√

Procurement Committee 2 (Procurement Value > IDR100 Billion to IDR150 Billion)

Membership Structure	Position	Voting Rights
Vice President Director	Chairman	√
Group Head, Procurement or Procurement Function Management Business Unit	Secretary	-
Director of Treasury & International Banking	Permanent Members	
Director of Risk Management	Permanent Members	√
Director of Finance & Strategy	Permanent Members	√
Director/SEVP User [2)]	Permanent Members	√
Director of Human Capital & Compliance[3)]	Permanent Members	-
Senior Operation Risk Head Procurement	Permanent Members	-
Related Director/SEVP [4)]	Non-Permanent Members	√

Procurement Committee 3 (Procurement Value > IDR30 Billion to IDR100 Billion)

Membership Structure	Position	Voting Rights
Director of Treasury & International Banking	Chairman	√
Group Head, Procurement or Procurement Function Management Business Unit	Secretary	-
Director of Finance & Strategy	Permanent Members	√
Director of Risk Management	Permanent Members	√
Director/SEVP User [2)]	Permanent Members	√
Director of Human Capital & Compliance[5)]	Permanent Members	-
Senior Operation Risk Head Procurement	Permanent Members	-
Related Director/SEVP[4)]	Non-Permanent Members	√

Procurement Committee 4 (Procurement Value > IDR10 Billion to IDR30 Billion)

Membership Structure	Position	Voting Rights
Director of Treasury & International Banking	Chairman	√
Group Head, Procurement or Procurement Function Management Business Unit	Secretary	-
Director/SEVP User [2)]	Permanent Members	√
Director of Human Capital & Compliance[5)]	Permanent Members	-
Senior Operation Risk Head Procurement	Permanent Members	-
Related Director/SEVP[4)]	Non-Permanent Members	√

Note:
1) In their position as well as in the capacity of an acting official.
2) If the Director of Human Capital & Compliance or SEVP in charge of Internal Audit acts as the User, the official authorized to grant approval is the Director of Risk Management.
3) Outputs, such as the results of Compliance Test with approval from the Director of Human Capital & Compliance in accordance with the provisions.
4) The Director or SEVP of the relevant field/Supervising Business Unit under the type of procurement project.
5) Outputs, such as Compliance Opinion with approval from Group Head, Compliance in accordance with provisions.

Profile of Procurement Committe

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of The Procurement Committe

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders. They are not shareholders of the Company, which could affect their ability to act independently; Commissioners, Directors, and employees from companies with affiliations or business with BRI.

Training and/or Improving The Competency of The Procurement Committe In 2025

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Duties Implementation of The Procurement Committe in 2025

MEETING POLICY

1. Procurement of goods and services proposed in Procurement Committee I, II, and III requires prerequisite documents, including procurement proposal analysis from the Procurement Function Management Business Unit (operational function) and risk assessment document from the Operational Risk Management Unit (Risk Management function) as part of risk mitigation efforts
2. Decisions of the Procurement Committee are made during procurement Committee meetings. These meetings are held at the Head Office or other locations, and facilitated by the relevant Procurement Business Unit.
3. Procurement Committee Decisions are made unanimously and considered approved if all voting members present or represented agree.
4. If a Procurement Committee member is unavailable, their duties and authority are transferred to a substitute Director or SEVP, in accordance with the Director's Substitute Appointment Decree. The substitute Director or SEVP may act in two capacities within the Procurement Committee – as a substitute Official and as a Committee member.
5. If a Procurement Committee meeting cannot be held, decisions may be made through a Circular Memorandum, with the approval of the Committee Chair and other Committee members.
6. If the Board of Directors has decided the procurement of goods and services through a Board of Directors Meeting, the decision in question is equated with the conclusion of the Goods and Services Procurement Committee as evidenced by the Minutes of the Board of Directors' Meeting.
7. The duties and responsibilities of the facilitator for Procurement Committee meetings are carried out by the Secretary of the Procurement Committee, including:
   a. Coordinate the preparation of Committee meeting materials.
   b. Prepare meeting agendas, schedules, and meeting places.
   c. Carrying out correspondence, document reproduction, and committee document archiving functions.
   d. Prepare minutes of meetings and minutes of the Goods and Services Procurement Committee.
   e. Distribute Committee decisions to be followed up by related Business Unit.

REALIZATION OF MEETINGS AND DUTIES IMPLEMENTATION OF THE PROCUREMENT COMMITTE IN 2025

TMT January 1 – July 31, 2025			
Procurement Committee Name	**Fiat**	**Total**	**Value**
Procurement Committee 1	> 200 M	0	-
Procurement Committee 2	> 100 M sd 200 M	3	435.647.528.128
Procurement Committee 3	> 30 M sd 100 M	7	378.072.403.525
Procurement Committee 4	> 7.5 M sd 30 M	32	540.249.361.549
Total		**42**	**1.353.969.293.202**

TMT August 1, 2025			
Procurement Committee Name	**Fiat**	**Total**	**Value**
Procurement Committee 1	> 150 M	1	154.461.217.680
Procurement Committee 2	> 100 M sd 150 M	0	-
Procurement Committee 3	> 30 M sd 100 M	13	713.803.028.496
Procurement Committee 4	> 10 M sd 30 M	14	294.488.290.846
Total		**28**	**1.162.752.537.022**

Product Committee

The Product Committee is a committee at the Head Office responsible for making decisions on product planning proposals, product monitoring and evaluation, product discontinuation, and providing input and recommendations on product Strategy.

Product Committee Charter

In carrying out its duties, the Product Committee refers to the Board of Directors' Decree NOKEP: 5898-DIR/PPM/11/2025 dated November 25, 2025 concerning the Product Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulates its Objectives, Organizations, Scopes, and Work Procedures.

Duties and Responsibilities of The Product Committee

The Product Committee is responsible for making decisions on the following proposals:

1. Product Planning that meets one of the following criteria:
   a. Has never been implemented by the Bank before;
   b. Represents a development of an existing Bank Product that results in a material change in the risk exposure of the previously implemented Bank Product .
2. Product Discontinuation (in accordance with the BRI Product Taxonomy List Decree).
3. Review of product issues that cannot be resolved at the Director/SEVP level.

Product Committee Membership Structure

1. The Product Committee Organization at PT Bank Rakyat Indonesia (Persero) Tbk. Consists of:

Product Committee 1 the wholesale segment

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman 1 (concurrently Permanent Member)	√
Director of Finance & Strategy	Alternate Chairman 2 (concurrently Permanent Member)	√
Group Head, Planning, Budgeting & Performance Management	Secretary	-
Director of Risk Management	Permanent Member	√
Director of Information Technology	Permanent Member	√
Director of Operations	Permanent Member	√
Director of Network & Retail Funding	Non-Permanent Member (in accordance with the committee topic)	√
Director of Corporate Banking		
Director of Treasury & Internasional Banking		
Director of Commercial Banking		
SEVP Corporate Transformation		
SEVP Wholesale Risk		
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-

Product Committee 1 non-wholesale segment

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman 1 (concurrently Permanent Member)	√

Membership Structure	Position	Voting Rights
Director of Finance & Strategy	Alternate Chairman 2 (concurrently Permanent Member)	√
Group Head, Planning, Budgeting & Performance Management	Secretary	-
Director of Risk Management	Permanent Member	√
Director of Information Technology	Permanent Member	√
Director of Operations	Permanent Member	√
Director of Network & Retail Funding	Non-Permanent Member (in accordance with the committee topic)	√
Director of Micro		
Director of Consumer Banking		
Director of Commercial Banking		
SEVP Ultra Micro Business		
SEVP Digital Banking		
SEVP Retail Transaction & Funding		
SEVP Corporate Transformation		
SEVP Retail Risk		
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-

Product Committee 2 the wholesale segment

Membership Structure	Position	Voting Rights
Director of Finance & Strategy	Chairman (concurrently Permanent Member)	√
Director of Risk Management	Alternate Chairman (concurrently Permanent Member)	√
Group Head, Planning, Budgeting & Performance Management	Secretary	-
Director of Information & Technology	Permanent Member	√
Director of Operations	Permanent Member	√
Director of Network & Retail Funding	Non-Permanent Member (in accordance with the committee topic)	√
Director of Corporate Banking		
Director of Treasury & International Banking		
Director of Commercial Banking		
SEVP Corporate Transformation		
SEVP Wholesale Risk		
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-

Product Committee 2 non-wholesale segment

Membership Structure	Position	Voting Rights
Director of Finance & Strategy	Chairman (concurrently Permanent Member)	√
Director of Risk Management	Alternate Chairman (concurrently Permanent Member)	√
Group Head, Planning, Budgeting & Performance Management	Secretary	-
Director of Information Technology	Permanent Member	√
Director of Operations	Permanent Member	√
Director of Network & Retail Funding	Non-Permanent Member (in accordance with the committee topic)	√
Director of Micro		
Director of Consumer Banking		
Director of Commercial Banking		
SEVP Ultra Micro Business		
SEVP Digital Banking		
SEVP Retail Transaction & Funding		
SEVP Corporate Transformation		
SEVP Retail Risk		
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-

2. The membership status of the Product Committee is ex-officio.
3. The Product Committee is categorized based on complexity, where Product Committee 1 handles high complexity and Product Committee 2 handles moderate Complexity. The parameters for measuring complexity (high/moderate) are regulated in the BRI Product Management Circular Letter and its amendments.

4. The determination of the complexity level for the Product Committee is conducted by the Initiating Business Unit and decided in the Pre-Product Committee forum, with the following members:

Membership Structure	Position
Planning, Budgeting & Performance Management Group (Secretary of Product Committee)	Permanent Member
Financial & Management Accounting Group	Permanent Member
Operational Risk Group / Digital Risk Group / Credit & Product Risk Policy Group / Market, Portfolio & Enterprise Risk Group / IT & Fraud Risk Group	Permanent Member
Micro Risk Group / Consumer Risk Group / Small Risk Group	Permanent Member
Compliance Group/ Policy & Procedure Group / Legal Group / AML, CFT, CPF Group	Permanent Member
Customer Experience Group / Operational Excellence Group / Digital Operation / Credit Operation / Central Operation	Permanent Member
IT Strategy & Enterprise Architecture Group	Permanent Member
Audit Standard & Quality Development Group / Wholesale & Head Office Audit / Retail Audit / IT Audit Group	Permanent Member
Corporate Development & Strategy Group	Permanent Member
Initiator Business Unit/Product Owner Business Unit and other Business Units related to product development.	Non-Permanent Member

Profile of Product Committee Members

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Product Committee Independence

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which could affect their ability to act independently; Commissioners, Directors, and employees from companies that have affiliations or business with BRI.

Training and/or Improving The Competency of The Product Committee in 2025

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meeting and Implementation of Duties of The Product Committee In 2025

MEETING POLICY

1. Product Committee meetings are held in accordance with business needs and developments.
2. The chair of the Product Committee chairs Product Committee meetings
3. If a Product Committee Member is absent, the duties and authority of the Product Committee Member are replaced by a Substitute Director under the applicable Decree. The Substitute Director has two capacities in the Product Committee: Substitute Director and Member of the Product Committee in making decisions.
4. Product Committee meetings can be held if attended by the Chair of the Committee and attended by Members with Voting Rights with the following criteria:

No	Product Committee	Attendance Requirements
1.	Product Committee 1	Minimum 3 (three) Members with Voting Rights
2.	Product Committee 2	Minimum 2 (two) Members with Voting Rights

*From the Members with Voting Rights present, there is a minimum of 1 (one) Director

5. Committee Meeting decisions are taken by deliberation and consensus. In the event that no agreement is reached, the decision of the Committee Meeting is deemed valid with the approval of 50% (fifty percent) of the total Committee Members who have Voting Rights plus 1 (one) Committee Member, including the Committee Chair.
6. Coordination of the organization of Product Committee Meetings is the responsibility of the Committee Secretary.
7. If a Product Committee meeting cannot be held, the Product Committee can make a decision through a Circular Service Note with the approval of the Committee Chair and other Committee Members. The Secretary of the Product Committee carries out the decision-making process through Circular Service Note.
8. Minutes of the Product Committee Meeting are signed by the Product Committee Secretary and the Chair of the Product Committee and submitted to all SEVP Directors and Business Unit at BRI Head Office related to the intended Product Committee decision.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE PRODUCT COMMITTEE IN 2025

No.	Date	Meeting Agenda
1	February 4, 2025	Proposal for Mutual Funds Feature in Brimo

No.	Date	Meeting Agenda
2	February 4, 2025	Proposal for Share Trading in Brimo
3	July 3, 2025	Proposal for Health Accident and Death Plus Microinsurance (AMKKM +)
4	July 25, 2025	Proposal for BRImo Junio Feature in the BRImo Application
5	August 20, 2025	Proposal for BRINotes Issuance
6	August 21, 2025	Proposal for Bond Feature in BRImo
7	August 28, 2025	Proposal for BRImo New Skin
8	August 28, 2025	Proposal for New Autoloan Business Model
9	September 8, 2025	Resubmission of New Autoloan Business Model
10	September 15, 2025	Proposal for Onboarding BRIFINE via BRILINK Mobile
11	September 29, 2025	Evaluation of Ceria Product
12	October 24, 2025	Updating Feature of Handphone Number and Debit Card Activation via ATM/CRM Machine
13	October 30, 2025	BRI Autoloan Scheme 1 of Leading & Lagging Indicator Targets
14	November 14, 2025	Development of Regional Pipeline Meaning Feature Application
15	December 17, 2025	*Updating Ceria Product*

Risk Management Committee

The Risk Management Committee is a committee at the Head Office responsible for formulating the Risk Management Policy and its amendments, including the implementation of risk management policies and strategies. The Integrated Risk Management Committee is a committee at the Head Office responsible for formulating the Risk Management Policy and its amendments, including the implementation of risk management policies and strategies in an integrated manner.

Based on Decree No. NOKEP.5899-DIR/PPM/11/2025, The organization of Risk Management Committee in PT Bank Rakyat Indonesia (persero) Tbk consists of:
a. Risk Management Section
b. Digital Risk Section
c. Credit Risk Section

Risk Management Committee Charter

In carrying out its duties, the Risk Management Committee refers to the Director's Decree Nokep.: 5899-DIR/PPM/11/2025 dated November 25, 2025 concerning the Risk Management Committee of PT. Bank Rakyat Indonesia (Persero) Tbk, which regulates the Organization, Representation and Attendance, Duties, Authorities, and Responsibilities, and Work Procedures.

Duties and Responsibilities of The Risk Management Committee

1. The Risk Management and ESG Committee for Risk Management had the following duties and responsibilities:
   a. Establish Risk Management Policies and their amendments including implementation of risk management policies, risk management strategies and recovery plans if abnormal external conditions occured.
   b. Determine the risk measurement methodology and its changes.
   c. Set risk limits and changes.
   d. Determine the Risk Profile rating and Bank Soundness Level and follow up if necessary.
   e. Establish corrective actions based on individual BRI capital analysis and stress testing.
   f. Delivering Anti Fraud Strategy.
   g. Presenting Trigger Level I Recovery Plan realization analysis.
2. Bidang Digital Risk memiliki tugas, wewenang, dan tanggung jawab untuk memberikan arahan, rekomendasi, tindak lanjut dan putusan terkait penerapan kebijakan dan pengelolaan manajemen risiko digital PT. Bank Rakyat Indonesia (Persero) Tbk
3. Credit Risk Section has the duty and responsibility to provide direction, recommendations, follow-up and decisions regarding the implementation of policies and portofolio per segmen of productive assets of PT. Bank Rakyat Indonesia (Persero) Tbk.

Risk Management Committee Membership Structure

Risk Management has the following composition of management and members::

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman I (concurrently permanent member)	√
Director of Risk Management	Alternate Chairman II (concurrently permanent member)	√
Director of Finance & Strategy	Permanent Member	√
SEVP Retail Risk	Permanent Member	√
SEVP Wholesale Risk	Permanent Member	√

Membership Structure	Position	Voting Rights
Director of Human Capital & Compliance	Permanent Member	-
Director or SEVP of the Relevant Field	Non-Permanent Member	√
Group Head, Market, Portfolio & Enterprise Risk	Secretary (concurrently Permanent Member)	-
Group Head, Operational Risk	Secretary (concurrently Permanent Member)	-
Related Business Unit Leader	Non-Permanent Member	-
Committee Support Team		
Market, Portfolio & Enterprise Risk Group	Risk Coordinator of Loan, Market, Liquidity, and Strategic/Financial	-
Operational Risk Group	Risk Coordinator of Operational Risk, Legal, Compliance, and Reputation as well as Risk Owner of Operational Risk	-
IT & Fraud Risk Group	Risk Owner of Operational Risk in the Fraud section	-
Head Office Internal Audit Business Unit	Providing inputs for adequacy and effectiveness evaluation of risk management process	-

Digital Risk has the following composition of management and members:

Membership Structure	Position	Voting Rights
Director of Risk Management	Chairman	√
Director of Information Technology	Alternate Chairman (concurrently permanent member)	√
Group Head Digital Risk	Secretary (concurrently Permanent Member)	√
SEVP Digital Banking	Permanent Member	√
Group Head IT Strategy & Enterprise Architecture	Permanent Member	√
Group Head IT Application Development	Permanent Member	√
Group Head Enterprise Data Management & Analytics	Permanent Member	√
Group Head IT Application Support	Permanent Member	√
Group Head Digital Retail Banking	Permanent Member	√
Group Head Digital Wholesale Banking & Innovation Management	Permanent Member	√
Group Head IT DC Infrastructure & Operations	Permanent Member	√
Group Head CISO Office	Permanent Member	√
Group Head IT Endpoint Services & Operations	Permanent Member	√
SORH Information Technology	Permanent Member	√
Direksi dan SEVP di luar anggota tetap terkait	Non-Permanent Member	√
Head of the Unit in the relevant field	Non-Permanent Member	-
Committee Support Team		
Group under the Directorate of Information Technology	Credit, Market, Liquidity and Strategic/Financial Risk Coordinator	-
Operational Risk Group	Risk Coordinator of Operational, Legal, Compliance and Reputational risks as well as serving as Risk Owner for operational risk	-

Credit Risk has the following composition of management and members:

Membership Structure	Position	Voting Rights
Director of Risk Management	Chairman	√
Group Head, Micro Risk	Secretary	
Group Head, Small Risk	Secretary	
Group Head, Consumer Risk	Secretary	
Group Head, Credit & Product Risk Policy	Secretary	
Director of Relevant Business Sector Credit	Permanent Member	√
Director of Operations	Permanent Member	√
SEVP Retail Risk	Permanent Member	√
SEVP Wholesale Risk	Permanent Member	√
Director and SEVP in the Related Field	Non-Permanent Member	√
Head of the Relevant Unit	Non-Permanent Member	-
Committee Support Team		

Membership Structure	Position	Voting Rights
Commercial Credit Risk Group	Commercial Credit Risk Owner	-
Corporate Credit Risk Group	Corporate Credit Risk Owner	-
Micro & Consumer Collection Group	Risk Owner for Micro and Consumer Product Collections	-
Wholesale & SME Recovery Group	Risk Owner for SME and Corporate Product Recovery	-
Internal Audit Unit	Provider of the adequacy evaluation and risk management process effectiveness	-

Profile of Risk Management Committee Members

The profile can be found in the Board of Directors section of this Annual Report.

Independence Statement of Risk Management Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, nor are they Commissioners, Directors, or employees of companies that have affiliations or business relations with BRI.

Training and/or Competency Enhancement for Risk Management Committee in 2025

Training and/or competency enhancement can be found in the Board of Directors' Training and/or Competency Enhancement section of this Annual Report.

Meetings and Implementation of Risk Management Committee Tasks in 2025

Meeting Policy

1. The Risk Management Committee meetings are held regularly at least once every quarter.
2. The meeting is chaired by the Committee Chair.
3. The meeting can be held if attended by at least 2/3 (two-thirds) of the Committee Members and the Chair.
4. Decisions at the meeting are made by consensus. If consensus is not reached, the decision is considered valid if approved by 50% (fifty percent) of the Committee Members with voting rights plus 1 (one) additional Committee Member, including the Chair.

Meetings' Realization and Implementation of Risk Management Committee Duties in 2025

No.	Date	Meeting Agenda	Division
1	January 20, 2025	Risk Profile BRI Quarter IV of 2024 and RBBR Semester II of 2024 Review Model RBBR 2025 Monitoring RAS, Trigger Level, EWI, Stress Test Risk Issue and Risk Awareness Bankwide	Enterprise
2	March 7, 2025	Risk rating apps critical application, background checking IT outsource, update project data privacy maturity	Digital
3	March 17, 2025	RAS Monitoring , Trigger Level, EWI, Stress Test Risk Issue and Risk Awareness Bankwide	Enterprise
4	May 28, 2025	Risk Profile BRI Quarter I of 2025 RAS Monitoring , Trigger Level, EWI, Stress Test Risk Issue and Risk Awareness Bankwide	Enterprise
5	July 28, 2025	Risk rating of critical applications & action plan management, deep dive of BRI flagship applications, BRI security layers, update of application super admin user handover, TPRA managed service EDC merchant, handling of undefined / unspecified components	Digital

No.	Date	Meeting Agenda	Division
6	July 22, 2025	Risk Profile BRI quarter II of 2025 and RBBR Semester I of 2025 RAS Monitoring, Trigger Level, EWI, Stress Test Risk Issue and Risk Awareness Bankwide	Enterprise
7	October 9, 2025	Risk rating application, iRMS x ARIS integration, DPM Tools	Digital
8	October 21, 2025	Risk Profile BRI Quarter III of 2025 RAS Monitoring, Trigger Level, EWI, Stress Test Risk Issue and Risk Awareness Bankwide	Enterprise
9	December 19, 2025	Proposal for RAS Cascading and EWI Liquidity Remodelling RAS Monitoring , Trigger Level, EWI, Stress Test Risk Issue and Risk Awareness Bankwide	Enterprise
10	December 22, 2025	Monitoring of micro segment credit risk portfolio, socialization of micro segment scoring dashboard, risk threshold, trigger and action (micro segment)	Credit

Transformation Steering Committee

Transformation Steering Committee (TSC) is a Committee at Head Office responsible for providing direction and decisions on the strategy and implementation of strategic initiatives or transformation projects at BRI (including the BRIvolution strategic initiative or transformation project and strategic initiatives or transformation projects other than BRIvolution). The key function of the TSC is to provide direction, supervise, resolve strategic issues that arise during the implementation of transformation initiatives, and align initiatives to achieve the established transformation goals.

Transformation Steering Committee Charter

Performing its duties, the Risk Management Committee referred to the Board of Directors Decree No.: 5904-DIR/PPM/11/2025 on November 25, 2025 concerning the Transformation Steering Committee of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulated the Organization, Delegation and Attendance, Duties, Authorities and Responsibilities and Work Procedures.

Duties and Responsibilities of The Transformation Steering Committee

a. Providing direction at the corporate-level for the Company's strategic initiatives/projects.
b. Providing direction for the implementation strategy of strategic initiatives/projects to ensure alignment with the achievement of the Company's strategic objectives.
c. Providing regular direction for the implementation of strategic initiatives/projects and review the relevance of strategic initiatives/projects to current developments.
d. Monitoring the implementation of good governance in the implementation of strategic initiatives/projects.
e. Making decisions on proposed resolutions to problems in the management of strategic initiatives/projects.
f. Making decisions on proposed changes to the scope, success parameters, timeline, and other matters stated in the project charter, guided by applicable regulations.
g. Determining the priority of strategic initiatives/projects for implementation by the PMO and/or Project Owner Business Unit.
h. Approving policies related to change management to ensure strategic initiatives/projects are accepted by all levels of the organization.
i. Making other decisions related to strategic initiatives/projects.
j. Resolving conflicts or cross-functional issues that arise during the implementation of strategic initiatives/projects.
k. Aligning with other work programs managed by relevant Business Units, including providing guidance to minimize silos between segments or Business Units.
l. Providing guidance on the results of Post-Implementation Reviews (PIRs) as part of lessons learned in the implementation of subsequent strategic initiatives/projects.
m. Making decisions on matters not regulated in the Project Management Implementation Guidelines (PPPM) or other policies and regulations related to strategic initiatives/projects.

Transformation Steering Committee Membership Structure

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Alternate Chairman I (concurrently permanent member)	√
Director of Finance & Strategy	Alternate Chairman II (concurrently permanent member)	√
Group Head, Corporate Development & Strategy	Secretary	-
Director of Network & Retail Funding	Permanent Member	√
Director of Information Technology	Permanent Member	√

Membership Structure	Position	Voting Rights
Director of Risk Management	Permanent Member	√
Director of Human Capital & Compliance	Permanent Member	√
Director of Operations	Permanent Member	√
SEVP Human Capital	Permanent Member	√
Director or other SEVP sections (as per topic relevance and decision in the Transformation Steering Committee)	Non-Permanent Member	√
Project Owner Business Unit, either PMO or Non-PMO, and Project Supporting Business Unit.	Non-Permanent Member	-

Profile of Transformation Steering Committee Members

The profile can be found in the Board of Directors section of this Annual Report.

Independence Statement of Transformation Steering Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, nor are they Commissioners, Directors, or employees of companies that have affiliations or business relations with BRI.

Training and/or Competency Enhancement for Transformation Steering Committee in 2025

Training and/or competency enhancement can be found in the Board of Directors' Training and/or Competency Enhancement section of this Annual Report.

Meetings and Implementation of Transformation Steering Committee in 2025

MEETING POLICY

1. Transformation Steering Committee (TSC) meetings are held once every month or as needed.
2. Transformation Steering Committee (TSC) is chaired by the Committee Chair. If the Chair is unavailable, the meeting is led by the Alternate Chair in accordance with the provisions in Article 2 of this Decree.
3. Voting Members cannot be represented at TSC meetings. If a Voting Member is unable to attend, their position may be filled by a Substitute Director, in accordance with applicable regulations.
4. A TSC meeting may be held if attended by the Chairperson/Substitute Chairperson and attended by at least four Voting Members (of the Voting Members present, at least one Director and the relevant Director/SEVP for the PMO or initiative to be decided upon, including the Committee Chairman).
5. Decisions at the Committee meeting are made by consensus. If consensus is not reached, the decision is considered valid if approved by 50% (fifty percent) of the Committee Members with voting rights plus 1 (one) additional Committee Member, including the Chair.
6. Decisions made during TSC meetings are documented in the TSC Minutes. The Project Owner's Business Unit follows up on the decisions made in the TSC Minutes and reports the results of the follow-up to the relevant Director/SEVP.
7. TSC Committee meetings can be held in person, but may be conducted online based on specific considerations.
8. The duties and responsibilities of the Committee Secretary include, among others:
   a. Coordinating the preparation of Committee meeting materials.
   b. Preparing the meeting agenda, schedule, and meeting venue.
   c. Carrying out correspondence functions, reproducing documents, and performing the archiving function for Committee documents.
   d. Preparing the Committee Meeting Minutes and Official Report.
   e. Distributing Committee decisions to be followed up by the relevant Work Units.
   f. Delivering progress on strategic initiatives/projects and follow-up plans from the previous Transformation Steering Committee (TSC).

REALIZATION OF MEETINGS AND DUTIES OF TRANSFORMATION STEERING COMMITTEE IN 2025

No.	Date	Meeting Agenda
1	April 23, 2025	• Kick Off Meeting PMO Funding, Lending, Operation & Distribution, Government Programs • Scope and organizational structure of PMO Funding, PMO Lending, and PMO Distribution & Operations by McKinsey • Scope and organizational structure of the Government Program PMO by the Group Head of Corporate Development & Strategy
2	May 2, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
3	May 7, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
4	May 14, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions

No.	Date	Meeting Agenda
5	May 21, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
6	May 28, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
7	June 11, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
8	June 25, 2025	Kick Off Meeting Brivolution Reignite 2025 • PMO Funding scope and organizational structure, PMO Lending, and PMO Distribution & Operations by McKinsey • Scope and struktur organisasi PMO Government Programs by Group Head Corporate Development & Strategy
9	June 25, 2025	• Progress Update PMO Funding Transformation, PMO Lending Transformation, PMO Distribution & Operations, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
10	Juli 2, 2025	• Progress Update PMO Funding Transformation, PMO Lending Transformation, PMO Distribution & Operations, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
11	Juli 10, 2025	• Progress Progress Update PMO Funding Transformation, PMO Lending Transformation, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
12	Juli 16, 2025	• Progress Update PMO Funding Transformation, PMO Lending Transformation, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
13	Juli 23, 2025	• Progress Update PMO Funding Transformation, PMO Lending Transformation, PMO Distribution & Operations, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
14	Juli 30, 2025	• Progress Update PMO Funding Transformation, PMO Lending Transformation, PMO Distribution & Operations, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
15	August 26, 2025	• Progress Update PMO Funding Transformation, PMO Lending Transformation,PMO Distribution & Operations, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
16	September 3, 2025	• Progress Update PMO Lending Transformation, and PMO Distribution & Operations • Presentation of Proposals and Initiative Decisions
17	September 17, 2025	• Progress Update PMO Funding, PMO Lending, and PMO Distribution & Operations • Formation, determination of structure and scope of PMO Excess Budget Balance Management team • Presentation of Proposals and Initiative Decisions
18	October 2, 2025	• Progress Update PMO Operations, PMO Government Programs, PMO Lending Transformation, PMO Pengelolaan Saldo Anggaran Lebih • Presentation of Proposals and Initiative Decisions
19	October 22, 2025	• Progress Update PMO Operations, PMO Funding Transformation, PMO Lending Transformation, and PMO Government Programs • Presentation of Proposals and Initiative Decisions
20	November 5, 2025	• Progress Update PMO Operations, PMO Funding Transformation, and PMO Lending Transformation • Presentation of Proposals and Initiative Decisions
21	November 12, 2025	• Presentation of PMO development as BRI transformation accelerator by the Directors. • Presentation of the Board of Commissioners' directives for strengthening PMO governance and work effectiveness mechanism
22	November 26, 2025	• Progress Update PMO Government Programs, PMO Funding Transformation, and PMO Management of Excess Budget Balance • Establishment and determination of PMO Demand Deposit strategy

Financial Conglomerate Governance Committee

The Financial Conglomerate Governance Committee is a BRI Board of Directors Committee that is responsible for the alignment of the implementation of Integrated Governance (performance, governance, compliance, risk management, IT, human capital, and integrated internal audit) as well as supervising the Financial Conglomerate, coordinating the implementation of control, and being responsible for all Financial Conglomerate activities, implementing the principle of prudence in the Financial Conglomerate as a whole, and fulfilling resources for each member of the Financial Conglomerate.

Financial Conglomerate Governance Committee Charter

In conducting its duties, the Financial Conglomerate Governance Committee referred to the Board of Directors Decree No. 5905-DIR/PPM/11/2025 on November 25, 2025 concerning the Financial Conglomerate Governance Committee, which regulated the Organization and Work Procedures.

Duties and Responsibilities of Financial Conglomerate Governance Committee

1. Alignment of the implementation of Performance, Governance, Compliance, Risk Management, TI, Human Capital, and Integrated Internal Audit:
   a. Deciding the strategic program of the Financial Conglomerate Holding Company (PIKK) for three years;
   b. Establishing the Financial Corporate Plan for five years, which will be subject to approval by the Board of Commissioners.
2. Supervisory of the Financial Conglomerate:
   a. Evaluating and providing recommendations on the implementation of plans, policies, and strategic work programs of members of the Financial Conglomerate;
   b. Evaluating and providing recommendations on the implementation of Integrated Governance (Performance, Governance, Compliance, Risk Management, Information Technology, Human Capital, and Integrated Internal Audit).
3. Supervisory of strengthening, management, and/or resolving financial issues of members of the Financial Conglomerate and maintaining the business sustainability of members of the Financial Conglomerate:
   a. Evaluating and monitoring the strengthening, management, and/or resolution of financial issues of members of the Financial Conglomerate;
   b. Evaluation and monitoring of corrective actions by members of the Financial Conglomerate is appropriately conducted and supports the recovery plan and resolution plan performed by members of the Financial Conglomerate.
4. Implementation of the prudential principles throughout the Financial Conglomerate:
   a. Determining and providing follow-up directions on recommendations and/or warnings from the Regulator regarding the implementation of Financial Conglomerate Governance;
   b. Evaluating the implementation of prudential principles within the Financial Conglomerate.
5. Supervisory of resource provision for each member of the Financial Conglomerate, including through providing direction and evaluation of resource support to each member of the Financial Conglomerate.

Structure of Financial Conglomerate Governance Committee Membership

Membership Structure	Position	Voting Rights
Director of Financial Conglomerate Management	Chairman	√
Co-Director of Financial Conglomerate Management	Alternate Chairman (concurrently permanent member)	√
Group Head Subsidiary Management	Secretary	-
Director of Finance & Strategy	Permanent Member	√
Director of Manajemen Risiko	Permanent Member	√
Director of Information Technology	Permanent Member	√
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-
Director of Financial Conglomerate Member Counselor	Non-Permanent Member	√
President Director Financial Conglomerate Member	Non-Permanent Member	-

Profile of Financial Conglomeration Governance Committee Members

The profile can be found in the Board of Directors section of this Annual Report.

Independence Statement of Financial Conglomeration Governance Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, nor are they Commissioners, Directors, or employees of companies that have affiliations or business relations with BRI.

Training and/or Competency Enhancement for Financial Conglomeration Governance Committee in 2025

Training and/or competency enhancement can be found in the Board of Directors' Training and/or Competency Enhancement section of this Annual Report.

Meetings and Implementation of Financial Conglomeration Governance Committee In 2025

MEETING POLICY

1. Financial Conglomeration Governance Committee meeting are held regularly at least twice every year.
2. The Financial Conglomerate Governance Committee meetings may be held physically or via video conference or other electronic media in accordance with the provisions.
3. The Committee Secretary is responsible for carrying out coordination of the Financial Conglomeration Governance Committee Meeting, among others:
   a. Preparing the agenda, schedule, and meeting venue;
   b. Preparing and/or coordinating meeting materials;
   c. Preparing the meeting minutes;
   d. Monitoring and receiving reports on the implementation of meeting decisions.

4. The Committee Support Team prepares studies and analyses within their respective areas of expertise.
5. The review is presented at Committee meetings by Committee Members and/or Support Team Members, depending on their respective areas of expertise.
6. The meeting of the Financial Conglomerate Governance Committee meet the quorum if attended either physically or via video conference media or other electronic media by 2/3 (two-thirds) of all Committee Members, including the Managing Director of the Financial Conglomerate or the Managing Co-Director of the Financial Conglomerate. The meeting may only be conducted if the quorum is met.
7. The Financial Conglomerate Governance Committee meeting is chaired by the Managing Director of the Financial Conglomerate.
8. If the Managing Director of the Financial Conglomerate is unable to attend, then the Committee Meeting is chaired by the Managing Co-Director of the Financial Conglomerate.
9. In case the Conglomerate Governance Committee Meeting is chaired by the Co-Managing Director of the Financial Conglomerate who also serves as a Committee Member, the calculation of the quorum for the Substitute Chairperson and the Director of Finance & Strategy as a Permanent Member will only be counted as 1 (one) vote/attendance.
10. Recommendations/decisions of the Financial Conglomeration Governance Committee are determined through deliberation to reach consensus by the Chair/Acting Chair and all members. In the event that consensus is not achieved, the recommendations and/or decisions of the Committee Meeting shall be considered valid if approved by more than 50% (fifty percent) of the Members present and having voting rights, including the Chair/Acting Chair.

Financial Conglomerate Governance Committee – Integrated Risk Management Subcommittee

DUTIES AND RESPONSIBILITIES OF THE FINANCIAL CONGLOMERATE GOVERNANCE COMMITTEE - INTEGRATED RISK MANAGEMENT SUBCOMMITTEE

The Integrated Risk Management Subcommittee has the following duties and responsibilities:

1. Stipulating Integrated Risk Management policies along with their amendments.
2. Determining corrective measures based on the evaluation results of the implementation of integrated Risk Management in the following forms:
   a. Integrated risk profile report.
   b. Individual risk profile report for Subsidiary of BRI financial conglomerate members.
   c. Integrated capital analysis.
   d. Integrated and/or individual stress testing simulation.

STRUCTURE OF THE FINANCIAL CONGLOMERATE GOVERNANCE COMMITTEE – INTEGRATED RISK MANAGEMENT SUBCOMMITTEE MEMBERSHIP

The Integrated Risk Management Sub-Committee has the following composition of management and members:

Membership Structure	Position	Voting Rights
Director of Risk Management PIKK	Chairman	√
Group Head, Market, Portfolio & Enterprise Risk	Secretary I	-
Group Head, Subsidiary Management	Secretary II	-
Director of Financial Conglomerate Management or Co-Director of Financial Conglomerate Management	Permanent Member	√
SEVP Retail Risk	Permanent Member	√
SEVP Wholesale Risk	Permanent Member	√
Director of the Relevant Division	Non-Permanent Member	√
Supervisory Director of a Member of a Financial Conglomerate	Non-Permanent Member	√
Director of Human Capital & Compliance	Permanent Member	-
SEVP Internal Audit	Permanent Member	-
President Director of KK Member/Director taking charge MR function of KK Member	Permanent Member	-
Committee Support Team		
Subsidiary Management Group	The Business Unit is responsible for the management of the Subsidiary, which includes the formulation of strategies, business plans, performance evaluation, business synergies and corporate actions related to the Subsidiary.	-
BRI Risk Management Unit	MPE, ORD, KRD, DRD and ITF as oversight function	-
Audit Intern Unit	Independent Assurance function	-

MEETING AND IMPLEMENTATION OF DUTIES OF THE FINANCIAL CONGLOMERATE GOVERNANCE COMMITTEE – INTEGRATED RISK MANAGEMENT SUBCOMMITTEE

No.	Date	Meeting agenda
1	February 10, 2025	RAS and PA Risk Profile Monitoring The 2025 Integrated RAS Stipulation Subsidiary's Key Risk Issue RMI 2024 Assessment Results
2	August 25, 2025	RAS and PA Risk Profile Monitoring Consolidated Risk Evaluation Subsidiary Key Risk Issue

Implementation of Governance in Providing Remuneration for Commercial Banks Following OJK Regulation Number 45/POJK.03/2015

Remuneration and Nomination Committee

The Remuneration and Nomination Committee has been explained in the Remuneration and Nomination Committee Subtitle of the Corporate Governance Chapter in this Annual Report.

Remuneration Policy Preparation Process

The process of preparing remuneration policies includes:

1. Background and Objectives of Remuneration Policy
   In order to protect and retain employees, it is necessary to regulate remuneration policies that can maintain and increase worker motivation and encourage the creation of a conducive work environment. The Company prepares Remuneration policies to attract potential workers, retain competent workers, and maintain worker motivation to perform superiorly.
2. Implementation of a review of the previous year's remuneration policy, along with improvements.
   The Company prepares Remuneration policies based on practices in the labor market in the banking sector and continually reviews and updates them under changes and business developments while still paying attention to the Company's capabilities.
3. Mechanism to ensure that remuneration for employees in the control unit is independent of the business unit they supervise

In supporting BRI's aspirations to build a Performance Driven Culture, the implementation of the BRI remuneration system is carried out by paying attention to its alignment with the achievement of KPI-based business unit and individual performance. The preparation of KPIs is carried out through cascading performance targets (cascading) either fully, partially or contributively so that the performance targets of the supported Business Units will be different but support the achievement of the performance targets of the control business unit. Apart from that, to ensure the objectivity of the assessment, evaluation of the performance of business units at BRI is also carried out in stages through the Performance Management Committee by higher business unit. Furthermore, the individual performance assessment will be adjusted to the performance achievements of the individual and business unit which will ultimately have an impact on the amount of remuneration obtained.

Scope of Remuneration Policy and its Implementation per Business Unit, per Region, and in Subsidiary Companies or Branch Offices Located Overseas

In order to harmonize differences in cost levels between regions, the Company provides assistance in adjusting cost levels in the form of Premium Allowances. The Company conducts reviews of Premium Allowances, if necessary, in accordance with developments in the cost level in each region and the Company's capabilities. The Subsidiary Company has a separate Remuneration Policy, which the Subsidiary Company itself prepares. In order to harmonize differences in cost levels between regions, the Company assists in adjusting cost levels in the form of Premium Allowances.

Remuneration is Associated with Risk

Remuneration is linked to risk and is arranged based on the latest policies related to the Implementation of Wage Regulations for BRI Employees, where the wage design is simplified to include Basic Salary and Premium Allowances as components of the salary structure. Job grades are no longer a consideration, as job grade allowances have been incorporated into the Basic Salary in total. For each position, a specific wage scale is determined, reflecting the minimum, median, and maximum, taking into account regulatory policies, job weight or job analysis results, and comparisons with the market/peers. The amount of remuneration received by employees considers or is equivalent to the burden and potential risks inherent to the position. The higher the position, the greater the employee's responsibility in making decisions that significantly impact the company's risk profile/exposure.

In this regard, the company has determined the parties who are considered Material Risk Takers (MRT), based on specific considerations aligned with the potential risks arising from the roles held. For individuals designated as MRTs, the company will defer the payment of part of the variable remuneration.

Performance Measurement is Linked to Remuneration

Performance measurements associated with remuneration include:

1. Remuneration policy for performance appraisal.
   In order to encourage employees to perform superiorly, the company has a variable compensation program for employees who successfully achieve and exceed performance targets. Workers with high performance will also receive high variable compensation. On the other hand, workers who underperform will receive low variable compensation or no variable compensation at all.
2. Individual remuneration method based on company performance, business unit performance, and individual performance.
   In providing variable compensation for workers, the amount of compensation received by workers depends on the company's performance achievement, business unit performance, and individual performance, where each component has an independent target achievement indicator, weight, and multiplier factor.
3. Method of adjusting remuneration for unachieved performance.
   At the beginning of the year, the company determines the conditions that employees must meet to obtain variable compensation, one of which is the performance that must be achieved. Workers who do not meet the specified requirements will not receive variable compensation.

Remuneration Adjustments are Linked to Performance and Risk

1. Remuneration adjustments are linked to performance and risks, which include:
   Remuneration policy regarding variable amounts and criteria which are suspended based on the Joint Decree of the Board of Directors and Board of Commissioners Number 09-KOM/ BRI/11/2017 and S.1023-DIR/ KPS/11/2017 dated November 30, 2017 concerning Governance of The remuneration of PT Bank Rakyat Indonesia (Persero) Tbk., has been determined as follows:
   a. Part of the variable remuneration will be deferred for parties designated as MRT.
   b. The amount of suspension for the Board of Directors and Board of Commissioners is a maximum of 20% of the variable remuneration.
2. Remuneration policy for deferred variables whose payments are postponed or canceled (Malus)
   The company can postpone the payment of deferred variable remuneration (malus) to MRT if conditions occur in the form of:
   a. It is proven that there is Individual Fraud.
   b. Restatement of the company's financial report is the basis for determining variable remuneration.
   c. The risk rating in the last quarter before the payment of deferred variable remuneration is 4 (Moderate to High) or worse.

Name of External Consultant and Consultant's Duties Related to Remuneration Policy

One of the company's remuneration principles is external competitiveness, where remuneration is provided at a competitive level within the banking industry. In line with this, the company collaborates with Independent Consultant, which is responsible for conducting benchmarking and/or salary surveys based on the company's request regarding remuneration policies.

Remuneration Packages and Facilities Received by the Board of Directors and Board of Commissioners

Types of Remuneration and Facility	Amount Received in 2025			
	Directors		Board of Commissioners	
	People	Million IDR	People	Million IDR
Salary, regular allowances, and other facilities in the form of non-kind benefits*	26**	69,795	14***	33,729
Other facilities in kind (housing, health insurance, etc.) which: a. can be owned; b. cannot be owned	26**	28,622	14***	8,568
Total	**26****	**98,417**	**14*****	**41,847**

* During 2025, there is no bonus payment and performance incentives for members of the Board of Commissioners and Board of Directors.
** Consists of all Board of Directors, including those serving during 2025, from before the 2025 Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders held on December 17, 2025, to December 31, 2025.
*** Consists of all Board of Commissioners, including those serving during 2025, from before the 2025 Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders held on December 17, 2025, to December 31, 2025.

Remuneration Packages Grouped Into Income Levels Received by Directors and Members of the Board of Commissioners in 1 (One) Year

Amount of Remuneration per Person in 1 (One) Year	Number of Directors	Number of Commissioners
Above IDR2 billion	13	2
Above IDR1 billion up to. IDR2 billion	9*	4**
Above IDR500 million to IDR1 billion	-	8*
IDR500 million and below	4***	-

* Directors and Commissioners who resigned in accordance with the resolution of the AGMS on March 24, 2025
** Appointed as BRI's Board of Commissioners at the AGMS on March 24, 2025
*** Appointed as BRI's Board of Directors at the EGMS on December 17, 2025

Variable Remuneration

1. Forms and Reasons for choosing variable remuneration.
   Employee compensation is provided within a fair, competitive system that aligns with the bank's needs and capabilities. Compensation is divided into two (2) categories:
   a. Fixed compensation consists of basic wages and allowances.
   b. Variable compensation given to workers is based on performance achievements, namely as follows:
      - Short Term Incentives.
        Short Term Incentives are variable compensation promised by the Company at the beginning of the year to Marketers. Short Term Incentives aim to encourage the motivation of Marketers, providing direct rewards for achieving and exceeding individual targets, business unit targets and company targets.
      - Long-Term Incentives
        Long-term incentives are variable compensation provided by the company based on long-term performance, typically for a period of more than two (2) years.
      - Bonus.
        Bonuses are variable compensation that is not promised by the Company. Bonuses are given to employees in order to provide appreciation for the Company's performance achievements.
2. Reasons for differences in variable remuneration (Directors, Board of Commissioners and Employees).
   a. BRI applies the Position Group concept, which consists of Support, Business, and Marketing Advisor. The provision of variable remuneration will differ between job groups, which is adjusted to a constant amount per position group in question.
   b. The company provides greater variable compensation for Marketers, this is due to the following reasons:
      - Marketers are profit makers.
      - Encourage marketers to exceed predetermined targets.
      - Appreciation to Marketers.

Factors that cause differences in variable compensation are based on considerations of performance and competency achievements, including business unit performance and company performance.

Number of Directors, Board of Commissioners and Employees Receiving Variable Remuneration for 1 (One) Year

Variable Remuneration	Amount Received in 1 (One) Year					
	Board of Directors		Board of Commissioners		Employee	
	Person	million IDR	Person	million IDR	Person	million IDR
Total	**26**	**-**	**14**	**-**	**7**	**43.298,49**

Position and Number of Parties Who are Material Risk Takers

The positions and number of individuals designated as Material Risk Takers (MRT), determined based on the management count for the reporting year, are as follows:

1. Board of Directors (13 person)
2. Board of Commissioners (6 person)
3. Senior Executive Vice President (SEVP) (5 person)

Shares Options Owned by the Board of Directors, Board of Commissioners and Executive Officers

During 2025, the Company does not have a share ownership program in the form of share purchase options for the Board of Directors, Board of Commissioners and Executive Officers.

Highest and Lowest Salary Ratio

Salary Ratio	2025	2024
Highest and Lowest Employee Salaries	48.8	54.5
Highest and Lowest Directors' Salaries	1.18	1.18
Highest and Lowest Commissioner Salaries	1.11	1.11
Highest Directors' and Highest Employees' Salaries	2.57	3.75

Number of Recipients and Total Amount of Variable Remuneration that is Unconditionally Guaranteed

There was no variable compensation that is guaranteed unconditionally.

Number of Employees Subject to Termination of Employment and Total Nominal Severance Paid

During 2025 there will be no termination of employment due to Bank policies such as mergers, consolidations, acquisitions, or streamlining of the Bank's organizational structure.

The Nominal Amount of Severance Pay Paid per Person In 1 (One) Year	Number of Employees
Above IDR1 billion	-
Above IDR500 million to IDR1 billion	-
Below IDR500 million	-

Total Amount of Variable Remuneration that is Deferred

No	MRT Party	Deferred Variable Remuneration	
		Cash (Rp Gross)	Shares (sheets)**
1	SEVP**	16.663.321.250	There will be no remuneration in the form of shares in 2025
2	Board of Commissioners*	22.169.949.013	2.088.500
3	Board of Directors*		18.321.711

* Accumulation of all deferred variable remuneration as of December 2025, namely the deferral of variable remuneration for the 2021, 2022, dan 2023 financial years.
** Accumulation of all deferred variable remuneration as of December 2025, namely the deferral of variable remuneration for the 2023 and 2024 financial years.

Total Amount of Deferred Variable Remuneration Paid During 1 (One) Year

No	Side of MRT	Deferred Variable Remuneration	
		Cash in Millions (Unlock) 2025	Share Sheet (Unlock) 2025
1	Board of Commissioners	14.445.370.226	1.492.335
2	Board of Directors	-	10.352.430
3	SEVP	5.107.891.401	There will be no remuneration in the form of shares in 2025

Amount of Remuneration Givenin One Year

A. FIXED REMUNERATION*)	
1. Cash	IDR91,165
2. Shares/share-based instruments issued by the Bank	-

B. VARIABLE REMUNERATION*)		
	Not Suspended	Suspended
1. Cash	43.298,49	10.824,62
2. Shares/share-based instruments issued by the Bank**	-	-

Note: *)Applicable only for MRT and disclosed in IDR millions

Quantitative Information

Types of Variable Remuneration*)	Remaining Pending	Total Reduction During Reporting Period		
		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)
Cash (in IDR million)	38.833			
Shares/ Share-based instruments issued by the Bank	20.410.211 share sheet			

Note: *) Only for MRT

Performance-Based Long-Term Compensation Policy

Pursuant to the resolutions of the Extraordinary General Meeting of Shareholders (EGMS) held on October 3, 2003, as stipulated in Deed No. 6 of Notary Imas Fatimah, S.H., the shareholders approved the issuance of stock options to be implemented in three (3) phases. The stock options were granted to members of the Board of Directors and employees occupying certain positions and roles who met the predetermined eligibility criteria (Management Stock Option Plan/MSOP).

BRI has various types of variable compensation, one of which is a long-term incentive (LTI). LTI is compensation provided by the company based on the achievement of corporate and/or individual performance, considering long-term performance over more than two (2) years. Long-Term Incentives (IJP/LTI) are granted to Marketing Personnel with the objective of enhancing their motivation to achieve the Company's targets and as a form of recognition for their performance achievements. The basis for granting the Long-Term Incentives (LTI) is determined by taking into account the Key Performance Indicators (KPI) and quarterly targets.

Stock Ownership Program by Employees and/or Management (ESOP/MSOP)

BRI implements an Employee Share Ownership Program for BRI employees, which is granted periodically, as follows:

a. Employee Stock Allocation (ESA)
   The share ownership program in the form of the Stock Allocation Program was provided in 2016 and 2020 through 4 stages to all levels of Workers or certain Workers who meet the criteria consisting of length of service, individual performance, and team member track record in carrying out their responsibilities.
b. Employee Stock Option Plan (ESOP)
   Share ownership program in the form of share purchase options at a special price in 2020. This program is given to certain level workers who are BRI's Top Talent and meet the performance and Capacity/Potential criteria.

As the Company's commitment to increasing team member engagement and productivity and creating a sense of ownership of employees towards the Company, the Company will implement a similar share ownership program for employees next year.

Number of Shares and/or Options

Program	Number of Shares (Year 2021)	Additions in 2025*
ESA 1	589,800	-
ESA 2	1,554,300	-

Program	Number of Shares (Year 2021)	Additions in 2025*
ESA 3	268,953,200	-
ESA 4	283,113,000	-
ESA 2023	-	83,597,400
Special ESA	30,720,900	-
ESOP 1	72,029,200	-
ESOP 2	76,896,900	-
Discretionary Pool	674,600	-

* The granting of Employee Stock Allocation (ESA) or additional shares in 2025.

The Implementation Period

The vesting period, or the period during which the team member's rights to shares still depend on the specified conditions, is as follows:

Program	Vesting Period
ESA 1	Vesting 1 January 1, 2017 – January 31, 2018 (Applicable to all Corporate Titles)
	Vesting 2 January 1, 2019 – January 31, 2019 (Only valid for Corporate Title VP, EVP & SEVP)
ESA 2	January 2, 2020 to January 31, 2020
ESA 3	January 2, 2020 to March 31, 2021
ESA 4	January 2, 2020 to December 31, 2021
ESOP 1	May 15, 2020 – October 31, 2020
ESOP 2	May 15, 2020 – May 31, 2021
ESA 2023	January 2 – December 31, 2024

Requirements of Eligible Employees and Management

The program for granting several Company shares in the form of ESA is given to employees who meet the grant and vesting program requirements, such as meeting the minimum work period, achieving company performance and individual performance in the specified period, as well as the team member's track record in carrying out their responsibilities. Meanwhile, other team member share ownership programs are provided in the form of granting the right to purchase some company shares, namely in the form of an ESOP, aimed at employees who fall into the BRI High Potential Talent & Value Creator category, namely those who meet the performance and Capacity/Potential criteria.

Implementation Prices or Determination of Implementation Prices

In the Employment Stock Ownership Program (ESOP) BRI provided to eligible employees, the acquisition price of shares is determined at specific times: for the ESA 1 program, the price is IDR 3,630 per share; for ESA 2, 3, and 4, the price is IDR 4,410 per share; and for the ESOP program the price is IDR 2,240 per share.

In addition to ESA, the Company also provides long-term compensation in the form of Long Term Incentive (LTI). Explanation regarding Long Term Incentive (LTI) is explained in the Nomination and Remuneration section of the Board of Commissioners and Directors in this Annual Report.

Public Accountant

Appointment of Public Accountant

The procurement procedure for a Public Accounting Firm (KAP) is as follows:

1. The procurement process for KAP audit services is carried out by the Technical Team, the HPS Preparation Team, and the Procurement Team.
2. The Audit Committee is the Coordinator of the Technical Team, HPS, Preparation, and Procurement teams. It is responsible for reporting all KAP audit service procurement activities to the Board of Commissioners.
3. The method for procuring KAP audit services is carried out using the Direct Selection Method, guided by the provisions and procedures for procurement of goods and services that apply at BRI.

Public Accounting Firm, Name of Accountant, Fee, and License of the KAP

Table of Public Accounting Firm, Name of Accountant, Fee, and License of the KAP

Year	Public Accounting Firm	KAP Period	Name of Accountant (Responsible Partner)	AP Period	Audit Service Fee
2025	Purwanto Susanti & Surja	10th Period	Rindra Sulindro	1st Period	IDR18,001,500,000
2024	Purwantono, Sungkoro & Surja	9th Period	Christophorus Alvin Kossim	5th Period	IDR16,625,000,000
2023	Purwantono, Sungkoro & Surja	8th Period	Christophorus Alvin Kossim	4th Period	IDR15,922,000,000
2022	Purwantono, Sungkoro & Surja	7th Period	Christophorus Alvin Kossim	3rd Period	IDR13,925,000,000
2021	Purwantono, Sungkoro & Surja	6th Period	Christophorus Alvin Kossim	2nd Period	IDR13,715,296,000
2020	Purwantono, Sungkoro & Surja	5th Period	Christophorus Alvin Kossim	1st Period	IDR15,523,800,000
2019	Purwantono, Sungkoro & Surja	4th Period	Danil Setiadi Handaja, CPA	3rd Period	IDR10,700,000,000
2018	Purwantono, Sungkoro & Surja	3rd Period	Danil Setiadi Handaja, CPA	2nd Period	IDR8,200,000,000
2017	Purwantono, Sungkoro & Surja	2nd Period	Danil Setiadi Handaja, CPA	1st Period	IDR7,300,000,000

Other Services Provided by Accountants

No.	Non-Audit Services	Fee
1	Agreed-upon procedures for the calculation of the Board of Directors' KPI achievements (collegial and individual) as of December 31, 2025	IDR690,000,000
2	Agreed-upon procedures for data submitted by BRI for the Compilation of Financial Statements of the Ministry of SOEs for the 2025 fiscal year (Anaplan)	IDR256,000,000
3	Agreed-upon procedures for compliance with applicable regulations for micro and small business funding for the 2025 fiscal year.	IDR185,000,000
4	Limited review of the Consolidated Financial Statements of the Company and its Subsidiaries as of October 31, 2025.	IDR9,600,000,000
5	Limited Confidence Assurance on BRI's Long Term Incentive (LTI) Report, Position 31 December 2025 (Long Term Incentive (LTI) Program of the Board of Directors & Board of Commissioners for the Period 2023 - 2025 and 2024 - 2026).	IDR267,500,000
6	Public Accounting Firm Services in the Issuance of Sustainable Socially Aware Bonds I by Bank BRI.	IDR2,930,000,000

Audit Opinion

Year	Opinion on Financial Statement Audit Results
2025	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2024	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2023	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2022	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2021	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2020	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards

Internal Control System

BRI implements an effective internal control system (ICS) to oversee its business and operational activities across all organizational levels and to safeguard BRI's investment and assets. The effective implementation of ICS assists BRI's management in protecting assets, ensuring the availability of reliable financial and managerial reporting, enhancing compliance with applicable laws and regulations, and reducing the risk of losses, irregularities, and violations of prudential principles. The establishment of a reliable and effective ICS at BRI is the responsibility of all risk-taking units, supporting business units, and the Internal Audit Unit (SKAI).

Purpose of Internal Control System

1. Compliance with Provisions and regulations or compliance objectives. The compliance objective is intended to ensure that all of BRI's business activities are conducted under the applicable provisions and regulations, including those issued by the government, and the OJK Regulation, as well as internal policies, regulations, and procedures established by the company.
2. Availability of comprehensive, accurate, relevant, and timely financial and management information or information objectives. The information objective is intended to ensure the availability of comprehensive, accurate, relevant, and timely reports needed for making precise and accountable decisions.
3. Effectiveness and efficiency in business activities or operational objectives. The operational objective is aimed at enhancing the effectiveness and efficiency of asset utilization and other resources to protect against the risk of losses.
4. Enhancing the effectiveness of risk culture across the organization or risk culture objectives. The risk culture objective is intended to identify weaknesses and detect irregularities early, as well as continuously reassess the adequacy of existing policies and procedures.

Control Environment

The control environment reflects the overall commitment, behavior, awareness, and actions of the Board of Directors and the Board of Commissioners in carrying out operational control activities. The elements of the control environment include:

1. An adequate organizational structure.
2. Leadership style and management philosophy.
3. Integrity, ethical values, and the competency of all employees
4. Human capital policies and procedures.
5. Attention and direction from management and other committees.
6. Factors influencing operational activities.

The control culture enhances a strong work ethic and high integrity while fostering an organizational culture that emphasizes the importance of internal controls to all employees. The Board of Commissioners and the Board of Directors have actively supervised and established a control culture within the company.

The implementation of management oversight includes:

1. BRI has established procedures to identify, measure, monitor, and control risks faced by the bank. The Board of Commissioners plays a role in determining the company's risk tolerance level.
2. BRI has an adequate organizational structure with assignments of duties and responsibilities under the applicable regulations.
3. BRI has developed a policy architecture that includes internal control policies and procedures for operational activities.
4. Conducting monitoring of improvements of findings from internal and external audits.
5. Regular communication across all organizational levels, including between the Board of Directors and the Board of Commissioners.
6. Monitoring the effectiveness of Internal Control System implementation.
7. Conducting reviews of the Internal Control System.

Bank Internal Control System

The Bank's internal control system consists of five interrelated key components, namely: Management Oversight and Control Culture; Risk Recognition and Assessment; Control Activities and Segregation of Duties; Accounting, Information and Communication Systems; as well as Monitoring Activities and the Correction of Deviations).

Management Oversight and Control Culture

1. Duties and responsibilities of the Board of Directors and the Board of Commissioners in the implementation of the Internal Control System (ICS).
2. Control Culture, which promotes high standards of work ethics and integrity, and fosters an organizational culture that emphasizes to all employees the importance of effective internal controls.

Risk Identification and Assessment

Risk identification and assessment constitute activities to identify and analyze relevant risks that may potentially hinder the achievement of the Company's objectives, both at the entity level and at the process level. An effective Internal Control System (SPI) requires the company to continuously identify and assess risks that could impact the achievement of its objectives. Risk assessment must also be conducted by the internal auditors to ensure that the audit coverage is broader and more comprehensive. Detailed information regarding risk identification and assessment is presented in the Risk Management System Sub-Chapter under the Corporate Governance Chapter of this Annual Report.

Control Activities and Segregation of Duties (Financial and Operational Controls)

Control activities help ensure that management directives have been properly implemented and that necessary actions have been taken to mitigate risks, thereby enabling the organization to achieve its objectives. These activities encompass various processes, including approvals, authorizations, verifications, reconciliations, reviews of operational performance, safeguarding of assets, and segregation of duties.

Control Activities

Control activities include policies, procedures, and practices that provide workers with confidence that the Board of Directors and Board of Commissioners' directives have been implemented effectively. Control activities are implemented at all functional levels in accordance with the organizational structure, which at least include:

1. **Management Review (Top Level Review)**
   Review of the progress (realization) is compared to the targets to be achieved, such as financial reports compared to the established budget plan to immediately detect problems such as control weaknesses, financial reporting errors, or fraud.
2. **Operational Review (Functional Review)**
   Operational reviews are conducted to assess risk profile reports, operational data analysis, and realization of the implementation of audit work plans by Internal Audit Unit (SKAI) with higher frequency, both daily, weekly and monthly reviews.
3. **Information Systems Control**
   The Company verifies the accuracy and completeness of transactions and carries out authorization procedures in accordance with internal provisions. Information system control activities can be classified into 2 (two) criteria, namely general control and application control.
4. **Physical Asset Control**
   Physical asset control is implemented to ensure that risk security is maintained for company assets.
5. **Documentation**
   The company adequately documents accounting policies, procedures, systems, standards, and audit processes. This document is updated periodically to describe the company's operational activities and is communicated to officials and employees. The internal auditor also assesses the accuracy and availability of documents during the audit.

Segregation of Duties

Effective SPI requires separation of functions (four eyes principle) and avoids the granting of authority and responsibility that can cause various conflicts of interest. The separation is intended so that everyone in their position does not have the opportunity to commit and hide errors or deviations in carrying out tasks at all levels of the organization and all operational activities. Separation of functions is not limited to front and back office activities but also in the context of controlling:

1. Approval of disbursement of funds and realization of expenditure.
2. Customer accounts and company owner accounts.
3. Transactions in bookkeeping.
4. Providing information to customers.
5. Assessing the adequacy of credit or financing documentation and monitoring of debtors after credit or financing disbursement.
6. Other business activities that may cause significant conflicts of interest.

Implementation of Bank Financial Reporting Integrity

Throughout 2025, BRI strengthened the foundation of its financial reporting integrity through the comprehensive implementation of Internal Control over Financial Reporting (ICoFR) across nine primary scope areas, covering lending (micro, CSME, consumer, and corporate), customer deposits, financial reporting, treasury, trade finance, and fixed assets. This implementation encompassed 526 subprocesses—comprising 492 subprocesses of Process Level Controls (PLC) and IT Application Controls (ITAC), as well as 34 subprocesses of IT General Controls (ITGC) representing 33 significant applications. As of year-end 2025, BRI has achieved internal control coverage over approximately two-thirds (2/3) of total assets and total liabilities, as part of a systematically phased implementation approach. This coverage will continue to be gradually expanded until it fulfills the requirement of covering two-thirds (2/3) of significant Financial Statement Line Items (FSLI), as mandated by the

Ministry of State-Owned Enterprises, in accordance with the established alignment roadmap. Accordingly, BRI has demonstrated substantive progress in aligning its internal roadmap with the Ministry of SOEs' ICoFR Roadmap, as stipulated in Letter No S-6/DKU.MBU/02/2025.

In ensuring the effectiveness of the design and implementation of internal controls, BRI has undertaken various testing activities that reflect its strong commitment to robust governance practices. A Test of One (ToO) was conducted on 335 key controls, supported by 193 working papers. This was followed by a Control Self-Assessment (CSA) covering 762 key controls, supported by 645 working papers, reflecting the active involvement of business units in ensuring compliance and control effectiveness. In addition, a Test of Design (ToD) was performed on 242 key controls, supported by 243 working papers within the treasury, trade finance, and fixed assets scope. Although several potential design deficiencies were identified, all have been scheduled for remediation through structured and continuous improvement initiatives. With these achievements, the maturity level of BRI's ICoFR implementation is considered sufficiently adequate to support external audit readiness in 2028.

In accordance with Article 8 of OJK Regulation Number 15 of 2024, the Board of Directors of BRI declares its responsibility for the preparation and presentation of the Bank's financial information, ensuring that the financial statements comply with applicable accounting standards and OJK regulations, maintaining the completeness and accuracy of financial information, and implementing adequate internal controls throughout the Bank's financial reporting processes. Based on the evaluation of all design, implementation, and testing activities conducted throughout 2025, the Board of Directors assesses that the effectiveness of BRI's internal controls is at a solid level and continues to be further strengthened. This commitment underscores BRI's readiness to consistently uphold the integrity of its financial reporting and to ensure that the quality of the Bank's internal controls meets the expectations of regulators, shareholders, and other stakeholders.

Controlling Compliance with Other Legal Regulations

The Compliance Function generally carries out control of compliance with statutory regulations. The Compliance Director's responsibilities include ensuring that all policies, provisions, systems, and procedures, as well as business activities carried out by BRI, are under the provisions of the Financial Services Authority and statutory provisions, as well as implementing a prevention system so that policies and/or decisions taken by the Board of Directors BRI does not deviate from the provisions of the Financial Services Authority and statutory regulations. In addition, the Compliance Function's responsibilities include identifying, measuring, monitoring, and controlling Compliance Risk by referring to the Financial Services Authority Regulations regarding the Implementation of Risk Management for Commercial Banks, including making efforts to ensure that policies, provisions, systems, and procedures and BRI's business activities are in accordance with the provisions of the Financial Services Authority and/or applicable laws and regulations.

In order to increase the effectiveness of controlling compliance with statutory regulations, the Compliance Function periodically has a work program to assess the effectiveness of the compliance culture. BRI has parameters for measuring the effectiveness of implementing a compliance culture for Business Unit, which is carried out once a year. This assessment provides an overview for management to determine the level of compliance of each Business Unit, which can be considered when assessing each business unit's KPIs.

The Board of Directors periodically assesses the adequacy of implementing the Compliance Function at BRI through Compliance Function Reports, which are also submitted to the Financial Services Authority every semester. The implementation summary contained in the Compliance Function Report contains fairly comprehensive information, including compliance risk management, gratification control program, AML-CFT program, and others.

Accounting, Information and Communication Systems

Accounting System

Methods and records for identifying, grouping, analyzing, classifying, recording or posting, and reporting transactions.

Information System

1. Must be able to produce reports on business activities, financial conditions, implementation of risk management, and fulfillment of provisions that support the implementation of the duties of the Board of Directors and Board of Commissioners.
2. Provide a reliable information system regarding all functional activities, especially functional activities that are significant and have high risk potential.
3. Organize a contingency recovery plan and back up system to prevent high risk business failure.
4. Have and maintain a management information system that is organized, both in electronic and non-electronic form.

Communication System

1. Must be able to provide information to all parties, both internal and external, such as the OJK Regulation, external auditors, shareholders, and customers.
2. Internal Audit Unit (SPI) must ensure that there are effective communication channels so that all officials and workers fully understand and comply with policies and procedures in carrying out their duties and responsibilities.
3. The organizational structure must allow for adequate information flow, namely upward information to ensure that the Board of Directors, Board of Commissioners and executive officers are aware of operational risks and performance. Downward information is carried out to ensure the Company's objectives, strategies and expectations as well as lower-level policies and implementers, and across business units to ensure that information known by a particular business unit can be conveyed to other related business units.

Monitoring Activities and Corrective Actions for Deviations or Weaknesses

BRI continuously monitors the overall effectiveness of internal control carried out by operational business unit and the Internal Audit Business Unit ranks. The Internal Audit Business Unit has monitored the internal control system, which is submitted to the President Director, Compliance Director, and Board of Commissioners.

Monitoring Activities

1. Conduct continuous monitoring of the overall effectiveness of internal control implementation. Monitoring of key risks must be prioritized and serve as part of the Company's daily activities including periodic evaluations, both by the risk taking unit and by SKAI.
2. Continuously monitor and evaluate the adequacy of SPI in relation to changes in internal and external conditions and must increase the capacity of SPI so that its effectiveness can be improved.
3. Ensure that monitoring functions are clearly defined and well structured within the organization.
4. Assign business units or employees to monitor the effectiveness of internal control.
5. Establish the appropriate frequency for monitoring activities based on the risks inherent in the Company and the nature or frequency of changes occurring in operational activities.
6. Integrate SPI into operational activities and provide routine reports such as accounting journals, management reviews and reports on approval of exceptions or deviations from established policies and procedures (justification for irregularities) which are then reviewed.
7. Conduct a review of the documentation and evaluation results of the business units or workers assigned to carry out monitoring.
8. Establish information or feedback in an appropriate format and frequency.

SKAI Function

1. Conduct effective and comprehensive internal audits of SPI carried out by independent, competent, and sufficient number of auditors.
2. Report findings directly to the Board of Commissioners or Audit Committee, President Director, and Director in charge of the compliance function.
3. Conduct an independent assessment of the adequacy of the Company's compliance with established policies and procedures.
4. Determine the position, authority, responsibility, professionalism, organization, and scope of duties of SKAI by referring to the provisions of laws and regulations regarding the implementation of the compliance function of general banks and the standards for implementing the audit function.

Correction of Weaknesses and Corrective Actions for Deviations

1. Weaknesses in internal control, whether identified by the risk taking unit, SKAI, or other parties, must be immediately reported to and brought to the attention of authorized officials and/or the Board of Directors. Material weaknesses in internal control must be reported to the Board of Commissioners.
2. Any reports regarding weaknesses in internal control or ineffective risk control must be immediately followed up by the Board of Directors, Board of Commissioners, and relevant executive officers.
3. SKAI must conduct a review or other adequate monitoring steps on the weaknesses that occur and immediately report to the Board of Commissioners, Audit Committee, and President Director if there are still weaknesses that have not been corrected or have been recommended for corrective actions that have not been followed up.
4. Ensuring that all weaknesses are immediately followed up, the Board of Directors must create a system that can trace weaknesses in internal control and take corrective steps.
5. The Board of Directors and Board of Commissioners must receive periodic reports in the form of a summary of the results of the identification of all problems in internal control.

Compliance with the Committee of Sponsoring Organizations of Treadway Commission (COSO)

BRI has implemented an internal control system using the COSO Internal Control Framework: Control Environment, Risk Assessment, Control Activities, Information & Communication, and Monitoring.

Internal Environment

The first element of BRI's internal control structure includes commitment, policies, and behavior, including the concern of the Board of Directors, Board of Commissioners, and all BRI employees regarding the importance of effective internal control. BRI's Board of Commissioners ensures that the Board of Directors has monitored the effectiveness of the implementation of the internal control system through regular meetings with the Board of Directors and Executive Officers to discuss the effectiveness of the Internal Control System. The Board of Directors monitors the adequacy and effectiveness of the internal control system by ensuring that officials and workers have carried out internal implementation function activities. In carrying out supervision, BRI management has established a culture of control, including:

1. Establishment of an adequate BRI organizational structure with the determination of duties and responsibilities in accordance with applicable regulations.
2. Policies and procedures related to BRI human capital management include planning, recruitment, development and training, remuneration, and performance management.
3. BRI's core values and the BRI Code of Ethics reflect integrity and ethical values, which all BRI employees must follow.
4. In implementing the duties and responsibilities of the Directors and Commissioners, always pay attention to the principles of good corporate governance.

Risk Assessment

It is a series of awareness of all BRI employees towards a risk awareness culture, including actions to evaluate, assess, and mitigate risks. A more detailed explanation regarding the bank's internal control system for all types of risks is presented in pillar 4 of the Risk Management Chapter. BRI evaluates the risk profile periodically to mitigate risks that have the potential to harm the company. In implementing integrated risk management in financial conglomerates, BRI carries out management including assessment of 10 (ten) types of risks, namely:

1. Credit risk
   The assessment is carried out using an internal model using a standard model, namely calculating the probability of default and loss given default for each business segment based on shifts in collectibility. A series of stress tests were also carried out to measure the maximum potential loss if stress conditions occurred.
2. Market risk
   Assessments are carried out periodically (daily, weekly, monthly) by calculating market risk, including an approach using standard methods and internal measurement models (VaR) through the GUAVA application and NII simulation every time there is a change in market interest rates and managing the maturity profile of securities. The standard method approach is carried out by calculating interest rate and exchange rate risk on the position of all BRI financial instruments classified as trading books and banking books exposed to interest rate and exchange rate risk.
3. Liquidity Risk
   Identification, measurement, and monitoring are carried out through the daily liquidity profile dashboard, while control is carried out through the liquidity contingency plan protocol. Liquidity risk assessment includes assessing liquidity ratios, cash flow projections, maturity profiles, NSFR and LCR, determining liquidity risk limits, and stress tests.
4. Operational Risk
   Assess risks caused by inadequate or non-functioning internal processes, human error, system failure, or external problems that affect bank operations.
5. Legal Risk
   Includes an assessment of risks caused by juridical weaknesses, including legal claims, the absence of supporting legislation, or deficiencies in the agreement, such as not fulfilling the terms of the validity of the contract and imperfect binding.
6. Strategic Risk
   Assessment includes determining and implementing inappropriate bank strategies, making wrong business decisions, or lacking the need for more responsiveness to external changes.
7. Reputation Risk
   Covers risks caused by negative publications related to the bank's business activities or negative perceptions of the bank. The measurement aims to estimate the level of reputation risk vulnerability faced by BRI. The assessment includes parameters in the form of the influence of the reputation of bank owners and companies, violations of business ethics, product complexity, and business collaboration, and the frequency and materiality of negative bank news and customer complaints.

8. Compliance Risk
   This is a risk caused by not complying with or not implementing applicable laws and regulations. Assessments are carried out on the parameters of type, significance, nominal, and frequency of violations of relevant provisions.
9. Insurance Risk
   Assess risks resulting from the failure of insurance companies to fulfill their obligations to policyholders due to inadequate risk selection processes, premium determination, use of reinsurance, and/or claims handling.
10. Intra Group Transaction Risk
    Assess the risks resulting from an entity's dependence, either directly or indirectly, on other entities within a financial conglomerate in order to fulfill the obligations of written agreements and unwritten agreements, whether followed by transfers and/or not followed by transfers of funds.

Apart from conducting regular risk assessments, management also evaluates the company's risk profile assessment results to determine actions and controls for the risk assessment. Management has established an Early Warning System for every risky business process that can potentially harm the company.

Control Activities

Includes actions determined through policies and procedures to control risks at all levels of the organization and various business processes at BRI. Control activities can assist Directors and Commissioners in managing and controlling hazards that can affect performance or result in losses for the company. Forms of BRI control activities include:

1. General control activities involve all BRI employees at all levels of the organization. BRI's control activities are contained in all BRI policies and procedures as stated in the BRI Policy and Procedure Architecture. Control systems for each business process, including:
   a. Implement MCS (maker, checker, signer) in authorization and verification activities.
   b. The segregation of duties separates functions in carrying out responsibilities so that there is no opportunity to commit and hide irregularities in implementing their duties.
   c. Implementation of the Four Eyes Principles in the loan process for all segments; separation of loan initiator and breaker functions. d. Application of three lines for layered defense activities.
   d. Application of three lines for layered defense activities.
2. Control activities according to organizational functions include:
   a. Implementation of Management Reviews (Top Management Reviews)
   b. Control activities in the implementation of Risk Management include:
      - Credit risk control includes procedures for improving loan quality through restructuring, procedures for minimizing losses in loan quality through restructuring, and procedures for writing off problematic loans.
      - Market risk control includes preparing market risk management designs, compiling and analyzing periodic reports on the output produced by internal models such as analysis of daily net foreign exchange position reports, market risk exposure reports, implementation of Market Risk Management Committee forums and Asset & Liability Committee (ALCO) forums.
      - Liquidity risk control includes the Liquidity Contingency Plan Protocol .
      - Operational risk control includes product assessment procedures and a Protocol Liquidity Contingency Plan for catastrophic events.
      - Control legal risks by reviewing the legal aspects of new products and activities.
      - Strategic risk control is contained in the General Long Term Plan policy, Long-Term Plan Implementation Guidelines, and the Company's Work Plan and Budget.
      - Reputation risk control is included in the Circular Letter of the BRI Board of Directors regarding Information Service and Management Policy.
      - Compliance risk control is carried out by reviewing each external regulation and analyzing the impact on the company to be then included in each company's internal provisions.
      - Controlling insurance risk as part of the risks inherent in BRI as the primary entity that oversees subsidiary companies operating in the insurance sector is through the implementation of the Subsidiary Company Risk Profile Discussion Forum.
      - Intra-group risk control is carried out by the Subsidiary Desk, which is appointed by management as the Business Unit that manages subsidiaries.

Information & Communication
BRI has a relevant and quality information system related to financial conditions, business activities, risk management and compliance implementation, market conditions, and other conditions to support the duties and responsibilities of the Board of Directors and Board of Commissioners. Internal and external communications are also carried out periodically to support the company's internal controls functioning as they should.

Monitoring
Includes a continuous assessment process for monitoring activities regarding the effectiveness of the design and operation of the internal control structure and management performance that has been implemented and is functioning. Monitoring of BRI's internal control system is carried out through three lines of defense, namely:

1. 1st line as risk owner, it is the Unit that carries out business and operational activities and manages the risks faced (including the Operational Business Unit).
2. 2nd line, it is the Unit that carries out functional supervision (including MR Headquarters & Regional Offices, Compliance Division, and Policy & Procedures Division).
3. 3rd line, it is the Unit that carries out assurance. The Internal Audit Business Unit is part of the Internal Control System, which carries out a supervisory function over the monitoring of the internal control system.

The results of the implementation of The Internal Audit Business Unit supervision and monitoring of the internal control system are submitted to the President Director, Compliance Director, and Board of Commissioners.

Evaluation of Internal Control System Implementation

The Board of Directors is responsible for ensuring the implementation of a reliable and effective internal control system, and is also obligated to foster and ensure that a risk awareness culture is embedded at every level of the organization.

The Internal Audit Unit (SKAI) is responsible for evaluating the adequacy and effectiveness of the internal control system, and plays an active role in promoting the continuous improvement of internal control effectiveness to support the achievement of the Company's objectives as established by BRI.

In carrying out its duties, SKAI evaluates internal controls through periodic audit and review activities covering the Head Office, Operational Work Units, Overseas Offices, and Subsidiaries.

The results of SKAI's evaluation are submitted to the Board of Directors for follow-up actions in accordance with the agreed improvement commitments. The Board of Commissioners, particularly through the Audit Committee, also plays an active role in evaluating internal controls by reviewing the results of evaluations conducted by SKAI. The evaluation results throughout 2025 indicate that BRI's internal control system has been implemented adequately.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

The Board of Commissioners and the Board of Directors of the Company share joint responsibility in ensuring the effectiveness of the internal control system. The Board of Directors is responsible for the design, implementation, and maintenance of the internal control system at all organizational levels, including controls over operational activities, financial reporting, compliance with laws and regulations, and risk management. Meanwhile, the Board of Commissioners actively performs its supervisory function to ensure that the Board of Directors consistently and sustainably fulfills such responsibilities, in order to safeguard the interests of shareholders and other stakeholders.

Throughout 2025, the Board of Directors undertook various initiatives to strengthen the internal control framework, including the enhancement of policies and standard operating procedures, improvement of the effectiveness of risk management and compliance functions, reinforcement of the risk-based internal audit function, and the utilization of information technology to support the monitoring and control of business activities. The Board of Commissioners, through the Audit Committee, periodically reviewed the adequacy and effectiveness of the internal control system, including reviewing internal and external audit reports, monitoring the follow-up actions on audit findings, and evaluating the Company's compliance with prevailing laws and regulations. Based on the results of such oversight and evaluation, the Board of Commissioners concluded that the Company's internal control system throughout 2025 operated effectively, in an integrated and adequate manner, and was able to support the achievement of sound and sustainable performance, grounded in the principles of good corporate governance.

Risk Management

BRI proactively and prudently manages risk in every business and operational process to achieve optimal profitability per the predetermined risk appetite. BRI is committed to implementing sound risk management by having policies, procedures, competencies, accountability, reporting, and supporting technology that aims to ensure that BRI Bank's risk management always runs effectively and efficiently.

Basis of Implementing Risk Management

The basis for implementing the Company's risk management refers to:

1. Law of the Republic of Indonesia Number 10 of 1998 dated November 10, 1998 concerning Amendments to Law No. 7 of 1992 dated March 25, 1992 concerning Banking.
2. Law of the Republic of Indonesia Number 5 of 1999 dated March 05, 1999 concerning Prohibition of Monopolistic Practices and Unfair Business Competition.
3. Law of the Republic of Indonesia Number 19 of 2003 dated June 19, 2003 concerning State-Owned Enterprises.
4. Law of the Republic of Indonesia Number 40 of 2007 dated August 16, 2007 concerning Limited Liability Companies.
5. Law of the Republic of Indonesia Number 40 of 2014 dated October 17, 2014 concerning Insurance as last amended by Law of the Republic of Indonesia Number 4 of 2023 dated January 12, 2023 concerning Development and Strengthening of the Financial Sector.
6. Law of the Republic of Indonesia Number 8 of 2015 dated November 10, 2015 concerning Capital Markets.
7. Law of the Republic of Indonesia Number 9 of 2016 dated April 15, 2016 concerning Prevention and Handling of Financial System Crisis as last amended by Law of the Republic of Indonesia Number 4 of 2023 dated January 12, 2023 concerning Development and Strengthening of the Financial Sector.
8. Government Regulation of the Republic of Indonesia Number 21 of 1992, dated April 29, 1992, concerning Adjustment of the Legal Form of Bank Rakyat Indonesia to a Limited Liability Company (Persero).
9. Presidential Regulation of the Republic of Indonesia Number 9 of 2009 dated March 18, 2009 concerning Financing Institutions.
10. Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-2/MBU/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
11. Decree of the Minister of Manpower of the Republic of Indonesia Number 23 of 2019 dated February 27, 2019 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Insurance, Reinsurance and Pension Funds, Not Mandatory Social Security in the Insurance Sector.
12. Decree of the Minister of Manpower of the Republic of Indonesia Number 87 of 2019 dated May 17, 2019 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Financial Services Activities, Not Insurance and Pension Funds in the Financing Sector.
13. Decree of the Minister of Manpower of the Republic of Indonesia Number 233 of 2019 dated September 10, 2019 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Supporting Activities for Financial Services, Not Insurance and Pension Funds in the Capital Market Sector.
14. Decree of the Minister of Manpower of the Republic of Indonesia Number 218 of 2020 dated May 12, 2020 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Financial Services Activities, Non-Insurance and Pension Funds in the Field of Banking Risk Management.
15. Bank Indonesia Regulation Number 23/6/PBI/2021 dated July 1, 2021 concerning Payment Service Providers.
16. Regulation of the Member of the Board of Governors Number 24/7/PADG/2022 dated June 30, 2022 concerning the Implementation of Payment Systems by Payment Service Providers and Payment System Infrastructure Providers.
17. The OJK Regulation (POJK) Number 17/POJK.03/2014 dated November 19, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
18. The OJK Regulation (POJK) Number 18/POJK.03/2014 dated November 19, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
19. The OJK Regulation (POJK) Number 26/POJK.03/2015 dated December 11, 2015 concerning the Obligation to Provision of Integrated Minimum Capital for Financial Conglomerates.
20. The OJK Regulation (POJK) Number 4/POJK.03/2016 dated January 26, 2016 concerning the Assessment of the Soundness Level of Commercial Banks.
21. The OJK Regulation (POJK) Number 5/POJK.03/2016 dated January 26, 2016 concerning Bank Business Plans.
22. The OJK Regulation (POJK) Number 18/POJK.03/2016 dated March 22, 2016 concerning Implementation of Risk Management for Commercial Banks.
23. The OJK Regulation (POJK) Number 34/POJK.03/2016 dated September 26, 2016 concerning Amendments to OJK Regulation (POJK) Number 11/POJK.03/2016 concerning Minimum Capital Requirement for Commercial Banks.
24. Financial Services Authority Regulation No. 14/POJK.03/2017 dated April 7, 2017, concerning the Recovery Plan for Systemic Banks.

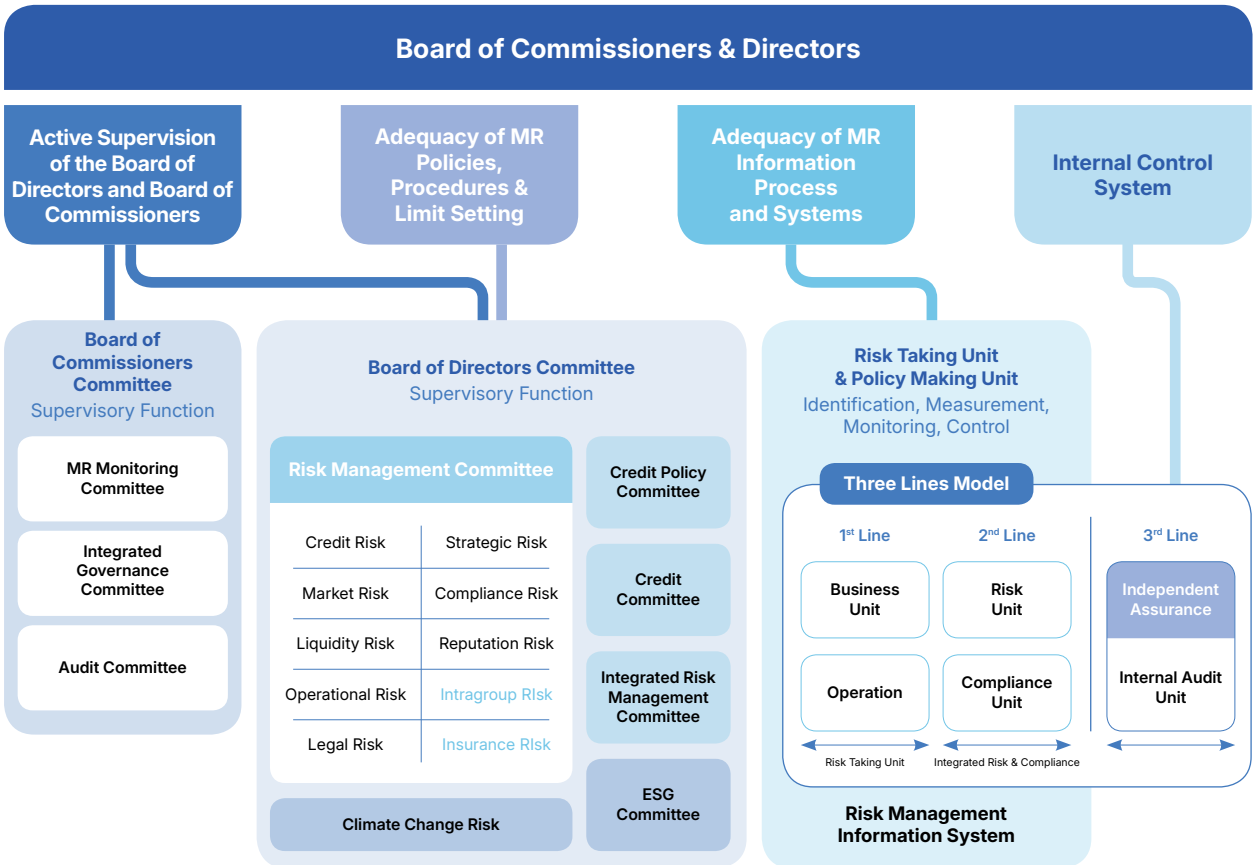
25. The OJK Regulation (POJK) Number 38/POJK.03/2017 dated July 12, 2017 concerning Implementation of Consolidated Risk Management for Banks Controlling Subsidiaries.
26. The OJK Regulation (POJK) Number 12/POJK.03/2018 dated August 6, 2018 concerning the Provision of Digital Banking Services by Commercial Banks.
27. The OJK Regulation (POJK) Number 35/POJK.05/2018 dated December 28, 2018 concerning the Implementation of Financing Company Business.
28. The OJK Regulation (POJK) Number 39/POJK.03/2019 dated December 19, 2019 concerning the Implementation of AntiFraud Strategy for Commercial Banks.
29. The OJK Regulation (POJK) Number 28/POJK.05/2020 dated April 29, 2020 concerning the Assessment of the Soundness Level of Non-Bank Financial Services Institutions.
30. The OJK Regulation (POJK) Number 29/POJK.05/2020 dated April 29, 2020 concerning Amendments to OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies.
31. Financial Services Authority Regulation (POJK) No. 45/POJK.03/2020 dated October 14, 2020, concerning Financial Conglomerates.
32. The OJK Regulation (POJK) Number 44/POJK.05/2020 dated September 2, 2020, concerning the Implementation of Risk Management for Non-Bank Financial Services Institutions.
33. The OJK Regulation (POJK) Number 63/POJK.03/2020 dated December 22, 2020 concerning Reporting of Commercial Banks Through the Financial Services Authority Reporting System.
34. The OJK Regulation (POJK) Number 4/POJK.05/2021 dated March 17, 2021 concerning Implementation of Risk Management in the Use of Information Technology by NonBank Financial Services Institutions.
35. The OJK Regulation (POJK) No. 6/POJK.04/2021 dated March 17, 2021 concerning Implementation of Risk Management for Securities Companies Conducting Business Activities as Underwriters of Securities and Securities Traders as Members of the Stock Exchange.
36. The OJK Regulation (POJK) Number 12/POJK.03/2021 dated July 30, 2021 concerning Commercial Banks.
37. The OJK Regulation (POJK) Number 13 /POJK.03/2021 dated July 30, 2021 concerning the Implementation of General Bank Products.
38. The OJK Regulation (POJK) Number 11/POJK.03/2022 dated July 7, 2022 concerning the Implementation of Information Technology by Commercial Banks.
39. The OJK Regulation (POJK) Number 17/POJK.04/2022 dated September 5, 2022 concerning the Guidelines for Investment Managers' Behavior.
40. The OJK Regulation (POJK) Number 24 of 2022 dated November 25, 2022 concerning the Development of the Quality of Human Resources of Commercial Banks.
41. The OJK Regulation (POJK) Number 27 of 2022 dated December 28, 2022 concerning the Second Amendment to OJK Regulation (POJK) Number 11/POJK.03/2016 concerning the Minimum Capital Provision Obligation of Commercial Banks.
42. The OJK Regulation (POJK) Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
43. Indonesia Deposit Insurance Corporation Regulation No 1 of 2021 dated March 29, 2021, concerning the Resolution Plan for Commercial Banks.
44. The OJK Circular Letter Number 14/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
45. The OJK Circular Letter Number 33/SEOJK.03/2016 dated September 1, 2016 concerning Implementation of Risk Management in Banks Carrying Out Marketing Cooperation Activities with Insurance Companies (Bancassurance).
46. The OJK Circular Letter Number 34/SEOJK/03/2016 dated September 1, 2016 concerning the Implementation of Risk Management for Commercial Banks.
47. The OJK Circular Letter Number 4/SEOJK.03/2017 dated January 16, 2017 concerning the Implementation of Risk Management in Banks Conducting Activities Related to Mutual Funds.
48. The OJK Circular Letter Number 14/POJK.03/2017 dated March 17, 2017 concerning the Assessment of the Soundness Level of Commercial Banks.
49. The OJK Circular Letter Number 21/POJK.03/2017 dated June 6, 2017 concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
50. The OJK Circular Letter Number 35/POJK.03/2017 dated July 7, 2017 concerning Guidelines for Internal Control System Standards for Commercial Banks
51. The OJK Circular Letter Number 11/SEOJK.05/2020 dated July 1, 2020 concerning Assessment of the Soundness Level of Financing Companies and Sharia Financing Companies.
52. The OJK Circular Letter Number 7/SEOJK.05/2021 dated February 5, 2021 concerning Implementation of Risk Management for Financing Companies and Sharia Financing Companies.
53. The OJK Circular Letter Number 22/SEOJK.05/2021 dated August 24, 2021 concerning Implementation of Risk Management in the Use of Information Technology by Nonbank Financial Services Institutions.
54. The OJK Circular Letter Number 28/POJK.03/2022 dated December 22, 2022 concerning Risk Management Certification.
55. The Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk as set forth in Deed No. 3 dated March 9, 2021, drawn up before Fathiah Helmi, S.H., Notary in Jakarta, which has obtained the Acknowledgement

of Amendment to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0159493 dated March 12, 2021, and most recently amended by Deed No. 4 dated October 6, 2021, drawn up before Fathiah Helmi, S.H., Notary in Jakarta, which has obtained the Acknowledgement of Notification of Amendment to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0457763 dated October 7, 2021," as stipulated in the Legal Division Memorandum No. B.164.e-LGL/PKJ/12/2021 dated December 22, 2021 regarding the Wording of the Company's Articles of Association in the BRI Comparison Clause.

56. Board of Directors Decree of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.01-DIR/KRD/11/2022 dated November 15, 2022 concerning the Bank's Credit Policy.
57. Board of Directors Decree of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/ASQ/12/2022 dated December 30, 2022 concerning Internal Audit General Policy.
58. Board of Directors Decree of PT Bank Rakyat Indonesia (Persero) Tbk No. KB.01-DIR/KPD/04/2023 dated April 17, 2023 concerning Operational and Information Technology General Policy.
59. Board of Directors Decree of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/KEP/10/2023 dated October 10, 2023 concerning Corporate Governance General Policy.
60. Board of Directors Decree of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.03-DIR/FMA/10/2023 dated October 16, 2023 concerning Financial and Accounting General Policy.
61. Board of Directors Decree of PT Bank Rakyat Indonesia (Persero) Tbk No. B.211-DIR/SBM/12/2022 dated December 19, 2022 concerning the Designation of the Main Entity and Members of the Financial Conglomeration of PT Bank Rakyat Indonesia (Persero) Tbk.
62. The Board of Directors Decree of BRI No. KU.02-DIR/MPE/04/2024 dated 30 April 2024 concerning the General Risk Management Policy may also be included as part of the Basis for Risk Management Implementation, as it constitutes the highest-level policy governing Risk Management at BRI.

Risk Management Framework and Governance

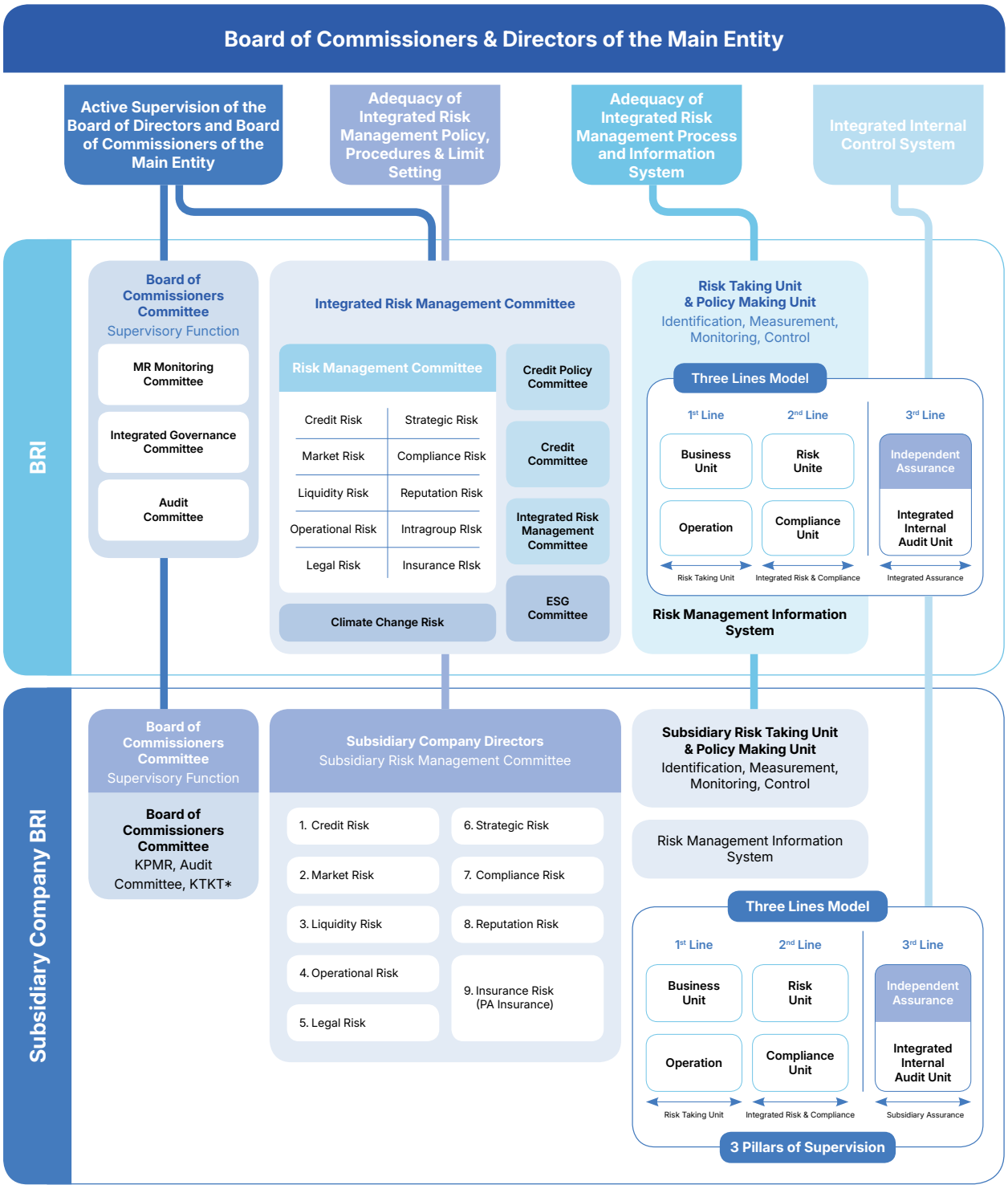
The Company's Risk Management framework is contained in the BRI Risk Management Policy which is carried out through a capital management and risk management approach in operations and business covering all levels of the BRI organization and members of the BRI Financial Conglomerate. In simple terms, BRI's risk management framework is described as follows:



The risk management governance framework above refers to OJK Regulation No.18/POJK.03/2016, where the Implementation of Risk Management consists of 4 (four) main pillars, namely:

a. Pillar 1: Active Supervision of the Board of Directors and Board of Commissioners;
   Pillar 2: Adequacy of Risk Management Policies, Procedures and Limit Setting; In implementing the 1st and 2nd pillars of Risk Management, the Board of Directors and the Board of Commissioners are assisted by Committees under the Board of Directors and Committees under the Board of Commissioners.
b. Pillar 3 : Adequacy of Risk Management Information Processes and Systems; In implementing the 3rd pillar, BRI applies a 3 (three) line risk management model or three lines model, namely:
   i. The first line as the Risk Owner Unit is a unit that directly identifies and manages Risk in the business process consisting of the Core Risk Taking Unit and the Supporting Risk Taking Unit;
   ii. The second line as the Risk Management and Compliance function which is an independent unit that measures, monitors and mitigates Risk in aggregate, as well as develops Risk Management methodologies and policies; and
   iii. The third line as the Internal Audit function is a unit that ensures that Risk governance and control have been implemented effectively by the company.
c. Pillar 4 : Internal Control System.
   In implementing the 4th pillar, namely the Internal Control System, the Internal Audit Unit as Independent Assurance carries out an assessment of the SPI in the implementation of Risk Management.

   The governance of Integrated Risk Management serves as the foundation for the Parent Company of Financial Conglomerate Holding Company (PIKK) and Members of the BRI Financial Conglomerate in implementing the Integrated Risk Management process across all business and operational activities of the BRI Financial Conglomerate. The Integrated Risk Management governance framework used is described as follows.



The integrated risk management governance framework above refers to OJK Regulation No.17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, the Risk Management framework and governance used by the BRI Financial Conglomerate consists of 4 (four) main pillars, namely as follows:

a. Pillar 1: Active supervision of the Board of Directors and Board of Commissioners of the Main Entity;
b. Pillar 2: Adequacy of policies, risk management procedures and integrated limit setting; In implementing the 1st and 2nd pillars of Integrated Risk Management, the Board of Directors and Board of Commissioners in each BRI Financial Conglomerate entity are assisted by the Risk Management Committee under the Board of Directors and the Committee under the Board of Commissioners.
c. Pillar 3: Adequacy of the Integrated Risk Management process and Information System;

In implementing the 3rd pillar, each BRI Financial Conglomerate entity must implement a 3 (three) lines risk governance model, namely:

i. The first line as a risk owner unit is a unit that directly identifies and manages risks in business processes consisting of Core Risk Taking Units and Supporting Risk Taking Units;
ii. The second line as an independent Risk Management and compliance function is a unit that measures, monitors and mitigates risks in aggregate, develops Risk Management methodologies and policies; and
iii. The third line as an Internal Audit function is a unit that ensures that risk governance and control are implemented effectively by the company.

d. Pillar 4: Integrated Internal Control System.
In the implementation of the 4th pillar, namely the Integrated Internal Control System, Integrated SKAI and SKAI of Subsidiaries as Independent Assurance have an important role in ensuring the effectiveness of the implementation of the three pillars of Integrated Risk Management.

In order to implement Integrated Risk Management, synergy is carried out between the PIKK risk management organs and the risk management organs of members of the BRI Financial Conglomeration. The implementation of Risk Management within members of the BRI Financial Conglomeration is carried out with due observance of the applicable sectoral regulations governing each respective entity.

Active Supervision of the Board of Commissioners and Directors

The Board of Directors and Board of Commissioners provide clear direction, actively supervise and mitigate, and develop a Risk Management culture. In addition, the Board of Directors and Board of Commissioners also ensure an adequate organizational structure, establish clear duties and responsibilities for each unit, and ensure sufficient quantity and quality of Human Resources (HR) to support the implementation of Risk Management effectively.

In carrying out these functions, the Board of Commissioners is assisted by a Committee at the Board of Commissioners level, namely the Risk Management Monitoring Committee (KPMR). The Risk Management Monitoring Committee periodically holds meetings and provides recommendations for improvements which are submitted in the minutes. The meetings to discuss risk profiles and the implementation of individual risk management have been held 8 (eight) times, namely as follows:

1. Risk Management Monitoring Committee Meeting on January 21, 2025 discussing the Risk Profile for the Fourth Quarter of 2024 and the Risk-Based Bank Soundness Level for the Second Semester of 2024.
2. Risk Management Monitoring Committee Meeting on February 11, 2025 discussing the Anti-Fraud Strategy for the Second Semester of 2024.
3. Risk Management Monitoring Committee Meeting on February 25, 2025 discussing the approval of the revision and update of the 2024–2025 Recovery Plan.
4. Risk Management Monitoring Committee Meeting on April 29, 2025 discussing the Risk Profile for the First Quarter of 2024.
5. Risk Management Monitoring Committee Meeting on July 22, 2025 discussing the Risk Profile for the Second Quarter of 2024.
6. Discussing the strategy for distributing state funds to BRI, providing advisory advice by consultants regarding specific project assignments, and discussing follow-up actions to the results of the BPK audit.
7. Risk Management Monitoring Committee Meeting on November 25, 2025 discussing the update of the Recovery Action Plan.
8. Risk Management Monitoring Committee Meeting on December 16, 2025 discussing customers affected by flooding in North Sumatra and West Sumatra.

In 2025, the implementation of active supervision and authority of the Board of Directors in Risk Management is carried out periodically and adequately in the Board of Directors Committee, including:

1. ALCO Forum which has been held 9 (nine) times, discussing macroeconomics and asset & liability positions.
2. Risk Management Committee which has been held 7 (seven) times, discussing risk profiles, capitalization and risk issues.
3. Business Performance Review (BPR) which has been held 9 (nine) times, discussing monitoring and evaluation of BRI's performance achievements nationally and the performance of all business units (RO and KCK as well as all Head Office Business Divisions).
4. Implementation of Risk Meetings to update loan risk portfolios which are carried out routinely to the Board of Directors and Commissioners.

Adequacy of Policies, Procedures and Limit Setting

In accordance with OJK Regulation No. 18/POJK/2016, BRI's Board of Directors has prepared written and comprehensive Risk Management policies and strategies that were approved and evaluated by the Board of Commissioners. Some of the policies that have been updated throughout 2025 included:

1) Enterprise Risk Management
   a) Updating provisions related to the parameters and limits of BRI's Individual and Integrated Risk Appetite Statement (RAS), as well as those applicable to each subsidiary.
   b) Update of BRI's Risk Profile, Rentability and Capital Parameters.
   c) Updating provisions related to the calculation of Risk-Weighted Assets (RWA).

2) Credit Risk
   a) Updating provisions related to Working Capital Loans.
   b) Updating provisions related to the Micro Business Credit Implementation Guidelines.
   c) Updating provisions related to the Management of Non-Performing Loans.
   d) Updating provisions related to the Credit Authority Delegation Decision (PDWK).
   e) Updating provisions related to Multi-Purpose Loan.
   f) Updating provisions related to Loan Portfolio Guidelines (LPG).
   g) Updating provisions related to Collateral.
   h) Updating provisions related to Government Program Loans.
   i) Updating provisions related to Sector-Specific Financing.
   j) Updating provisions related to the Corporate Business Credit Implementation Guidelines.
   k) Updating provisions related to People's Business Credit (KUR).
   l) Updating provisions related to Credit Facilities under the Nucleus-Plasma Scheme.
   m) Establishment of Sector Limits under the Loan Portfolio Guidelines (LPG).
   n) Establishment of Country Limits.
3) Market and Liquidity Risk
   a) Updating the Daily Liquidity Limits of PT. BRI (Persero), Tbk.
   b) Updating Transaction Limits and Market Risk Limits for Financial Asset Instruments related to Head Office Treasury activities.
   c) Updating Transaction Limits and Market Risk Limits for Financial Asset Instruments related to Overseas Branch Treasury (UKLN) activities (Taipei, New York, Cayman Islands, Timor-Leste, and Singapore).
   d) Updating provisions related to Treasury and Investment Product Services.
   e) Updating provisions related to Treasury Asset Investment.
   f) Establishment of Transaction Limits related to Bank Notes activities at BRI Head Office.
   g) Updating provisions related to Foreign Exchange Management.
   h) Updating provisions related to the Marketing of Investment Products.
4) Operational Risk
   a) Updating the Standard Operating Procedures (SOP) for Digital Work Tools.
   b) Updating the Policy on Foreign Exchange Management and Reporting.
   c) Updating provisions related to Business Continuity Management.
   d) Updating provisions related to Employee Relation.
   e) Updating provisions related to Learning Management.
   f) Updating provisions related to General Internal Audit Policy.
   g) Updating provisions related to People Development.
   h) Updating provisions related to Data Management.
   i) Updating provisions related to Resourcing.
   j) Updating provisions related to Integrated Commercial Bank Report (LBUT).
   k) Updating provisions related to Transaction Operations Management.
5) Strategic Risk
   a) Update of Corporate Strategy Policy.
   b) Updating provisions related to Management Pricing.
6) Compliance Risk
   a) Updating provisions related to the Circular Letter on the Implementation of the Anti-Money Laundering (AML) Program, Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing of Weapons of Mass Destruction (CPF-WMD).
   b) Updating provisions related to Taxation.
   c) Updating provisions related to the Implementation of the Compliance Function.
7) Reputational Risk
   Updating the Standard Service Quality Policy.
8) Legal Risks
   a) Updating provisions related to the Protection and Management of Copyrights and Trademarks of PT Bank Rakyat Indonesia (Persero) Tbk.
   b) Updating provisions related to the Legal Manual on the Drafting of Comparison Clauses and Confidentiality Provisions in Agreements as well as Confidentiality Agreements/Non-Disclosure Agreement (NDA).

Adequacy of Risk Management Process and Risk Management Information System

BRI's Risk Management process is carried out completely and is carried out on all material risk factors, namely those that significantly affect BRI's financial condition. The Risk Management process is carried out with 4 (Four) pillars as follows:

1. Identification
   Risk identification is done by analyzing all risks and risk characteristics found in each business activity including risks from other products and services. The risk identification process will greatly determine the scope and scale of the stages of risk measurement, monitoring and control. Risk identification is carried out in activities such as:
   1) Loan Risk
      a. Loan provision.
      b. Factoring.
      c. Treasury business in banking book and trading book, including investment in securities, Foreign Exchange (Forex), derivative transactions and placement and borrowing transactions between banks.
      d. International business including trade finance and correspondent banking.
      e. Settlement.

f. Overseas transactions or investments (Country Risk).

2) Market Risk
Knowing the portfolio risk, both trading book and banking book, which is influenced by the movement of market variables and can affect the value that has the potential to cause losses.

3) Liquidity Risk
Banking products and activities that can affect the sources and uses of funds, both in asset and liability positions and administrative accounts.

4) Operational Risk
a. Internal processes (policies, guidelines, systems and procedures, and infrastructure and facilities).
b. Human resources.
c. Information systems and technology.
d. External problems.
e. New Bank Product Risk (PBB), namely business activities carried out by BRI in the form of organizing products, services and/or services for the benefit of customers.

5) Legal Risks
a. Lawsuits and claims from external and internal parties.
b. Absence of supporting laws and regulations.
c. Weakness of the agreement.

6) Strategic Risk
Identification is carried out on deviations due to the nonrealization or ineffective implementation of business strategies and business plans that have been set out in the business plan and corporate plan, especially those that have an impact on BRI's capital.

7) Compliance Risk
a. Business activities, namely the type and complexity of business, including Bank products.
b. Non-compliance, the amount (volume) and materiality of non-compliance with internal policies and procedures, applicable laws and regulations, healthy business practices and ethical standards.

8) Reputational Risk
a. Disclosure aspect.
b. BRI's level of sensitivity to customer complaints about business quality.
c. Communication policy on negative news.
d. Negative behavior of workers or management.

9) Other Risks
BRI identifies the nature, type and complexity of business activities, including new products and activities.

2. Measurement
The risk measurement system is used to measure risk exposure and as a reference in carrying out control. Risk measurement is carried out periodically for products, portfolios and all business activities. The measurement approach and methodology can be quantitative, qualitative or a combination of both. The risk measurement approach and methodology measures the following:
a. Product/activity sensitivity to changes in influencing factors, both under normal and abnormal conditions.
b. The tendency of changes in the factors in question based on fluctuations that occurred in the past and their correlation.
c. Individual risk factors.
d. Overall risk exposure or per risk by considering the relationship between risks.
e. All risks inherent in all transactions and products including new products and can be integrated into the management information system.

Stress testing is one of the methods used in risk measurement. BRI conducts stress testing with the aim of estimating potential losses in abnormal and extreme market conditions, using certain scenarios to see the sensitivity of BRI's performance and financial condition to changes in risk factors and identify influences that impact the portfolio, including:
a. Loan and non- loan portfolios, to see the risk of default (Loan Risk Stress test).
b. Securities portfolio and foreign exchange position, to see the risk due to changes in interest rates and exchange rates (Market Risk Stress test).
c. Liquid asset portfolio and liability profile, to see the risk of liquidity (Liquidity Risk Stress test).
d. Other portfolios that can impact profit and loss or capital, for example potential losses from operational events on profit and loss.

3. Monitoring
Risk monitoring is carried out by evaluating the risk exposure contained in the entire product portfolio and business activities against compliance with the established internal limits and the effectiveness of the Risk Management process. Monitoring is carried out by the Risk Taking Unit and SKMR in the Risk Supporting Unit sector. The monitoring results are presented in periodic reports submitted to Management in order to mitigate risks and take necessary actions. In monitoring risks, BRI utilizes various Risk Management Information Systems, including the Credit Risk Assessment System (CRAS) Dashboard, the Daily Market Risk Portfolio Dashboard, the Monthly Risk Profile Dashboard, the Integrated Risk Management Dashboard, and BRISIM for performance information.

In addition, Monitoring and reporting of risks that are material or have an impact on capital conditions can be based on an assessment of potential risks using historical trends, portfolio comparisons in different periods (vintage analysis), and the position of risk parameters against limits.

4. Control
   Risk control aims to manage certain risks that can endanger BRI's business continuity. The risk control process framework is based on the results of an evaluation of risk exposures found in the entire product portfolio and functional activities. Risk control procedures and methodologies are determined by considering the complexity of the business, implementation conditions and capabilities of the internal Risk Management system and applicable provisions. Some risk control processes at BRI include:
   a. Determination of Risk Appetite
   b. Determination of Risk Limit
   c. Reserve for Losses
   d. Handling of Problematic Productive Assets
   e. Validation process of loan risk model periodically
   f. Control of interest rate risk in banking book
   g. Control of risk in hedging
   h. Determination of segregation of duty for each different function
   i. Control of risk in increasing quantity and quality of Human Resources (HR)
   j. Control of operational risk against external factors by preparing action plan to ensure business continuity, including emergency contingency plan and adjusted to the business continuity needed
   k. Periodic review of procedures, documentation, data processing system, contingency plan and other operational practices.
   l. Having legal opinion from external legal consultant on legal issues if needed
   m. Periodic review of contracts made with other parties
   n. Determination of policy regarding documentation requirements and procedures for storing and protecting important documents
   o. Establishment of financial control procedures and processes aimed at monitoring achievement compared to targets set according to the business plan
   p. Periodic testing and review of the strategic risk management system
   q. Periodic evaluation of the implementation of good corporate governance and preparation of follow-up improvements
   r. Reputational risk control that can be done through 2 (two) things:
      1) Prevention of incidents that give rise to reputational risks, which is generally carried out through a series of activities as follows:
         a) Corporate Social Responsibility.
         b) Regular communication/education to stakeholders in order to build a positive reputation from stakeholders.
      2) Reputation recovery after an incident that creates reputational risk.

Adequacy of Internal Control

In Quarter IV – 2025, BRI SKAI has conducted a review of the adequacy of internal control for the implementation of risk management based on audit results (both for Regulatory Audit, Special Audit, Surprise Audit, Investigative Audit, Thematic Audit activities) until the end of December 2025.

Overall, the assessment of the Quality of risk management implementation by SKAI BRI is the same as the assessment of SKMR BRI. There is 1 (one) risk that gets a fair rating, namely operational risk. This is because there are still weaknesses in internal control that need attention, namely the increase in the nominal fraud loss YoY.

Risk Management System

Risk Management Principles

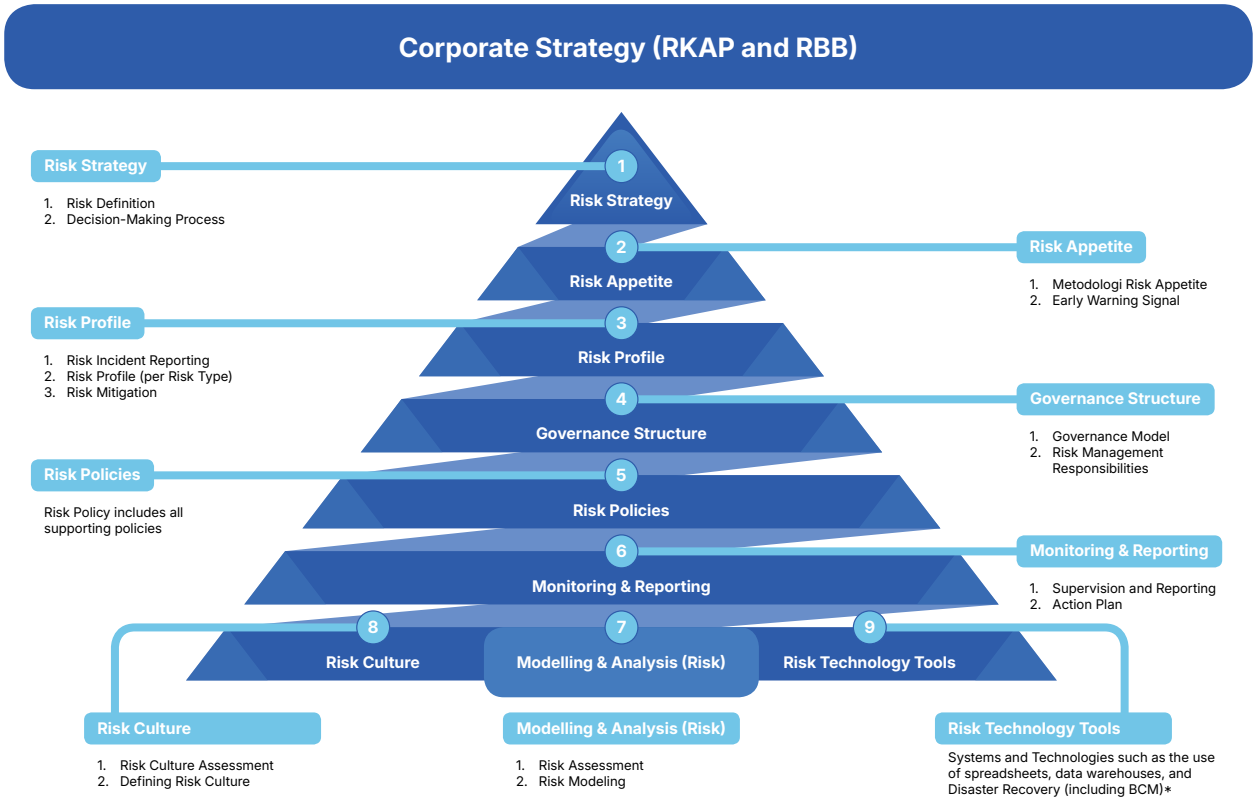
In line with the aspiration of Managing Risk for Sustainable Business, Operational Excellence & Banking Resilience, risk management is expected to provide assurance for sustainable banking business operations through adequate risk management practices. In this regard, BRI adopts the eight (8) principles of ISO 31000:2018 as the core values applied in the implementation of Risk Management.

1. Integrated
   Risk management constitutes an integral part of all organizational activities.
2. Structured & Comprehensive
   A structured and comprehensive Risk Management approach contributes to consistent and comparable outcomes.
3. Customized
   The Risk Management framework and processes are adaptable to the Company's objectives and aligned with developments in internal and external conditions.
4. Inclusive
   Adequate and timely engagement, supported by diverse knowledge, insights, and perspectives from all stakeholders, will result in more informative Risk Management practices and enhance risk awareness.
5. Dynamic
   Risks may arise, change, or cease to exist in line with shifts in the organization's external and internal context. Risk Management identifies, measures, monitors, anticipates, and controls changes and risk events in an adequate and timely manner.

6. Best Available Information
   Inputs for the improvement of Risk Management are based on historical and current information, as well as future projections. Risk Management explicitly takes into account any limitations and uncertainties associated with such information and projections. Information should be timely, clear, and accessible to relevant stakeholders.
7. Human & Cultural Factors
   Behavior and culture significantly influence all aspects of Risk Management at every level and stage.
8. Continual Improvement
   Risk Management is continuously improved on the basis of knowledge and experience.

Risk Management Process

BRI's risk management process is implemented by adopting Enterprise Risk Management (ERM), which is defined as management's capability to manage all corporate/Bank risks in order to achieve optimal business targets. Each component of ERM is not sequential in nature but rather operates within a dynamic flow. BRI's ERM applies the Risk Management framework standards in accordance with best practices, namely ISO 31000 and COSO ERM, which are integrated into a single process as follows:



1. **Risk Strategy**
   Risk serves as a primary consideration in formulating strategies, preparing the business plan, and conducting performance assessments. The SKMR Risk Policy Making Unit provides input from a risk management perspective in the preparation of the Company's business plan and corporate targets.

2. **Risk Appetite**
   Risk Appetite represents the level of risk that the Company is willing to undertake in order to achieve its objectives. With a higher (more aggressive) level of risk-taking, the Company expects to obtain higher returns (upside risk). However, should the business strategy fail, the Company must be prepared to accept lower returns (downside risk).
3. **Risk Profile**
   The process of identifying and assessing all risks faced by the Company in relation to its corporate strategic plans (including risks that may currently occur as well as those that may arise in the future).
4. **Governance Structure**
   The establishment of a Three Lines Model governance structure, including the accountability and responsibilities of senior management.
5. **Risk Policies**
   The adequacy of risk management policies and procedures to manage all types of risks.
6. **Monitoring & Reporting**
   Risk-based performance measurement (Risk Based Bank Rating, Financial Soundness Level, etc.), risk-based capital allocation for each business segment, and yield).
7. **Modelling & Analysis (Risk)**
   The development of models as the primary framework in the process of risk identification, measurement, and control, prepared in accordance with applicable standards or best practices.
8. **Risk Culture**
   The implementation of risk culture values by employees, as well as the enhancement of capabilities in risk-taking and risk management.
9. **Risk Technology Tools**
   The utilization of technology in supporting the ERM approach must focus on organizational needs, data quality, and automation.

Risk Appetite Statement

Risk Appetite/level of risk to be taken was the level and type of risk that BRI was willing to take to achieve its goals. The determination of Risk Appetite was used as an objective guide in making strategic decisions related to risk management, as a tool for Management in implementing good business governance, and as a guide from Management to Business Unit regarding the type and amount of risk that could be accepted and managed.

The level of risk to be taken was reflected in the strategy and business objectives (Long Term Plan and Bank Business Plan) and included all types of risks that were material in BRI's business operations. The BRI Board of Directors sets the Risk Appetite in the form of quantitative, qualitative, and zero-tolerance statements related to BRI's business goals and objectives. The Risk Appetite was reviewed annually or at any time by taking into account changes in BRI's business plans and objectives as well as changes in the business environment.

Integrated Risk Management

In order to measure risk more thoroughly, BRI had implemented integrated risk management in accordance with the Financial Services Authority Regulation No. 17/ POJK.03/2014 dated November 19, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and Circular Letter of the Financial Services Authority No. 14/SEOJK.03/ 2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates. BRI Financial Conglomerate was a financial service institution that was in a group or groups with BRI due to ownership and/or control linkages. BRI as the holding company was the Main Entity of BRI Financial Conglomerate. BRI Financial Conglomerate had a structure consisting of BRI as the Main Entity and its subsidiaries and/or related companies.

The implementation of integrated Risk Management in risk management at BRI included:

1. Determination of Integrated Risk Limit
   The Board of Directors of the Primary Entity was authorized to set risk limits for the Financial Conglomerate in accordance with the level of risk appetite, risk tolerance, and overall strategy of the BRI Financial Conglomerate. The determination of risk limits had to be in line with the business strategy, Risk Profile, BRI Financial Conglomerate's capital ability to absorb risk exposure or losses incurred, past loss experience, human resource capabilities, and applicable regulatory requirements.
   The preparation of limits was carried out by the Division in the BRI Integrated Risk Management Working Unit in charge by considering input from members of the BRI Financial Conglomeration. The determination of risk limits included:
   a. Overall limit (Integrated)
   b. Limit for each type of risk
   c. Limit of each member of the Financial Conglomerate that has risk exposure

   The limits were reviewed periodically by the Division in charge of the BRI Integrated Risk Management Working Unit to adjust to changes in conditions that occur. The limits had to be understood by each related party in the BRI Financial Conglomeration and communicated properly, including if changes occured.

The types of risks managed in integrated Risk Management included:

The types of risks managed in Integrated Risk Management

2. Provision of Integrated Minimum Capital
   BRI as the Main Entity had a Subsidiary Company in the form of a Financial Services Institution (LJK) thus forming the BRI Financial Conglomerate, that in order to create a financial sector that grew sustainably and stably and had high competitiveness, the BRI Financial Conglomerate needed to have adequate capital adequacy.

   Capital was a source of financial support in the implementation of BRI Financial Conglomerate activities as a whole, a cushion to absorb unexpected losses, and a safety net in crisis conditions. Adequate capital adequacy could increase stakeholder confidence, thus supporting the condition and stability of the BRI Financial Conglomerate. BRI always ensured that the Financial Conglomerate had met the minimum Integrated Capital Adequacy Requirement (CAR) of 100%.

Implementation of Basel

The Company had implemented several Basel Pillars in the implementation of Risk Management, among others:

1. Internal Capital Adequacy Assessment Process (ICAAP)
   In accordance with OJK Regulation No. 27/POJK.03/2022 concerning the Minimum Capital Adequacy Requirements of Commercial Banks, BRI had ensured that BRI's capital had fulfilled the capital adequacy minimum requirements according to risk profile, and established additional capital as a buffer, which includes Capital Conversation Buffer, Countercyclical Buffer, and Capital Surcharge for Systemic Banks, in addition, BRI has met the minimum Leverage Ratio requirements that have been reported to the regulator quarterly.

   In addition, in the framework of the Supervisory review process, BRI implemented Bottom Up Stress Testing in supporting the implementation of the banking system stability management framework in Indonesia, which included a solvency stress test and liquidity assessment.

2. Loan
   Calculation of Risk-Weighted Assets for Loan Risk has used the Standard Approach method with reference to SE OJK No. 24/SEOJK.03/2021. In addition, in 2024, BRI has implemented capital calculations for bank exposure to Central Counterparty Institutions with reference to SE OJK No. 16/SEOJK.03/2023.

3. Operational
   The calculation of minimum capital for operational risk is carried out using the Basic Indicator Approach in accordance with Financial Services Authority Circular Letter No. 24/ SEOJK.03/2016 concerning the Calculation of Risk Weighted Assets for Operational Risk using the Basic Indicator Approach. However, starting from 2023, the calculation of Risk-Weighted Assets for Operational Risk had to use the Standardized Approach based on Financial Services Authority Circular Letter No. 6/SEOJK.03/2020.

4. Markets and Liquidity
   a. Starting from 2024, the calculation of Risk Weighted Assets for Market Risk had to use the Standardized Approach based on Financial Services Authority Circular Letter No. 23/ SEOJK.03/2022.
   b. Measurement of the Bank's Liquidity resilience using the Basel III Approach: Liquidity Coverage Ratio & Net Stable Funding Ratio, under OJK Regulation No. 42/ POJK.03/2015 regarding the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks and POJK No. 19 of 2024 concerning Amendments to Financial Services Authority Regulation No. 42/ POJK.03/2015 regarding the Obligation to Fulfill the Liquidity Coverage Ratio (LCR) for Commercial Banks. Meanwhile, the calculation of the Net Stable Funding Ratio (NSFR) is carried out in accordance with the OJK Regulation No. 50/POJK.03/2017 regarding the Obligation to Fulfill the Net Stable Funding Ratio for Commercial Banks and POJK No. 20 of 2024 concerning Amendments to Financial Services Authority Regulation No. 50/POJK.03/2017 regarding the Obligation to Fulfill the Net Stable Funding Ratio (NSFR) for Commercial Banks. As an addition to the Basel pillar in measuring liquidity resilience, starting from 2026, the implementation of the Internal Liquidity Adequacy Assessment Process (ILAAP) will be carried out as of the December 2025 reporting position.
   c. Measurement of Interest Rate Risk in the Banking Book (IRRBB) is under OJK Circular Letter Number 12/SEOJK.03/2018 on the Implementation of Risk Management and Risk Measurement Standardized Approach for Interest Rate Risk in the Banking Book.

Risk Profile and Management

Risks managed by BRI, namely:

Credit Risk

Loan Risk Management aims to identify, measure, monitor and control loan risks inherent in business activities so as to minimize potential losses for BRI. In performing its intermediary function with due prudence, the management of credit risk is governed through policies and procedures, namely the General Credit Policy under Decree No. KU.01-DIR/KRD/11/2022 and the Credit Implementation Guidelines for each business segment, including Circular Letter No. SE.02-DIR/KRD/01/2025 concerning the Micro Business Credit Implementation Guidelines, Circular Letter No. SE.04-DIR/KRD/01/2024 concerning the SME Business Credit Implementation Guidelines, and Circular Letter No. SE.06-DIR/KRD/07/2025 concerning the Corporate Business Credit Implementation Guidelines.

In order to maintain a healthy loan portfolio, BRI's loan risk management is carried out with the following principles:

1. Separation of field loan
   In the loan granting process, there are 2 (two) functions involved, namely:
   a. Relationship Management (RM) is a function that carries out business activities such as: loan marketing, savings products, services and cross-selling, establishing relationships with debtors/ potential debtors, and implementing efforts to return performing loans.
   b. Credit Risk Management (CRM) a function that carries out loan risk control and assessment, loan portfolio management and management of problematic loan.
2. Application of the Four Eyes Principle
   The Four Eyes Principle is a principle in the implementation of the authority to decide on loan which must be carried out jointly by at least 2 (two) loan line officers, one or both of whom have sufficient authority..
3. Implementation of Internal Risk Rating System
   Every business should implement a standard risk assessment. The standard risk score provides the basis for calculating the cost of risk and for portfolio planning and management.
4. Separation of Problematic Loan Management (KL, D and M)
   Loan that has been included in the category of problematic loan, its management must be transferred from the Relationship Management (RM) ranks to the Credit Risk Management (CRM) ranks or officers in the RM ranks who are appointed to handle problematic loan. In the case that the CRM ranks have received the delegation of management of problematic loan, then the responsibility for managing the loan is entirely the responsibility of the CRM ranks.

In addition to these principles, BRI manages credit risk through the application of the 5C analysis, supported by periodic activities as follows:

1. Development, improvement and update of Loan Risk Rating and Loan Risk Scoring as tools/parameters in measuring loan risk by predicting the level of possibility of default by debtors.

2. Enhancement and update of Early Warning System as a signal of early symptoms/signs that are estimated to influence/ cause the possibility of default by debtors in fulfilling their obligations.
3. Update Loan Portfolio Guidelines (LPG) as a tool and validation of pipeline models, each of which aims to ensure that BRI's loan allocation is channeled to customer groups that have risk and growth potential in accordance with BRI's business conditions and plans, and remains based on healthy and profitable loan principles.
4. Loan stress test as a tool to evaluate bank resilience in facing economic downturns.
5. Determination and review of loan risk management policies, including governance, management of loan decision limits, determination of acceptable risk exposure limits, management of limits based on geography and management of concentration limits per industry/sector, and restrictions on expansion for marketers with NPLs above the limit.
6. Development of an information system in the form of a Credit Risk Analysis System (CRAS) Monitoring Dashboard as a tool for monitoring credit quality (LAR, SML, NPL), industrial sector, recovery and other analysis in business segments to the business unit level, to assist the loan risk management process in a portfolio so that it can be used as a supporter in strategic decision making.
7. Update the loan risk reserve (CKPN) calculation model according to the financial accounting standard PSAK 71 periodically.

Operational Risk

Operational risk management is a risk resulting from inadequate and/or non-functioning internal processes, human error, system failure, and external events that affect the Bank's operations. To realize the aspirations and commitments of risk management, BRI complements its business operations with organizational design, people, culture, and data & technology that facilitate operational risk management at every level of the company, including identification, measurement, monitoring and control activities. The operational risk management process is increasingly effective with the existence of quality operational risk management tools, in the form of Risk and Control Self Assessment (RCSA), Key Risk Indicator (KRI), Incident Management/Loss Event Database, and Risk Management Forum, maturity, and supported by the Internal Audit Unit as assurance. In addition, the Risk Appetite Statement (RAS) is reduced to operational risk parameter limits and KPIs for each Business Unit at the Head Office to the Branch Office.

The structure and organization of the management and control functions related to operational risk at BRI are established by taking into account developments in operational risk within the banking sector and financial services industry, as well as the complexity of BRI's business. In this regard, the Operational Risk Management Unit (SKMRO) was established with a focus on managing operational risk at BRI. SKMRO reports directly to the Director of Risk Management and comprises the Operational Risk Group, Digital Risk Group, and IT & Fraud Risk Group.

In line with the growth of digital transactions and services, and in anticipation of increasing cyber threats, the Digital Risk Group is tasked with managing digital risk, including the formulation of policies, the implementation of risk management processes, as well as the monitoring and evaluation of digital risks and their controls across all Bank activities.

Furthermore, to strengthen the implementation of GCG and in compliance with POJK No. 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, and pursuant to Board of Directors Decree No. 2989-DIR/PPM/06/2025 dated 24 June 2025, the Bank established the IT & Fraud Risk Group. This group is responsible for formulating anti-fraud strategy policies, ensuring the implementation of anti-fraud strategies encompassing prevention, detection, investigation, reporting, and sanctions, as well as conducting monitoring, evaluation, and follow-up actions with the objective of preventing fraud risk events and undertaking recovery efforts for fraud-related losses.

In line with organizational development and the strengthening of operational risk management, in 2025 the Bank established four (4) Senior Operational Risk Head (SORH) organizations at the Head Office level, namely: SORH Procurement, SORH Distribution, SORH Information Technology, and SORH Corporate Center, where each SORH is responsible for the implementation of operational risk management within the respective Directorate under its supervision.

The operational risk management process, from identification, measurement, treatment to monitoring and reporting is carried out by all Business Units, both first line, second line, and third line models. The operational risk management process will be strengthened by the use of technology-based tools that can be used together by the three lines model for collaboration in managing Bank-wide operational risk.

The preparation and updating of RCSA, recording and documentation of losses or incidents, as well as the preparation and monitoring of key risk indicators in a disciplined and systematic manner can facilitate the prediction of potential risks in the future so that they can be mitigated early. Currently, operational risk management policies and tools are being developed with an integrated system and using data analytics to improve the capability of implementing predictive and preventive operational risk management.

Adequacy and competence of human resources and internalization of risk culture are the reinforcements of operational risk management implementation. Currently, special competencies in the field of risk management are being developed and Risk Culture is being implemented to achieve company goals through Risk Culture/Culture Activation Program (CAP) programs carried out by workers in all operational business units. Furthermore, the implementation of operational risk management is ensured to be correct and is reviewed periodically by the Internal Audit Unit as an independent party authorized to carry out assurance.

Market Risk

Market risk measurement at BRI is carried out periodically (daily, weekly, monthly and quarterly) including by:

1. Calculating market risk using the standardized measurement method approach and internal model measurement (VaR);
2. Simulating NII on changes in market interest rates and benchmark rates as well as repricing gaps on assets and liabilities;
3. Implementing an integrated system for treasury and market risk, which is used by front office, middle office and back office functions.

In market risk management, BRI regularly organized Risk Management Committee forums that discussed market risk profiles, market risk issues both internal and external, and market risk stress testing. In addition, BRI also conducted ALCO meetings which were held every month to discuss the condition of assets and liabilities, including maturity profile, interest rate risk, NII simulation, and PDN management.

The market risk management function was divided into three functions consisting of front office (Treasury Business Division), middle office (Market, Portfolio &Enterprise Risk Division), and back office (Payment Operation Division). The front office monitored market price movements and conducted Treasury activities, adjusting the portfolio under the direction of market movements, the middle office set and monitored market risk limits, and transaction limits and periodically ensured market data (market price) used for mark-to-market (MTM), while the back office conducted settlement and daily and set MTM at the end of the day. The implementation of delegation of authority was realized through the determination of transaction limits in stages under the competence and experience of workers.

Market risk policies, procedures, and limits had been prepared and were contained in the Treasury Implementation Guidelines as well as the Market Risk Management Circular Letter and the Provisions for Determining Limits on Transactions and Financial Instrument Market Risk Limits related to BRI's Treasury activities. The limits listed in the policy included open position limits for trading, dealer transaction limits, cut loss and stop loss limits, uncommitted financing line limits, counterparty limits, and value at risk (VaR) limits.

BRI also conducted market risk stress testing simulations aimed at measuring the potential risk in the portfolio under stress conditions. In stress testing, shocks could come from exchange rates and interest rates that had an impact on market risk exposures which included Net Open Position (NOP), Fair Value through Other Comprehensive Income (FVTOCI) and Fair Value through Profit or Loss (FVTPL) categories.

Liquidity Risk

To support liquidity management, BRI established liquidity risk management policies in the Liquidity Risk Management Circular which included:

1. Liquidity Risk Management Governance
2. Liquidity Management Limit
3. Liquidity Coverage Ratio (LCR)
4. Net Stable Funding Ratio (NSFR)
5. Early Warning Indicators (EWI)
6. Contingency Funding Plan (CFP)

This policy aimed to ensure adequate liquidity risk management, including the adequacy of daily funds in meeting obligations in normal conditions and crisis conditions on time from various available sources of funds, including ensuring the availability of high-quality liquid assets. The funding strategy was prioritized from the collection of Third-Party Funds (DPK) which had a healthy and sustainable structure.

BRI also conducted a liquidity risk stress testing simulation to measure resilience or the ability to meet liquidity and capital needs during a crisis. This stress testing is also used as a reference for preparing an emergency funding plan (contingency plan) as well as determining and monitoring liquidity risk limits.

To comply with the implementation of Basel III, BRI monitors two main liquidity ratios, namely the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). The results of monitoring both ratios indicate that BRI's position is above the minimum ratio limit set by Basel III.

Strategic Risk

BRI's strategic risk evaluation is carried out by the Board of Directors periodically through forums that discuss strategic risk strategies and policies, including the Business Performance Review forum, ALCO, Risk Management Committee, and Board of Directors Meetings used to align

BRI's strategy. Formulation and monitoring of strategy implementation include the Long-Term Plan (corporate plan), Bank Business Plan (RBB), and Company Work Plan & Budget (RKAP).

The Bank Business Plan and Company Budget Work Plan were reviewed annually based on changes in the business environment and company plans. Meanwhile, the Long-Term Plan served as a guideline for planning every year and could be reviewed if there were significant changes in the business environment and resources.

To mitigate strategic risk, BRI had implemented regular monitoring tools through parameters reflected in the strategic risk profile. Strategic risk measurement, among others, was carried out by analyzing exposures and comparing risk exposures with established limits, including loan expansion, third-party funds, Operating Expenses Operating Income, and fee-based income. The formulation and implementation of follow-up actions on strategic risk exposures are documented in both the Risk Management Committee (RMC) meetings and the Integrated Risk Management Committee (RMCT) meetings of the BRI Group, involving all members of the Financial Conglomerate and the Integrated Governance Committee (KTKT).

Compliance Risk
Banking was a highly regulated industry, so BRI always monitored compliance with the provisions issued by the Regulator and other authorized agencies. Regulatory sanctions for violations of these provisions varied from reprimands, fines/penalties, to license revocation. Compliance risk management was carried out in all BRI activities under applicable regulations.

Furthermore, BRI also applies the Risk Based Approach methodology which is summarized in the policies and SOPs (standard operational procedures) related to AML and PPT which are managed by the Compliance Division as a special business unit to protect BRI from the targets of money laundering and terrorism. Monitoring of suspicious transactions is carried out by the Compliance Division through the AML (Anti Money Laundering) system. In addition, as part of the implementation of compliance risk management, BRI also carries out Enhanced Due Diligence (EDD) as a more in-depth process than Customer Due Diligence (CDD), previously known as Know Your Customer (KYC).

Reputational Risk
The reputation risk control function is carried out by the Corporate Secretary Division business unit as BRI's public relations. Steps taken by BRI in reputation risk management include consistent communication, maintaining openness of information and transparency to all stakeholders, and establishing harmonious relationships with the media in terms of maintaining BRI's corporate name. This is done in order to minimize and handle negative news that can arise from stakeholder complaints or complaints that can affect BRI's reputation.

Although BRI's current reputation is very good, reputation risk management related to negative publications related to all aspects of BRI's business and operational activities must still be implemented in accordance with applicable provisions and procedures. BRI immediately follows up and resolves customer complaints and lawsuits that can increase reputation risk exposure. In addition, mitigation of reputation risk and events that cause reputation risk is carried out by considering the principles of materiality of problems and costs.

In order to control greater reputational risk in the future, preventive and recovery actions for reputational risk that have been taken are followed by improvements to weaknesses in control and procedures that trigger (root cause) the occurrence of reputational risk.

Legal Risks
Legal risk management was carried out with the aim of increasing awareness of potential legal risks in every operational and business activity of BRI so that preventive action could be taken as early as possible, helping to solve legal problems, and minimizing potential losses due to legal risks.

In order to minimize the potential for legal risk events, periodic socialization of applicable legal aspects was carried out to increase the awareness of employees and operational Business Unit of the legal consequences contained in every activity carried out.

The implementation of risk management tools such as RCSA, MI and KRI are also used to support the implementation of the legal risk management process in identifying, observing and monitoring claims/lawsuits against BRI so that legal risk control measures can be taken as early as possible.

The Legal business unit and its staff are business units that function as legal watch supervisors to provide legal analysis/studies and legal advice to all workers at every level of the organization as well as providing assistance in handling legal cases to minimize losses that can be experienced by BRI.

Intragroup Risk

Intragroup Transaction Risk was the risk due to the dependence of an entity either directly or indirectly on other entities in a Financial Conglomeration to fulfill the obligations of written or unwritten agreements followed by the transfer of funds and/or not followed by the transfer of funds. Intragroup Risk Management in BRI were as follows:

1. Intragroup Risk identification was carried out quantitatively and qualitatively for exposures that had a significant effect on the condition of the BRI Financial Conglomerate.
2. The Board of Directors of BRI established an Integrated Risk Management Committee and had held an Integrated RMC Forum which was held regularly to discuss Intragroup Risk, Intragroup Risk Policy, and Risk Monitoring and Control of Subsidiary Companies in the BRI Financial Conglomeration to discuss Intragroup Risk, Risk Issues and follow-up plans.
3. The Board of Commissioners of the Primary Entity is responsible for the effectiveness of the implementation of Integrated Risk Management and was responsible for:
   a. Directed, approved, and evaluated the Integrated Risk Management policy.
   b. Evaluated and provided direction for improvement on the implementation of the Integrated Risk Management Policy regularly.
4. The Integrated Risk Management Unit had held forums with Subsidiaries regularly to discuss the Intragroup Risk Profile.

BRI had regulated the Implementation of Integrated Risk Management and intragroup risk limits including:

1. Integrated Risk Management Policy of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Establishment of intragroup risk parameters & limits for financial conglomerates.
3. Integrated Risk Management Committee.

Insurance Risks

It was a risk due to the failure of the insurance company to fulfill its obligations to policyholders as a result of the inadequacy of the risk selection process (underwriting), premium determination (pricing), use of reinsurance, and/or handling of claims. Insurance Risk Management at BRI was as follows:

1. Identification of Integrated Insurance Risks carried out by the Integrated Risk Management Working Unit, both quantitative and qualitative, which had a significant effect on the condition of the BRI Financial Conglomeration for Subsidiaries engaged in Insurance.
2. BRI's Board of Directors established an Integrated Risk Management Committee and had held an Integrated RMC Forum to discuss Insurance Risk and Insurance Risk policies within BRI Financial Conglomeration.
3. The Board of Commissioners of the Main Entity is responsible for the effectiveness of the implementation of Integrated Risk Management and was responsible for:
   a. Directed, approved, and evaluated the Integrated Risk Management policy.
   b. Evaluated and provided direction for improvement on the implementation of the Integrated Risk Management Policy regularly.
4. The Integrated Risk Management Unit had held forums with Subsidiaries regularly to discuss the Insurance Risk Profile.
5. Risk Monitoring and Control through the Subsidiary Company Risk Profile Discussion Forum which was held regularly to discuss Risk Issue of Insurance Risk and its follow-up plan.

Some policies had regulated the implementation of Integrated Risk Management and insurance risk limits including:

1. Integrated Risk Management Policy of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Determination of financial conglomerate insurance risk parameters & limits.

Implementation of Risk Management Education

To implement quality risk management, it was necessary to fulfill human resources who were competent in their duties. To obtain reliable human resources in the field of risk management as well as to fulfill regulatory requirements regarding the implementation of risk management for commercial banks, BRI conducted risk management education, among others:

1. Risk Management Certification and Refreshment
   Risk Management Certification Education was attended by the Board of Commissioners, Directors, and BRI employees with the corporate title Senior Manager and above. For those who had received Risk Management Certification, BRI continued to carry out education with a refreshment program so that those concerned continued to get the latest information on risk management.
2. E-learning method
   Risk management education was also carried out through interactive learning methods through e- learning. E-learning was intended for all BRI employees as a medium for selfeducation to understand the philosophy and application of risk management.
3. Socialization
   Regular socialization was carried out by the risk management Business Unit to all BRI employees throughout Indonesia. Socialization was mainly carried out regarding the risk management tools used in BRI.

4. Education
   Education for BRI employees through seminars and training organized by external and internal parties.
5. Webinar Risk Upgrade Series
   The Risk Upgrade Series webinar was held regularly once a week (weekly) which aimed to increase knowledge and understanding of the risk management process in certain activities and business processes. The theme, speakers and participants of the Risk Upgrade Series Webinar were tailored to the needs and issues that were of concern to both the product owner, policy-making Business Unit, and SKMR.

Top Emerging Risk

With its position as one of the largest banking entities in Indonesia, BRI is required to grow and develop with maintained asset quality, and be able to provide safe and comfortable banking services for the community.

From an internal perspective, the identification of risks related to emerging risks, whether arising from external factors or technological developments, has been regulated under the General Risk Management Policy. From an external perspective, the high level of uncertainty, including the rapid development of digital technology during the pandemic period, has significantly influenced public behavior, including in the use of banking services. Customer perceptions and expectations have shifted from being primarily oriented toward convenience to increasingly considering the security aspect of transactions.

The complexity of business and external dynamics have implications for increasing risk exposure faced by companies. Some of the challenges and risks in 2025-2026 include:

1. Global macroeconomic and geopolitical uncertainty (Palestine-Israel) where the post-pandemic economic conditions have not fully recovered.
2. Cybersecurity threats are expected to continue increasing, requiring continuous enhancement and development of cybersecurity capabilities.
3. Technological developments, such as Artificial Intelligence, Blockchain, and Digital Currency, have the potential to disrupt existing business models. Technological innovation is driving changes in the financial industry ecosystem; therefore, the Company needs to continuously enhance its digital capabilities, strengthen service innovation, and develop adaptive business strategies.
4. Climate Change Risk, climate change, including due to global warming, carbon taxation, changes in consumer behavior, and others can cause physical risk or transition risk which directly or indirectly impact BRI's growth, quality and profitability.

Risk Assessment

Risk management is implemented across all banking activities by adhering to the standard management regulations set by the regulatory authorities. Based on the risk profile assessment for the fourth quarter of 2025, BRI's risk profile rating was at the Low to Moderate level. In addition to individual risk assessments, BRI, as a Financial Conglomerate, also conducts an integrated risk assessment. The results of the integrated risk profile assessment for the second semester of 2025 indicate that the risk profile rating of BRI's Financial Conglomerate remains at the Low to Moderate level.This self-assessment outcome demonstrates BRI's ability to maintain effective risk management in line with the growth of its business and the increasing competition within Indonesia's banking industry.

Individual Risk Profile

Compositely, BRI's Risk Profile for Quarter IV - 2025 received a Low to Moderate rating. Of the 8 (eight) types of risks that were selfassessed, those that received a Low to Moderate risk rating include: loan, market, liquidity, legal, strategic, compliance, and reputation risks. The one that received a Moderate rating was credit and operational risk.

No	Risk Type	Quarter IV 2025		
		Inherent Risk Rating	Risk Management Implementation Quality Rating	Risk Rating
1	Loan	3 - M	2 - Satisfactory	2 - LTM
2	Market	2 - LTM	2 - Satisfactory	2 - LTM
3	Liquidity	2 - LTM	2 - Satisfactory	2 - LTM
4	Operational	3 - M	3 - Fair	3 - M
5	Legal	2 - LTM	2 - Satisfactory	2 - LTM
6	Strategic	2 – LTM	2 - Satisfactory	2 - LTM
7	Compliance	2 - LTM	2 - Satisfactory	2 - LTM
8	Reputation	2 - LTM	2 - Satisfactory	2 - LTM
Composite Rating		**2 - LTM**	**2 - Satisfactory**	**2 - LTM**

Notes :

	Rating	Inherent	KPMR		Rating	Inherent	KPMR
:	Rating 1	Low (L)	Strong	:	Rating 4	Moderate to High (MTH)	Marginal
:	Rating 2	Low to Moderate (LTM)	Satisfactory	:	Rating 5	High (H)	Unsatisfactory
:	Rating 3	Moderate (M)	Fair				

Consolidated Risk Profile

On a composite basis, the results of BRI's Consolidated Risk Profile assessment for the fourth quarter of 2025 received a Low to Moderate rating. Among the eight (8) types of risks assessed through self-assessment, the following were rated Low to Moderate: credit risk, market risk, liquidity risk, legal risk, strategic risk, compliance risk, and reputational risk. Meanwhile, operational risk was rated Moderate.

No	Risk Type	Quarter IV 2025		
		Inherent Risk Rating	Quality of Risk Management Implementation Rating	Risk Rating
1	Loan	3 - M	2 - Satisfactory	2 - LTM
2	Market	2 - LTM	2 - Satisfactory	2 - LTM
3	Liquidity	2 - LTM	2 - Satisfactory	2 - LTM
4	Operational	3 - M	3 - Fair	3 - M
5	Legal	2 - LTM	2 - Satisfactory	2 - LTM
6	Strategic	2 – LTM	2 - Satisfactory	2 - LTM
7	Compliance	2 - LTM	2 - Satisfactory	2 - LTM
8	Reputation	2 - LTM	2 - Satisfactory	2 - LTM
Composite Rating		**2 - LTM**	**2 - Satisfactory**	**2 - LTM**

Integrated Risk Profile

The results of BRI's Integrated Risk Profile assessment for the first semester of 2025 received a Low to Moderate rating. Of the ten (10) risks assessed through self-assessment, those rated as Low to Moderate include credit risk, market risk, liquidity risk, legal risk, strategic risk, compliance risk, reputational risk, intragroup risk, and insurance risk. Meanwhile, operational risk was rated as Moderate.

No	Risk Types	Semester I 2025		
		Inherent Risk Ratings	Quality of Risk Management Implementation Ratings	Risk Rating
1	Loan	3 - M	2 - Satisfactory	2 - LTM
2	Market	2 - LTM	2 - Satisfactory	2 - LTM
3	Liquidity	2 - LTM	2 - Satisfactory	2 - LTM
4	Operational	3 - M	3 - Fair	3 - M
5	Law	2 - LTM	2 - Satisfactory	2 - LTM
6	Strategic	2 – LTM	2 - Satisfactory	2 - LTM
7	Compliance	2 - LTM	2 - Satisfactory	2 - LTM
8	Reputation	2 - LTM	2 - Satisfactory	2 - LTM
9	Intragroup-transaction	2 - LTM	2 - Satisfactory	2 - LTM
10	Insurance	2 - LTM	2 - Satisfactory	2 - LTM
Composite Rating		**2 - LTM**	**2 - Satisfactory**	**2 - LTM**

Evaluation of the Effectiveness of the Risk Management System

Since the establishment of the Risk Management Directorate in 2017, periodically testing the effectiveness of the risk management system through risk management reviews was conducted by a separate unit with the Risk Management Business Unit and external parties to maintain objectivity and independence of the assessment of the effectiveness of the risk management system.

In addition, BRI regularly conducts an assessment of its Risk Management maturity level, in which, in 2025, BRI was positioned at the **Managed–Strong Practice** level. This indicates that BRI has complied with the applicable regulatory requirements related to risk management activities and has proactively undertaken continuous improvements in Risk Management.

Risk Management Strategy for 2026

In the short term, credit risk remains a key focus at BRI. Credit growth in the MSME segment continues to pose challenges. The Consumer Confidence Index (CCI) has declined, indicating a slowdown in public consumption; consequently, BRI has become more selective in extending loans as the risk of default increases. Weak purchasing power remains a challenge and adversely affects the economy. Credit quality also remains under pressure amid slowing credit growth, with trends indicating a deterioration in asset quality.

Key long-term risks that need to be anticipated include the following:

1. Global geopolitical risk uncertainty is expected to remain elevated over the next two years. This condition may trigger financial market volatility and dampen investor confidence.
2. Global economic growth is projected to slow, partly due to the potential significant weakening of China's economy in the future. The risk of commodity price corrections resulting from China's economic slowdown may put pressure on Indonesia's key commodity exports, thereby affecting profits and government revenues.
3. Prolonged external uncertainty may delay investment and limit employment absorption.

Accordingly, supported by a comprehensive risk management organizational structure, BRI continues to enhance the role and effectiveness of its risk management function by focusing on the prevention and minimization of potential risks, which serve as components of competitive advantage and strategic enablers for BRI. The Risk Management Division has established a long-term aspiration under the theme "Robust Enterprise Risk Management to Drive Operational Excellence & Resilience and to Support BRI Group's Sustainable Growth." In line with this aspiration, the risk management strategy will focus on improving credit quality, strengthening data awareness, enhancing operational excellence, fostering a risk-aware culture, and implementing new regulations in both the credit risk and market risk areas.

Statement of the Board of Directors and/or Board of Commissioners or Audit Committee on the Adequacy of the Risk Management System

Based on the results of the review and based on discussions with Management, the Risk Management Monitoring Committee, the Audit Committee, the Independent Auditor, the Internal Auditor, and several Related Divisions, the Board of Directors and the Board of Commissioners assessed that in 2025 the company's risk management was adequate in identifying risks so that the Company could identify and manage these risks.

Compliance Function

Summary of Compliance Directorate Legal & Compliance

The Compliance Directorate has a Compliance Unit responsible for implementing the Compliance Function within the Company in accordance with OJK Regulation No. 46/POJK.03/2017 dated 12 July 2017 concerning the Compliance Function for Commercial Banks, which at a minimum includes:

1. Ensuring the implementation of a Compliance Culture.
2. Managing Compliance Risk.
3. Ensuring that the Company's policies, regulations, systems, and procedures comply with applicable regulatory requirements.
4. Ensuring BRI's compliance with commitments made to regulators.

In line with this, the Compliance Directorate is responsible for ensuring the Company's compliance with applicable regulatory requirements, providing legal advisory and handling legal cases, managing and harmonizing the Company's Policies and Procedures, as well as implementing Environmental, Social & Governance (ESG) aspects in the Company's operational and business activities.

Key Performance Indicators of the Compliance Directorate

In order to support BRI's aspirations for 2025, the Compliance Directorate established an aspiration to realize Good Governance as a Catalyst for Sound Business Practices. In line with this aspiration, throughout 2025 the Compliance Directorate recorded the following achievements:

1. Achievement of the Compliance Risk Profile score at the Low to Moderate level.
2. Achievement of an ESG Rating from MSCI in 2025, with a target rating of A.
3. Achievement of an ESG Rating from S&P Global Corporate Sustainability Assessment (CSA) in 2025, with a score of 74.
4. BRI was included in the S&P Global Sustainability Yearbook Member for four (4) consecutive years since 2022.

5. Identification of Environmentally Sustainable Business Activities Financing (KUBL) amounting to IDR 93.2 trillion, representing 7.1% of BRI's total financing portfolio.
6. Identification of Socially Sustainable Business Activities Financing (KUBS) amounting to IDR 718.7 trillion, representing 53.5% of BRI's total financing portfolio.
7. BRI has adopted the IFRS S1 and IFRS S2 frameworks in its Sustainability Report, and has also conducted a Social Impact Assessment.
8. Achievement in the Corporate Governance Perception Index (CGPI) 2024, receiving the "Most Trusted Company" category with a score of 95.38.
9. Achievement of the Legal Risk Profile score at the Low to Moderate level.
10. Good Corporate Governance (GCG) Self-Assessment rating of Composite Rank 2 (Good).
11. Integrated Governance Self-Assessment rating of Composite Rank 2 (Good).
12. The proportion of final and binding court decisions (inkracht) and amicable settlements compared to total favorable cases in 2025 reached 90.35%.
13. No audit findings (internal or external auditors) related to inconsistencies among internal regulations within the Policy & Procedure Hierarchy.
14. Increase in policy inclusion by 13% and policy and procedure literacy by 35%.
15. Initiation of Business Process Management and the mapping of all identified business processes.
16. BRI was awarded Indonesia In-House Counsel Summit & Awards 2025 – Indonesia's Most Innovative In-House Counsel Team 2025 (Banking Category).
17. ESG Awards 2025.
18. Asia Sustainability Reporting Awards (ASRA) 2025 – Asia's Best Sustainability Reporting (CEO Letter) – Platinum.
19. Asia Sustainability Reporting Awards (ASRA) 2025 – Asia's Best Sustainability Reporting (Public Sector) – Platinum.
20. Asia Sustainability Reporting Awards (ASRA) 2025 – Asia's Best Sustainability Reporting (Materiality Reporting) – Gold.
21. Asia Sustainability Reporting Rating (ASRRAT) 2025 – Platinum Rank.
22. KEHATI ESG Awards 2025 – Debt & Project Financing Category – Best Issuer/Borrower.
23. The Asset Triple A Awards for Sustainable Finance 2025 – Best Issuer for Sustainable Finance.
24. The Asset Triple A Awards for Sustainable Finance 2025 – Best Social Loan.
25. BGK Foundation Indonesia ESG Leadership Awards 2025 – Leadership AAA – Indonesia's Leader in ESG Transparency.

Work Programs of the Compliance Directorate

In addition, to support the achievement of the above KPIs, the Compliance Directorate has established several work programs as follows:

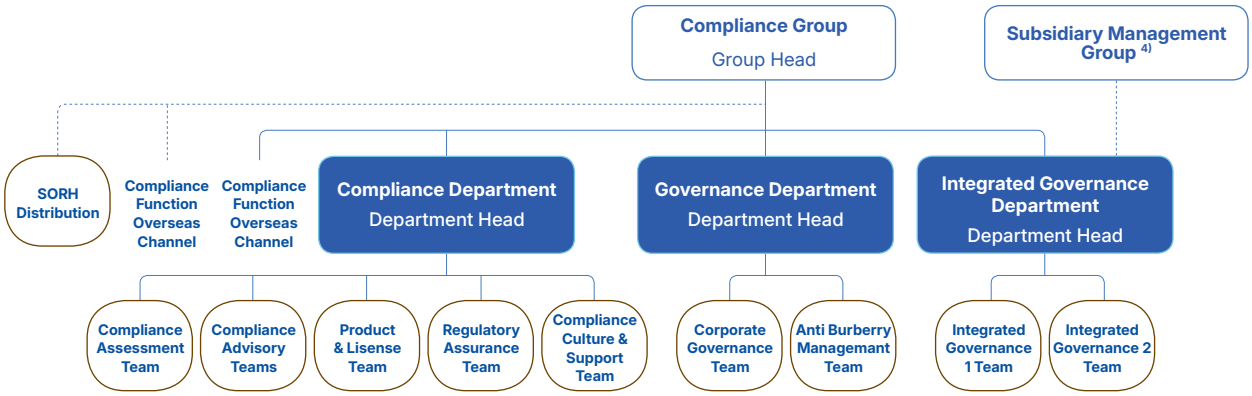
No	Work Programs
1.	Standardization of Compliance Processes BRI standardizes processes related to the management of compliance and governance aspects through ISO 9001:2015 certification for Quality Management Systems and ISO 37301:2021 certification for Compliance Management Systems within the Compliance Division, as well as ISO 37001:2016 certification for Anti-Bribery Management Systems covering the scope of Procurement of Goods and Services at BRI Head Office.
2.	Enhancing Awareness The Compliance Directorate enhances employees' awareness regarding the implementation of the compliance culture, Anti-Money Laundering and Counter-Terrorism Financing (AML/CFT) program, legal knowledge, as well as policies and procedures, among others through: a. Harmonization, formulation, and/or review of internal regulations, including those related to compliance, governance, ESG, and legal matters. b. Updating the knowledge of BRI employees through external experts via workshops, webinars, and other learning forums. c. Dissemination of communication materials aimed at increasing employees' awareness and understanding through digital and physical media.
3.	Updating and Enhancing the BRI Governance Structure includes updates and improvements to the General Corporate Governance Policy and Integrated Governance for the BRI Financial Conglomerate.
4.	Conducting assessments of the governance and compliance maturity levels both at the Bank level and on an integrated basis across the Financial Conglomerate.

No	Work Programs
5.	Strengthening the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing (CPF) Program Amid national, regional, and global dynamics, as well as the increasing complexity of financial products, activities, and services—including their marketing through multichannel platforms—and the rapid development of information technology, the risks related to Money Laundering (ML), Terrorism Financing (TF), and Proliferation Financing (PF) faced by the Company have increased. In response to these conditions and in accordance with the applicable laws and regulations, the Company has implemented the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing (CPF) Program adequately. Several improvement initiatives undertaken include: a. Enhancement of ML/TF risk assessments through the implementation of a Risk-Based Approach (RBA). b. Refinement of the AML-CFT Program Policy to align with OJK Regulation No. 8 of 2023 concerning the Implementation of Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Counter-Proliferation Financing (CPF) Programs in Financial Services Institutions. c. Optimization of AML-CFT program implementation at the Regional Offices and Branch Offices through strengthening the roles of Regional Risk Management & Compliance and Micro & Retail Risk and Compliance functions.
6.	Continuous Harmonization of Policies and Procedures through unification, codification, simplification, and other approaches to address inefficiencies, overlaps, and/or conflicts of interest or authority within the Company's policies and procedures.
7.	Development of Business Process Management, consisting of Business Process Architecture and Business Process Models, as standards for designing comprehensive business processes and as tools for improving business processes through assessments of their effectiveness and efficiency.
8.	Policy & Procedure Excellence Initiative to ensure that the Company's policies and procedures are adequate in minimizing potential risks in the future while enhancing the effectiveness and efficiency of business process.
9.	Continuous enhancement of the Policy and Procedure management platform (BRIPEDIA) to promote employees' literacy and accessibility to the Company's policies and procedures.
10.	Provision of Legal Services In order to provide legal services, the Compliance Directorate through the Legal Group carries out the following: a. Reviewing laws and regulations and/or internal and external conditions that may have legal implications for BRI, including enhancing strategies for handling legal issues both within and outside judicial institutions as well as other dispute resolution mechanisms. b. Handling civil legal cases through courts at all levels and other dispute resolution institutions, as well as providing assistance in criminal cases processed by law enforcement agencies. c. Optimizing recovery potential from legal case handling, including through the formulation of asset transfer policies, settlement of non-performing loans through simple lawsuits, handling PKPU/bankruptcy cases, and safeguarding civil cases that have the potential to cause significant losses to BRI. d. Providing legal advisory services, including legal consultations, legal opinions, and legal information, to the Board of Commissioners, the Board of Directors, employees, and all BRI work units. e. Providing legal support in the implementation of BRI's corporate projects. f. Reengineering the implementation of legal guidance, counseling, and training programs. g. Reengineering legal guidance, counseling, and training for BRI work units using a risk profile approach and assessment of the legal needs of each work unit through the DISKRESI concept (Discussion on Legal Aspects of Credit, Operations, and Current Legal Issues). h. Managing legal risk, including the implementation of governance for legal case data and reporting. i. Managing the administration of legal documents related to the Company's operations and legal library, including the management of BRI's operational licenses such as the Articles of Association, Deed of Establishment, Intellectual Property Rights (IPR), Company Registration Certificate, Certificate of Company Domicile, and other related corporate documents. j. Enhancing the productivity of legal human resources through legal capability enrichment, professional certification in the legal field, and stakeholder engagement, including collaboration with institutions, ministries, and law enforcement agencies. k. Developing and disseminating internal legal policies, modules, legal manuals, and legal service guidelines, including operational guidelines for handling legal issues both inside and outside the courts.

No	Work Programs
11.	Implementing the principles of sustainability into BRI's operational and business activities includes, among other things: a. Issuing the Sustainability Impact Framework as the foundation for preparing a measurable and transparent Social Impact Report. b. Conducting Human Rights assessments for employees and vendors to ensure business practices that respect human rights principles. c. Developing an Employee Carbon Tracker within the employees' internal portal application. d. Integrating the Indonesian Sustainable Finance Taxonomy (TKBI) into BRI's sustainable financing framework. e. Issuing sector-specific policies for the Forestry and Power Generation sectors to strengthen the implementation of sustainability principles within the financing portfolio. f. Integrating climate risk into risk management using the Climate Risk Management & Scenario Analysis (CRMS) methodology issued by the OJK, and conducting Climate Risk Stress Testing (CRST). g. Committing to the Science Based Targets initiative (SBTi) to establish and achieve the Net Zero Emission target by 2050. h. Adopting the IFRS S1 and IFRS S2 frameworks in the Sustainability Report to enhance the quality of disclosures. i. Strengthening environmental and social risk management through the enhanced implementation of the Environmental and Social Risk Management (ESRM) Framework.
12	Improvement Business Process Simplifying business processes to support business efficiency and development through system development, including: a. Integrated AML-CFT Screening (Watchlist Screening on the Account Opening and Transaction Platforms). b. AI for Transaction Monitoring System through Graph Technology. c. Bank-wide Risk-Based Approach (RBA) implementation. d. Customer Risk-Based Approach (RBA) implementation. e. AML-CFT System (including STR, CTR, and IFTI reporting modules). f. SIPESAT Reporting Tools. g. Digitalization of business processes and the Legal Division database to enhance the efficiency and effectiveness of the Legal Group's duties and performance through the enhancement of the DELEGASI Application (Integrated Legal Data and Information). h. Development of Business Process Management as a standard for designing comprehensive business processes and as a tool to support continuous business process improvement. i. BRIPEDIA Mobile Version to facilitate employees' access to policies and procedures anytime and anywhere, serving as a catalyst for improving employees' literacy. j. Utilization of Artificial Intelligence (AI) to facilitate access to policy and procedure documents. k. Development of an ESG Dashboard.

BRI was committed to always improving the implementation of compliance functions both at the corporate level and Operational Business Unit. Guided by the OJK Regulation No.46/POJK.03/2017 dated July 12, 2017 concerning the Compliance Function of Commercial Banks. BRI had a Compliance Business Unit consisting of the Compliance Director, Compliance Division of the Head Office as well as the compliance function in the BRI Regional Office which was under the Regional Risk Management & Compliance Team, the compliance function in BRI units carried out by the BRI Unit Risk Management & Compliance, and the compliance function of the Overseas Branch Office which was under the coordination of the Compliance Division of the Head Office. The compliance line was independent and separate from business, operational and other supporting functions in BRI's business activities. BRI had policies and standard compliance procedures that described the duties and responsibilities of the Compliance Working Unit in carrying out the compliance function in accordance with regulatory requirements and the latest best practices.

Organizational Structure of Compliance Business Unit



Function:

- Corporate Compliance Assurance, Advisory, Culture & Risk
- Comprehensive Compliance Risk Assessment & Oversight
- Policy & Structure of GCG
- Implementation & Monitoring of GCG
- Policy & Structure of Integrated Governance & Compliance
- Implementation & Monitoring Integrated Governance & Compliance

Note:

1) Implementasi fungsi Compliance di Regional Office dan Unit Kerja Operasional berkoordinasi dengan Compliance Group
2) Compliance Function di Unit Kerja Luar Negeri yang memiliki garis koordinasi dengan Compliance Group
3) Compliance Function di Unit Kerja Luar Negeri yang memiliki garis supervisi dengan Compliance Group
4) Implementasi fungsi Pengelolaan Konglomerasi Keuangan berkoordinasi dengan Subsidiary Management Group

Duties and Responsibilities of Compliance Director

In accordance with the results of the decision of the Annual General Meeting of Shareholders on March 13, 2023, A. Solichin Lutfiyanto was appointed as Director overseeing the compliance function at BRI. Subsequently, based on the resolution of the Extraordinary General Meeting of Shareholders held on 17 December 2025, the position has been assumed by Mahdi Yusuf.

The duties and responsibilities of the Compliance Director of BRI in order to carry out the Compliance Function refer to the OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning Implementation of the Compliance Function of Commercial Banks and Circular Letter of the Board of Directors of BRI Number SE.56-DIR/KEP/10/2022 dated October 31, 2022 concerning Implementation of the Compliance Function, including:

1. Formulate strategies to encourage the creation of a Compliance Culture.
2. Propose compliance policies or compliance principles to be established by the BRI Board of Directors.
3. Establish compliance systems and procedures used for BRI's system of internal rules and guidelines.
4. Ensure that all policies, provisions, systems, and procedures, as well as business activities carried out by BRI are in accordance with the provisions of the Financial Services Authority and the provisions of laws and regulations.
5. Minimize BRI Compliance Risk.
6. Take precautions so that policies and / or decisions taken by the BRI Directors or BRI as an entity do not deviate from the provisions of the regulator and / or the authorized supervisory authority and the provisions of the applicable laws and regulations.
7. Report the implementation of duties and responsibilities to the President Director with a copy to the Board of Commissioners at least quarterly.
8. Perform other duties related to the Compliance Function in accordance with laws and regulations.

Independence of Compliance Director

The independence of the Compliance Director must meet the independence requirements with reference to OJK Regulation No. 46/ POJK.03/2017 dated July 12, 2017 as follows:

1. No concurrent positions and affiliate relationships.
2. Has no financial, management, share ownership, and/or family relationship with members of the Board of Commissioners, Board of Directors, and controlling shareholders.
3. The Compliance Director does not supervise functions:
   a. Business and operations.
   b. Risk management that makes decisions for the Bank's business activities.
   c. Treasury.
   d. Finance and Accounting.
   e. Logistics and procurement of goods and services.
   f. Technology and information.
   g. Internal audit.

Compliance Business Unit

The Compliance Working Unit was independent and separate from business, operational and other supporting functions in BRI's business activities. Compliance ranks must be free from influence or pressure from other business unit, free from conflicts of interest, act professionally and objectively.

Profile of the Head of the Compliance Business Unit

Kris Hananto
Compliance Group Head

Citizenship

Indonesian citizen

Domicile

Cibubur, East Jakarta

Place and Year of Birth/Age

Surakarta, September 20, 1972/53 years as of December 2025

Education Background

- Bachelor of Laws, Diponegoro University (1995)
- Master of Laws (LLM) Melbourne University – Australia (2004)

Certification

- Risk Management Certification Level 1 & Level 2
- Compliance Certification Level 2
- Banking Compliance Level Manager
- Governance Risk Management Compliance Professional (GRCP)
- Qualified Risk Governance Professional (QRGP)

Work Experience

- Group Head, BRI Compliance Group (2021 - present)
- Vice President Legal Assessment & Advice, BRI Legal Division (2019 - 2021)
- Group Head Legal Advice, BRI Legal Division (2017 - 2018)
- Head of Documentation & Credit Administration, BRI Credit Administration Division (2013 - 2017)

Training programs attended throughout 2025

- GRC Summit – Resilience to Sustainability - Yogyakarta (2025)
- Fortifying The Effective AML Measurement Capabilities for The Excellent AML Practice – Jakarta (2025)
- Elevate Talks: Optimalisasi Pemanfaatan Identitas Kependudukan Digital (IKD) di Indonesia – Jakarta (2025)
- ASEAN Corporate Governance Conference and Awards (ASEAN CGCA) – Kuala Lumpur (2025)
- Cornell University - Star Track Executive Development – Financial Manajement – Jakarta (2025)

Legal Basis for Appointment

Decree of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk. No. R.268-DIR/ HCB/05/2021 dated May 7, 2021.

Duties and Responsibilities of the Compliance Business Unit

The duties and responsibilities of BRI's Compliance Business Unit include:

1. Formulating, implementing, monitoring, evaluating, and refining the Group's strategies and work programs;
2. Formulating, socializing, implementing, evaluating, and refining strategies, frameworks, and policies/regulations in the compliance area (including, among others: Good Corporate Governance (GCG), the Whistleblowing System (WBS), Corporate Governance, Integrated Governance (TKT), and compliance testing);
3. Formulating, socializing, implementing, monitoring, evaluating, and refining compliance programs (including, among others: compliance risk, GCG, WBS, TKT, Anti-Bribery Management System, gratuity control, compliance with the reporting of State Officials' Asset Disclosure Reports (LHKPN), compliance culture, as well as assessment of the effectiveness of Anti-Fraud Strategy implementation);
4. Conducting compliance testing and follow-up actions on the results of compliance testing related to decisions, policy plans, and/or proposed cooperation agreements of the Board of Directors and/or SEVP, including the provision of responses regarding compliance aspects in the credit initiation process;
5. Fulfilling BRI's commitments to the Regulator (including mandatory Bank reporting and the implementation of the compliance function to be reported to the President Director and OJK), External Audit, and the relevant Supervisory Authorities;
6. Preparing summaries and impact analyses, implementing, and monitoring the application of policies/regulations issued by the Regulator that relate to BRI's business and operational activities, reporting on compliance with prudential regulations, and preparing Compliance Checklists for the completeness of nomination documents for members of the Board of Directors, Board of Commissioners, and Controlling Shareholders;
7. Implementing the functions of the BRI Gratification Control Unit (UPG);
8. Formulating, implementing, monitoring, evaluating, and refining strategies for the implementation of compliance and Integrated Governance within the Financial Conglomeration;
9. Preparing analyses, reports, and data provision related to compliance and Integrated Governance, the submission of customer data information, as well as the reporting of New Bank Products, including realization reports, to the regulator and relevant external parties;
10. Developing and evaluating automation tools & advanced data analytics, analytics control & digital innovation, as well as comprehensive risk assessment & oversight related to compliance within the scope of Financial Conglomerate;
11. Overseeing risk management and human capital functions;

Compliance Workforce Competency Development

BRI supports the enhancement of competencies for employees in the Compliance Division by increasing their expertise through education and certification. In 2025, employees in the Compliance Division participated in various training and educational programs, including:

1. Risk Leadership Forum: Architecting Resilient Retail Banking Playbook
2. ASEAN Corporate Governance Conference and Awards (ASEAN CGCA)
3. Elevate Talks : Optimizing the Utilization of Digital Population Identity (IKD) in Indonesia
4. Risk Upgrade Series 2025: Ensure Business Continuity with Cyber Resilience
5. Risk Upgrade Series 2025: Crisis Service Standards in Supporting Business Continuity Management
6. Risk Upgrade Series 2025: Understanding Operational Risk News
7. Risk Upgrade Series 2025: Ensure Business Continuity with Healthy, Safe and Eco Friendly Workplace
8. GRC Professional
9. Refresher Program for Risk Management Certification Level 4 (UK007.2 and UK010.2)
10. Fortifying The Effective AML Measurement Capabilities for The Excellent AML Practice
11. Onboarding Program for the Risk Management Function at Head Office Group
12. Effective Communication Training for the Crisis Management Team (CMT)
13. In-House Training (IHT) – AML Group: Identification of Digital Financial Services Misuse Typologies in Mitigating ML/TF/PPSPM Risks
14. Analysis and Implications of Asset Recovery from Corruption Cases and Its Impact on the National Economy
15. Association of Certified Fraud Examiners (ACFE) Seminar; Deal or Deception? Detecting Fraud Before the Merger Closes
16. ISO 37002:2021 Whistleblowing System
17. Training of Trainers (ToT): Business Process Model Mapping (Basic Awareness)
18. GRC Summit; Resilience to Sustainability - Leading Through GRC in The Post-Digital Era
19. Uji Kompetensi Skema Kepatuhan Jenjang 6
20. Pembekalan dan Refreshment Sertifikasi MR Jenjang Kompetensi 4

21. IT Maturity Assessment - COBIT 2019
22. New BRILiaN Way Internalization
23. BSDP 1 Treasury Dealer - Risk Management in 2025
24. Certification Briefing and Refresher Program for Risk Management Level 5
25. Risk Upgrade Series 2025: The Impact of Climate Change on Business Continuity Management
26. Risk Upgrade Series 2025: BRI Care 2025 - Sustainable Corporate Responsibility Planning
27. Training on Personal Data Protection Retention and Incident Management
28. Enhance Understanding On Third Party Risk Management
29. Digital Maturity Assessment for Bank in 2025
30. In House Training IHT Compliance Group in Commemoration of International Anti Corruption Day HAKORDIA Gratification Control Program with the theme "Gratifikasi Bukan Rezeki, Kerja Pasti Tanpa Tapi"
31. BSDP 1 Application SAP-FAM Modul OA (Outline Agreement) Phase 2
32. POP-CORN Premiere 2025: Digital Vault: Simplifying Cash Deposits to Drive CASA Growth
33. POP-CORN Premiere 2025: Transforming BRI Whistleblowing System: A New Era of Trust through Reporting Independence
34. Public Course Workshop on the Governance of Insurance Reinsurance and Insurance Brokerage Companies Collaborating with the Bank
35. Competency Assessment for Compliance Scheme Level 5
36. Special Request Procurement of Goods and or Services at BRI
37. POP-CORN Premiere 2025: Winning Customers Trust through Service Excellence
38. Risk Upgrade Series 2025: Developing and Assessing Business Continuity Plan to Assure BRI Business Continuity
39. Special Request Training on e-Procurement Application
40. Enhance Understanding on Risk Assessment of Applications
41. Risk Upgrade Series 2025: Comprehensive Understanding of the Whistleblowing System
42. Risk Upgrade Series 2025: Gratification Is Not a Blessing

2025 Compliance Division Work Plan

To support the enhancement of compliance culture, the Compliance Division outlines its objectives for achievement in the work plan, which includes the following key areas:

1. Strengthening the compliance culture by enhancing employees' understanding and awareness of compliance aspects, including, among others, the code of ethics, compliance culture, conflicts of interest, and related matters.
2. Aligning governance and compliance policies with the latest regulations in the banking industry.
3. Effectively implementing the Anti-Bribery Management System (SMAP) across all organizational levels to prevent gratuity practices and foster organizational integrity through gratuity control programs, integrity assessment surveys, and related initiatives.
4. Enhancing the Bank's competitiveness and creating long-term value for all stakeholders through maturity assessments involving independent parties, as well as recognition from external institutions.
5. Managing compliance risk based on the prudential principle in order to ensure the Company's adherence to applicable regulations.

Implementation of the Compliance Function Work Program In 2025

1. Standardization of Compliance Processes
   As part of BRI's commitment to comply with prevailing laws and regulations, BRI has obtained several ISO-based certifications to ensure that the quality of implementation remains aligned with stakeholders' expectations. The certifications include:
   - ISO 37301:2021 Certification on Compliance Management System
     Since 2022, the Compliance Unit has obtained ISO 37301:2021 certification, successfully passed the certification process, and has maintained the certification to date.
   - ISO 37001:2016 Certification on Anti-Bribery Management System
     BRI has successfully maintained its qualification in the implementation of the Anti-Bribery Management System through surveillance audits conducted by an external party.
   - ISO 9001:2015 Certification on Quality Management System
     To enhance process quality within the Compliance Unit, since 2022 the Compliance Unit has undergone ISO 9001:2015 Quality Management System surveillance audits and has successfully maintained its ISO 9001:2015 certification.

2. Compliance with Laws and Regulations
   - External Policy Impact Analysis
     This constitutes a series of activities carried out by the Compliance Unit to assess the impact of newly issued laws and regulations on BRI's operations. Throughout 2025, the Compliance Group conducted

impact analyses on 55 regulations applicable within the industry.

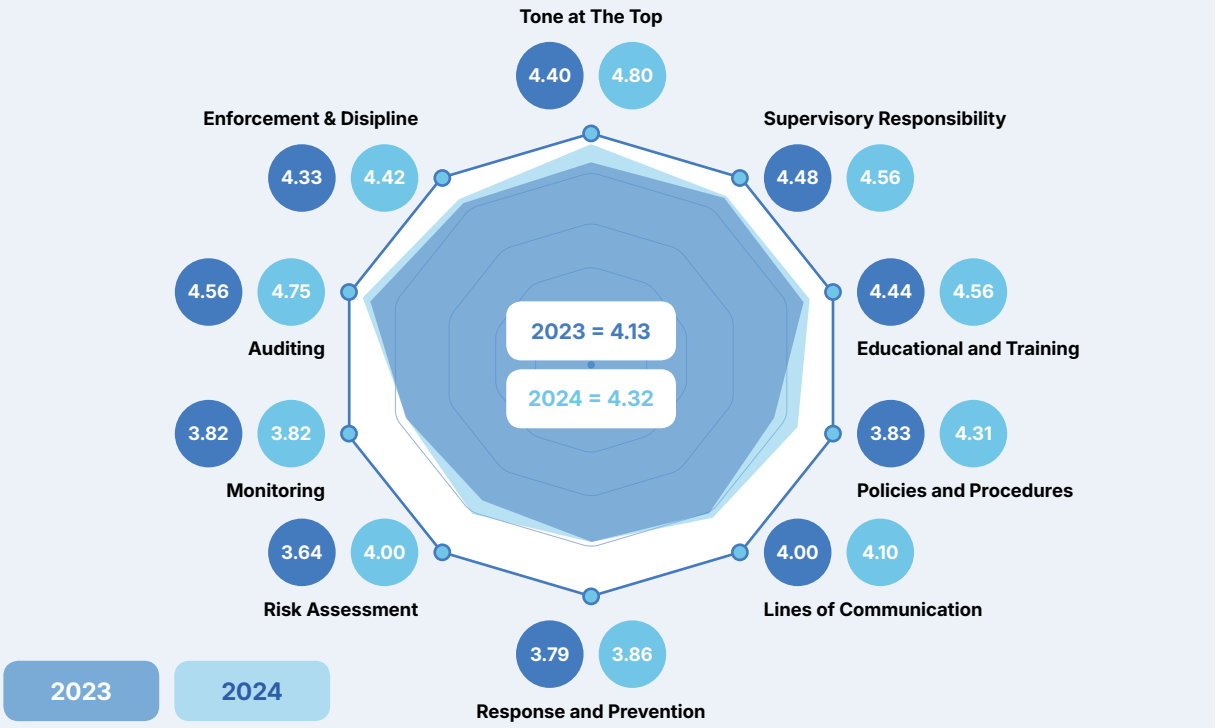
- Testing of the Prudential Principle
  In order to prevent deviations from prudential provisions in the Company's business and operational activities, the Director overseeing the compliance function at BRI conducted the Prudential Principle Testing process on Policy Plans, Decisions, and Agreements with third parties established by the Board of Directors. During 2025, a total of 344 prudential principle testing documents were processed, with details as follows:

Testing of credit decisions under the authority of the Board of Directors	206
Policy Plans	108
Corporate Action	2
Cooperation Agreements	28

- Compliance Aspect Opinions
  The Compliance Group provides compliance aspect opinions to the relevant work units regarding proposed policies/resolutions of the Board of Directors, proposed changes to operational mechanisms, proposed issuance of new products and/or activities, as well as other matters requiring opinions from the Compliance Unit. During 2025, a total of 789 compliance aspect opinions were issued, with the following details:
  a. Compliance aspect opinions on proposed policies, proposed decision-making, and other activities requested by BRI work units amounted to 711 opinions.
  b. Compliance aspect opinions related to the BRI Financial Conglomerate amounted to 78 opinions.
- Reporting of New Products and/or Activities (PAB)
  Based on Financial Services Authority Regulation No. 13/POJK.03/2021 concerning the Implementation of Commercial Bank Products and Bank Indonesia Regulation No. 23/6/PBI/2021 concerning Payment Service Providers, Banks are required to obtain approval for new bank products and/or activities prior to marketing them to customers. The reporting of proposed new bank products and/or activities to the regulators (i.e., the Financial Services Authority and Bank Indonesia) in order to obtain regulatory approval is coordinated through the Compliance Group. Throughout 2025, a total of 12 new bank products and/or activities obtained approval from the Regulators.

2. BRI Compliance Maturity
   In order to measure the maturity level in the implementation of the compliance function and to ensure the establishment of a Compliance Culture across all organizational levels and business activities, BRI has conducted a BRI Compliance Maturity Assessment (Bankwide), resulting in a score of 4.32 on a 5-point scale, an increase compared to the previous year's score of 4.13. The detailed maturity scores are as followst:

BRI Compliance Maturity Assessment Results



Maturity Rating	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Description	Initial	Repeatable	Defined	Managed	Optimized

Bulding Block	Tone at the Top	Monitoring Responsibility	Training and Education	Policy and procedure	Lines of Communication	Response and Prevention	Risk Assessment	Monitoring	Auditing	Enforcement and Discipline
2023	4.40	4.48	4.44	3.83	4.00	3.79	3.64	3.82	4.56	4.33
2024	4.80	4.56	4.56	4.31	4.10	3.86	4.00	3.82	4.75	4.42

Compliance Maturity Rating	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Description	Forming	Developing	Standardized	Established	Optimized

Evaluation of the Effectiveness of the Compliance Function

Assessment of the adequacy of the implementation of the Compliance Function in BRI was carried out by the Board of Directors periodically through the Compliance Function Report which was also submitted semi-annually to the Financial Services Authority. The summary of implementation contained in the Compliance Function Report contained comprehensive information, including Strengthening Compliance Culture, Compliance Risk Management, Prevention of Deviations from Prudential Provisions on Internal Policies, Monitoring the Implementation of Prudential Provisions on External Policies, Monitoring External Regulations / Provisions, Monitoring the Bank's Compliance with External Commitments, and others.

Anti-Money Laundering (AML), Combating the Financing of Terrorism (CFT) and Preventing Funding for Proliferation of Weapons of Mass Destruction (WMD Proliferation) Programs

2025 marks a crucial milestone for BRI's transformation through the **BRIvolution Reignite** strategy, which focuses on the vision of a "**Leading Funding Bank**" and "**Sustainable and Profitable Lending**." This strategy integrates aggressive business growth with strengthening the foundation of trust through the Anti-Money Laundering (AML), Countering the Financing of Terrorism (CFT), and the Proliferation Financing of Weapons of Mass Destruction (PFWMD) programs, which are positioned not merely as regulatory compliance obligations but as key strategic elements in maintaining future business sustainability.

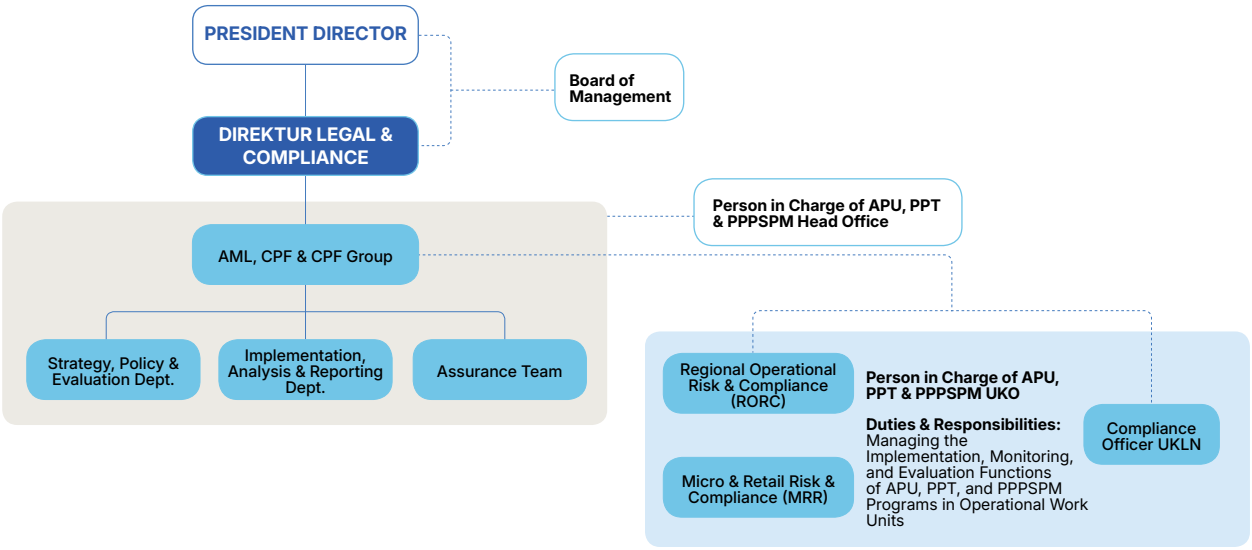
BRI places financial system integrity as a fundamental standard underlying all strategic and operational policies of the company. Along with the acceleration of transformation and the expansion of service reach, BRI dynamically responds to the increasingly complex risks of ML, TF, and WMD proliferation by strengthening the governance of the implementation of proactive, technology-based AML, CFT, and PWFMD programs. By synergizing business innovation and adaptive risk management systems, BRI is committed to creating an accountable and integrity-based banking ecosystem, while strengthening its defense against ML, TF, and WMD Proliferation threats to ensure public trust and inclusive economic sustainability.

As a systemic financial institution, BRI is fully committed to supporting the stability of the national financial system and complying with international standards set by the Financial Action Task Force (FATF). BRI's entire AML, CFT, and PWWMD governance framework is based on the latest regulations, specifically OJK Regulation No. 8 of 2023 and the Law on the Prevention and Eradication of Money Laundering (ML) and Terrorism Financing (TF).

This program is implemented through a holistic and sustainable strategy, prioritizing five key pillars of the AML, CFT, and PFWMD program: active supervision by the Board of Directors and Board of Commissioners, adequacy of policies and procedures, effective internal control, reliable management information systems, and enhanced human resource competency. By strengthening these five pillars, BRI ensures that every level of the organization is prepared to face the complexities of ML, TF, and WMD proliferation risks in the future.

Leadership and Governance Structure of AML, CFT and PFWMD

Organizational Structure of the Special Business Unit for AML, CFT & PFWMD



The AML, CFT, and PFWMD functions at BRI are carried out independently by the AML, CFT, and CPF Group at the Head Office. As an independent work unit, this Group reports directly to the Director of Legal & Compliance, who oversees the Compliance function. This ensures objectivity and effective oversight across all business and operational lines. The strategic responsibilities of this Business Unit include:

1. **Development of Risk-Based Policy**
   Formulating and updating ML, TF, and WMD proliferation risk assessments periodically as a basis for establishing adaptive policies to the dynamics of ML, TF & WMD proliferation risk threats.
2. **System Transformation of Management Information**
   Managing and developing a reliable supporting information system to ensure the implementation of the AML, CFT & PFWMD Program runs effectively and efficiently.
3. **Regulatory Reporting**
   Conducting in-depth analysis and ensure the timeliness and quality of AML, CFT & PFWMD reporting to regulators as a form of transparency and compliance with applicable regulations.
4. **Supervision of Financial Conglomerate**
   Carrying out the supervisory function of the implementation of the AML, CFT & PFMWD Program in a comprehensive and integrated manner within the BRI Financial Conglomerate ecosystem.

   BRI also strengthens AML, CFT & PFWMD at the Operational Business Unit level by establishing functions responsible for overseeing the implementation of AML, CFT & PFWMD programs, namely Regional Operation Risk & Compliance (RORC) at Regional Offices and Micro & Retail Risk & Compliance (MRR) at Operational Business Units (UKO). All RORCs and MRRs consistently coordinate with the AML, CFT & CPF Group at Head Office.

Profil Head of AML, CFT & CPF

Roby Firmansjah Sastraatmadja
Group Head of AML, CTF & CPF

Citizenship

Indonesian Citizen

Domicile

Jakarta

Age

51 years as of December 2025

Riwayat Pendidikan

- Bachelor of Economics, University of Indonesia
- Master of Management, Padjadjaran University
- Post Graduated Degree Applied Finance Macquarie University, Australia

Certification

- Risk Management Certification Level 5
- General Banking Certification

Work Experience

- Head of AML, CFT & CPF (August 2025 - present)
- General Manager Overseas Branch Office Timor-Leste (2023 - July 2025)
- AVP Transactional Banking Division (2021-2023)
- Dept Head International & Treasury (2019-2021)
- Chief Representative KCLN Hongkong (2012-2019)

Legal Basis for Appointment

SK Group Head AML Surat No. R.2739-DIR/HBS/08/2025

Governance Structure

In order to realize accountable governance, BRI implements Three Lines of Defense which are integrated in the implementation of the AML, CFT & PFWMD programs, to ensure a clear separation of duties between functions with the following details:

1. **First Line**
   Within the Three Lines of Defense framework, the First Line is run by all BRI Operational Business Units as the front liners who interact directly with customers and carry out daily business activities.
2. **Second Line**
   The Second Line of Defense is implemented by the AML, CFT & PFWMD Group, along with the AML, CFT & PFWMD officers in the Operational Business Unit, who serve as compliance oversight. This function is responsible for independent monitoring to ensure that the First Line of Defense implements procedures effectively and efficiently.
3. **Third Line**
   This function is primarily carried out by the Internal Audit Unit (SKAI) through periodic audits. Furthermore, the validity of program implementation is also tested through external audits. This synergy aims to ensure that all risk control mechanisms are operating effectively, accountably, and in line with applicable policies and procedures.

This Governance Structure ensures that reporting and accountability flows are effective, where the AML, CFT & CPF Group has a direct reporting line to the Director in charge of the Compliance function (Director of Legal & Compliance), guaranteeing independence from business & operational targets.

Implementation of the AML, CFT & PFWDM Program in 2025

As a form of real commitment to the integrity of the financial system, BRI implemented various efforts to strengthen the implementation of the AML, CFT & PFWMD program throughout 2025, both through the implementation of the Five Pillars of AML, CFT & PFWMD and the following strategic initiatives:

1. **Active Supervision of the Board of Directors and Board of Commissioners**
   The effectiveness of the AML, CFT & PFWMD program implementation is inseparable from the active involvement of the Board of Directors and the Board of Commissioners as the primary drivers in overseeing compliance with applicable regulations. This leadership role is reflected in Board of Commissioners and the Board of Directors meetings, which consistently discuss the integrated implementation of the AML, CFT & PFWMD programs, as well as the preparation and monitoring of follow-up actions on issues of concern to the Regulator. These discussions have been carried out in Board of Commissioners and the Board of Directors Meetings (Radirkom), Board of Directors Meetings (Radisi), the Integrated Governance Committee (KTKT), and the Risk Management Monitoring Committee (KPMR).

As a concrete manifestation of BRI's commitment to maintaining financial integrity, in 2025 the Special Business Unit (UKK) for AML, CFT & PFWMD was strengthened by increasing the organizational scale to an AML, CFT & CPF Group that reports directly to the Director in charge of the Compliance function. This structure ensures the independence and authority of the UKK in overseeing the effective implementation of AML, CFT & PFWMD programs throughout the organization, in order to optimize protection against ML, TF, and WMD proliferation risks effectively and efficiently.

2. **Adequacy of Policies and Procedures**
   BRI has updated the AML, CFT & PFWMD Policy in accordance with applicable laws and regulations and International Best Practice, as stipulated in the Circular Letter (SE) of the BRI Board of Directors No. SE.04-DIR/KEP/05/2025 dated May 28, 2025 which includes provisions regarding:
   - Identification and verification of prospective customers, current customers, Walk-in Customers (WICs), and Beneficial Owners (BO).
   - Transaction rejection and business relationship closure
   - Ongoing management of ML, TF, and/or WMD proliferation risks
   - Data maintenance and administration of documents and data related to the Customer Due Diligence (CDD) process.
   - Updating and monitoring of customers and transactions.
   - Reporting related to AML, CFT & PFWMD.
   - Reporting to senior officials, the Board of Directors, and the Board of Commissioners on the implementation of AML, CFT & PFWMD policies and procedures.
   - Cross Border Correspondent Banking.
   - Fund Transfers.

As a concrete manifestation of BRI's commitment to implementing the AML, CFT & PFWMD Program according to International Best Practice, BRI implemented a screening procedure for every transaction and account opening or acceptance of business relationships against the watchlist issued by the competent authorities or watchlists used according to international best practice in this case collaborating with third parties to enrich the watchlist database, the list of Politically Exposed Persons (PEP) including PEP Families, negative news and internal data from monitoring customer activities and transactions. In addition, BRI also re-screens all existing customers periodically and when there is an update to the watchlist.

In addition, BRI analyzed and updated its ML, TF & WMD proliferation risk assessments by referring to the latest national risk assessments (NRA) and sectoral risk assessments (SRA), and submitted the results of the risk assessments to the OJK in June 2025.

3. **Internal Control & Audit Follow-up**
   BRI implemented an independent internal control system related to the implementation of the AML, CFT & PFWMD program both at the Head Office and Operational Business Unit levels, including Overseas Business Units in 2025 through the Internal Audit Business Unit with the following audit scope:

Intenal Party	Level	Date
Head Office Audit (HOA)	Timor Leste Overseas Unit	January 20, – March 14, 2025
Head Office Audit (HOA) with RSM	BRINYA Overseas Unit	May 21 – June 24, 2025.
Head Office Audit (HOA)	Head Office	May 2 – June 26, 2025
Head Office Audit (HOA)	Taipei Overseas Unit	November 3 – December 10, 2025
Head Office Audit (HOA)	Singapore Overseas Unit	November 10 – November 22, 2025

In addition, BRI was routinely audited by the Regulator and External Auditor in 2025 regarding the implementation of the AML, CFT & PFWMD programs with the following scope:

Pihak Eksternal	Level	Waktu Pelaksanaan
Otoritas Jasa Keuangan (OJK)	Head Office	April 16 – December 18, 2025
	Operational Unit	
	Timor Leste Overseas Business Unit	April 21 – April 29, 2025
Banco Central de Timor-Leste (BCTL)	Timor Leste Overseas Unit	April 24 – April 30, 2025
Ernst & Young	Head Office	The inspection process is still ongoing.

4. **Management Information System**
   To support the implementation of the AML, CFT & PFWMD programs and the presentation of information to Management to support decision-making, BRI has systems and/or applications in the AML, CFT & PFWMD program implementation ecosystem, including the following:
   a. Identification and verification tools on the account opening and customer transaction platforms also include a screening process against watchlists issued by authorized authorities and watchlists used according to international best practices, in this case sourced from DowJones, the Politically Exposed Person (PEP) list including PEP families, negative news and internal data from monitoring customer activities and transactions.
   b. Monitoring and analysis system for customer transactions supported by Graph Database technology for reporting Suspicious Financial Transaction Reports (LTKM), Cash Financial Transaction Reports (LTKT), Foreign Financial Transaction Reports (LTKL), new CIF Reports on the Integrated Service User Information System (SIPESAT) as well as data fulfillment reports to Regulators, APGAKUM and other Authorities.
   c. Customer Risk Rating & Bank Wide Risk Rating Measurement System related to ML, TF & PFWMD proliferation with a risk-based approach).
   d. A system that periodically re-screens all existing customers and when there is a watchlist update.

   As a form of BRI's commitment to safeguarding financial integrity in Indonesia, there are initiatives that have been carried out in providing systems and/or applications to support the implementation of the AML, CFT & PFWMD programs, including:
   a. Development of a system that provides information on account mutations and customer transaction counterparties in order to accelerate and improve the quality of reports to Regulators, APGAKUM and related Authorities.
   b. Bank Wide Risk Rating Measurement System utilizing dynamic modeling data with a risk-based approach.
   c. Implementation of Real Time Watchlist Screening System with Single Source of Truth on account opening and customer transaction platforms.
   d. Implementation of Real Time AML Transaction Monitoring System as a quick step to mitigate the risks of ML, TF & WMD proliferation.
   e. Provision of ad-hoc reports related to the implementation of AML, CFT & PFWMD programs that support government programs, regulators and related authorities, including:
      i. Monitoring report of dormant account.
      ii. Transaction monitoring report for the Government's Free Nutritious Meals (MBG) program.
5. **Human Capital**
   In 2025, BRI implemented competency development for officials and employees related to the implementation of AML, CFT & PFWMD both in online forms such as Webinars, E-Learning, AML Infographic Series and offline such as In-Class Training in the Brilian Specialist Development Program (BSDP), as well as In House Training (IHT) by inviting Experts from PPATK, Regulatory & Supervisory Institutions, and Law Enforcement Officials.

Initiative for Implementing the AML, CFT & PFWMD Program in 2026

In 2026, BRI is committed to continuing to develop capabilities and improve the implementation of the AML, CFT & PFWMD Program through the following initiatives:
1. Improving the customer transaction monitoring system by utilizing Machine Learning/Artificial Intelligence (ML/AI) in certain typologies and strengthening AML Realtime Detection in order to increase the accuracy and speed of detection as well as the quality of report analysis.
2. Aligning BRI's customer transaction monitoring system capabilities in accordance with best practices through the Single AML Solution implementation process.

3. Strengthening assurance on the implementation of AML, CFT & PFWMD programs through the following work programs:
   a. Measurement of the maturity of the implementation of the AML, CFT & PFWMD programs of the BRI Financial Conglomerate by an independent party.
   b. Implementation of ISO 9001:2015 (Quality Management System) & ISO 37301:2021 (Compliance Management System).
4. Improving customer data quality through package business capability customer lifecycle management and enhancement of customer portfolio report.
5. Improving BRI's AML, CFT & PFWMD provisions, including the Overseas Business Unit, in line with the latest international best practices.
6. Strengthening the supervisory function and responsibility for the implementation of AML, CFT & PFWMD programs in independent Operational Business Units.

Lawsuit

The legal cases faced by BRI in 2025 are as follows.

Legal Issues	Number of Cases	
	Civil	Criminal
Has received a decision that has permanent legal force	350	3
In the process of settlement	639	184
Total	**989**	**187**

2025					
Regarding	Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Postponement)	32	73	170	259	534
Non-Auction Credit	3	9	22	38	72
Ops & Services	6	5	9	7	27
Support	1	0	2	3	6
Treasury, Trade Finance & IT	0	0	0	0	0
GRAND TOTAL					**639**

Inkracht Wins	2025				
Regarding	Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Postponement)	70	89	88	35	282
Non-Auction Credit	7	12	7	11	37
Ops & Services	6	4	4	1	15
Support	1	0	1	1	3
Treasury, Trade Finance & IT	0	0	0	0	0
GRAND TOTAL					**337**

1.	Inkracht Case Wins		
	Inkracht Cases won in 2025 as many as 337 Cases, consisting of		
	- Credit Matters (Postponement of Collateral Auction)	:	282 cases
	- Non-Auction Credit Matters	:	37 cases
	- Operational & Service Matters	:	15 cases
	- Support Matters (HR, Logistics, etc.)	:	3 cases
	- Treasury, Trade Finance, & IT Matters	:	0 cases

Inkracht Wins	2025				
Inkracht Wins	Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Postponement)	0	0	1	1	2
Non-Auction Credit	2	4	1	1	8
Ops & Services	2	1	0	0	3
Support	0	0	0	0	0
Treasury, Trade Finance & IT	0	0	0	0	0
GRAND TOTAL					**13**

2.	Inkracht Case Lost		
	Inkracht Cases Lost in 2025 as many as 13 Cases, consisting of:		
	- Credit Matters (Postponement of Collateral Auction)	:	2 cases
	- Non-Auction Credit Matters	:	8 cases
	- Operational & Service Matters	:	3 cases
	- Support Matters (HR, Logistics, etc.)	:	0 cases
	- Treasury, Trade Finance, & IT Matters	:	0 cases

Legal Cases Faced by the Company

Table of Legal Cases Faced by the Company

Main Points of the Case / Lawsuit	Completion Status	Risk and Nominal Lawsuit	Sanctions	Its impact on the Company's condition
PT Linkadata Citra Mandiri (In Bankruptcy) BRI registered the Bill with the Curator Team amounted to IDR226,544,883,180,- 1. With details of the Bankruptcy Process as follows : - April 04, 2024 PT Linkadata Citra Mandiri declared bankrupt; - May 06, 2024 - First Creditors Meeting; - May 17, 2024 Bill Submission Deadline; - May 22, 2024 - Bill Verification - May 27, 2024 - Creditors Meeting agenda: Bill Verification - April 24, 2025 - Continued Creditor Meeting agenda for the Revocation of PT LCM's Bankruptcy - September 3 2025 - Deliberative Meeting of the Panel of Judges (Decision on Revocation of Bankruptcy of PT LCM)	Bankruptcy Revoked	-	-	The nature of BRI's claim is separatist; collateral is available..

Legal Cases Faced by the Incumbent Board of Commissioners and Directors

During 2025, there were no legal issues faced by the incumbent Board of Commissioners and Directors.

Legal Cases Faced by Subsidiaries

Subsidiary Name	Main Points of the Case/ Lawsuit	Completion Status	Risk of Lawsuit	Nominal Claim	Sanctions Imposed	Its Impact on Company Conditions
PT Pegadaian	Dispute in the field of sharia economics in the form of a lawsuit for breach of contract against PT Pegadaian at the Pamekasan Religious Court with case registration number: 1712/Pdt.G/2025/PA.Pm	Trial process in the Religious Court.	Potential compensation	IDR6,287,976,252,-	-	Potentially facing legal and reputational risks to the company
PT Bank Raya Indonesia Tbk.	The PKPU Decision of PT. Inhil Sarimas Kelapa, a debtor of Bank Raya, was filed in the Commercial Court at the Medan District Court under Case No. 6/Pt.Sus-Pembatalan Perdamaian/2025/ PN.Niaga.Mdn. PT Bank Raya Indonesia TBK, submitted a bill amounting to IDR402,024,468,182.22.-	In the process of homologation cancellation	-	-	-	Impact on recovery, thus impacting the company's profit and loss performance
PT Permodalan Nasional Madani	Nil					
PT BRI Manajemen Investasi	Nil					
PT BRI Ventura Investama	Nil					
BRI Global Financial Services	Nil					

Subsidiary Name	Main Points of the Case/ Lawsuit	Completion Status	Risk of Lawsuit	Nominal Claim	Sanctions Imposed	Its Impact on Company Conditions
PT Asuransi BRI Life	Civil Case for Breach of Contract with Case Number 124/Pdt.G/2025/ PN.Jkt.Sel at the South Jakarta District Court The plaintiff, PT XSYS Solusi Cemerlang, filed a lawsuit through the South Jakarta District Court regarding a claim for the procurement and ordering of Samsung mobile phones and tablets in the name of PT Asuransi BRI Life (Defendant III). According to the plaintiff (PT XSYS Solusi Cemerlang), this resulted in a payment obligation to PT Asuransi BRI Life. However, PT Asuransi BRI Life denied this because the order was made without the company's authority and knowledge, and was based on documents illegally prepared by Defendant I and Defendant II.	District Court Decision: There is no obligation to pay for BRI LIFE. High Court: Confirms District Court's decision	Potential compensation	Materil Lawsuit: IDR18,542,081,813,- Immaterial Lawsuit: IDR20,000,000,000,-	-	Potentially facing legal and reputational risks to the company
PT BRI Asuransi Indonesia	Nil					
PT BRI Danareksa Sekuritas	Pihak Pertama : PT BRIDS Pihak Kedua : PT Evio Securities ("Evio") Pokok Perkara : Wanprestasi Evio terhadap Perjanjian Dana Talangan	Dispute Resolution Forum: Central District Court of Jakarta First Level Decision : Unacceptable Lawsuit (N.O) Appeal Level Decision : Affirming District Court Decision	The civil legal issue has permanent legal force (finished) at the appeal level at the DKI Jakarta High Court on the basis that there are no further legal remedies from the parties	Lawsuit Value: - Materil : IDR10,000,000,000 - Immaterial Lawsui : IDR10,000,000,000	-	No impact on BRIDS operations. The settlement of this dispute is part of the process of recovery of problematic receivables.
PT BRI Multifinance Indonesia	PT Polowijo Gosari filed a counterclaim/denial against BRI Finance in Case Number 28/PDT. BTH/2024/PN.Gsk, which was ruled inadmissible by the Gresik District Court, and was strengthened by the East Java High Court Decision Number 857/PDT/2024/PT SBY and the Cassation Decision of the Supreme Court of the Republic of Indonesia Number 4139 K/Pdt/2025, which have permanent legal force (inkracht).	BRI Finance wins, with permanent legal force (inkracht)	Potential compensation	IDR21,540,664,071,06,-	-	Potentially facing legal and reputational risks to the company

Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Directors by the Capital Market Authority and Other Authorities

During 2025, there were no material administrative sanctions by the Regulator that may affect the Bank's business continuity and there were no administrative sanctions imposed on members of the Board of Commissioners or Board of Directors.

Access to Company Information and Data

BRI transparently provides the latest financial report information and company information that can be accessed by the public, including shareholders, through various print media and electronic media including the Company's website, Social Media, Indonesia Stock Exchange, and BUMN portal.

Corporate Secretary
Dhanny
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Facsimile: (+62 21) 570 0916
Email: humas@bri.co.id

Company Address
BRI Bank Head Office
Jl. Jendral Sudirman Kav. 44-46 Jakarta 1210, Indonesia
Telp: (+62 21) 251 0244, 251 0254
Fax: (+62 21) 250 0065, 250 0077

Company Website
www.bri.co.id
Contact BRI
1500017
Email: callbri@bri.co.id
Social Media
Facebook: BANK BRI
Instagram: @bankbri_id
X: @kontakBRI, @promo_BRI, @bankbri_id
Youtube: BANK BRI
Chatbot: Sabrina via WhatsApp : 0812 1214 017

Investor Relations

Investor Relations Division BRI had a special role to assist the Board of Directors and the Board of Commissioners in the implementation of corporate communication activities to Investors. In addition, BRI's Investor Relations Division played a role in assisting the Board of Directors and the Board of Commissioners in the implementation of corporate governance in accordance with regulations in the Capital Market sector.

Contact Investor Relations

Siaga Ridha Hutama
Acting Division Head of Investor Relation
Gedung BRI II lantai 7
Jl. Jendral Sudirman No-44-46 Jakarta Pusat 10210
Telp.: +62 21 575 2019
Fax: +62 21 575 2010
Email: ir@bri.co.id
Website: www.ir-bri.com

Duties and Responsibilities of Investor Relations

In order to fulfill its responsibilities and regulations and improve effective communication, BRI's Investor Relations Division conducted various activities, namely:

1. Analyst Meeting
   It was an activity that was carried out regularly every quarter in order to present BRI's performance to analysts securities companies which aimed to enable analysts / securities companies to present reports with the latest data to investors.
2. Analyst Gathering
   It was a meeting activity with analysts and investors to present current issues or special materials with certain themes, with the aim of providing updates related to current issues and the latest company information.
3. Company Visit - Field Visit
   Receive visits from investors/analysts who want to update the latest performance and want to know and see firsthand the company's operations both at the head office and in the operational business unit.
4. Conference Call
   Conduct teleconference activities to accommodate the needs of investors/analysts in obtaining information about the company as well as economic conditions that influence the company's business and operational activities.
5. Investor Newsletter
   Update the latest information through the publication of newsletters on BRI's Investor Relations website.
6. Investor Conference and Non-deal Roadshow
   Conduct communication activities through 1-on-1 meetings and group meetings with investors both at home and abroad, especially in the world's financial center cities in Asia, Europe and America.
7. Rating Review
   Conduct communication activities and submission of BRI data in the framework of ratings conducted by rating agencies used by BRI, both international rating agencies (Moody's, Fitch Rating, S&P) and domestic rating agencies (Pefindo).

8. Management of the Investor Relations Website (www.ir-bri. com)
   Managing information on the Investor Relations website to ensure that shareholders, bondholders, analysts, rating analysts, and the general public have easy access to the company's latest information. The website, managed by the Investor Relations Division, is also integrated with the company's official website, www.bri.co.id.
9. Advisory Report
   Preparing advisory materials containing the results of BRI's stock valuation and the identified gaps between intrinsic value and analysts' target prices, as well as other analytical findings, for internal communication with the Board of Management.
10. Market Update Advisory
    Prepare materials in the form of updates on stock market conditions, BRI stock prices and peers to be communicated internally to the Board of Management.
11. Financial Update
    Prepare financial performance materials every quarter in order to present BRI's performance to analysts/securities companies at Analyst Meeting activities.
12. Financial Brief
    Prepare a summary of financial performance material every quarter in order to communicate BRI's performance to BRI employees.
13. BBRI News
    Prepare materials related to current issues related to the interests of the company to be communicated internally to both the Board of Management and BRI employees.

Profil Head of Investor Relation

Siaga Ridha Hutama
Acting Group Head of Investor Relation

Citizenship
Indonesia Citizen

Domicile
Jakarta

Place and Year of Birth/Age
Born in Surakarta, November 17, 1986 (39 years old)

Education Background
- Bachelor of Economics from University of Indonesia, Depok (2009)
- MBA from Alliance Manchester Business School, University of Manchester, Manchester – UK (2019)

Certification
-

Work Experience
- Department Head - Investor Relation Group, PT Bank Rakyat Indonesia Tbk. (Februari 2023 - Sekarang)
- Division Head - Change Management Division, PT Bank Raya Indonesia (April 2021 - Februari 2023)
- Team Leader - Subsidiary Management Division, PT Bank Rakyat Indonesia Tbk. (Oktober 2019 - April 2021)

Legal Basis for Appointment
NOKEP: 5756-DIR/HBS/11/2025

Investor Relations Activities During 2025

In addition to the GMS, Investor Relations also communicates the bank's activities to stakeholders, particularly existing investors and capital market participants (regulators, investors, debenture holders, analysts, and rating agencies). Relevant information is shared with an emphasis on transparency to support investors in making effective decisions and aligning their perceptions and expectations regarding the bank's strategy, performance, and financial condition. Throughout 2025, Investor Relations organized various agendas, including:

1. The quarterly convening of Analyst Meetings.
3. Communication activities in the form of 38 field visits and 182 meetings both onsite and virtually.
4. Conferences 13 times and Non Deal Roadshows 7 times.
5. Implementation of BRI BISA (Bincang Saham) to BRI employees 4 (four) times.
6. Holding Retail Investor Day for shareholders 11 (eleven) times.
7. ESG Rating.

8. Implementtation of Annual Rating Review for Fitch, Moodys, S&P and Pefindo.
9. The implementation of Public Expose, Annual General Meeting of Shareholders (AGMS), Extraordinary General Meeting of Shareholders (EGMS), and the publication of 5 (five) editions of the Investor Newsletter.
10. The management of latest information on the Investor Relations website (www.ir-bri.com), including:
    a. Company's information.
    b. Financial performance and corporate presentations.
    c. Corporate Governance.
    d. Information related to the General Meeting of Shareholders (GMS).
    e. Newsletter
11. Disclosure of regulatory filings, event calendar, press releases, stock performance, and information on issued securities.

Press Release

During 2025, BRI issued 467 press releases which can be accessed on the Company's website with the following categories

Theme	Amount
Small Medium Enterprises Empowerment	111
CSR	54
Others	47
Collaboration Ceremony and Promotion Event	45
Award	37
Financial Performance	36
Support for Government Programs	35
Services	27
Company Strategy	25
Products	17
Financial Inclusive – BRILink Agencies	15
ESG	10
Society's Education / Literacy	8
Grand Total	**467**

Transparency in Report Submission

Submitting regular reports to regulators serves as a key transparency mechanism for the Company, including to the Financial Services Authority (OJK) and the Indonesian Stock Exchange (BEI). BRI submitted these reports in a timely manner and in accordance with applicable regulations, as follows:

No	Reporting Date	Regarding	Addressed
1	January 10, 2025	Data on Debts/Liabilities in Foreign Currency	Financial Services Authority
2	January 10, 2025	Report on BRI Share Ownership Structure	Financial Services Authority
3	January 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
4	January 15, 2025	Report on the Transfer of Shares from Buyback Results	Financial Services Authority
5	January 15, 2025	Report on the Transfer of Shares from Buyback Results	Financial Services Authority
6	January 15, 2025	Report on the Transfer of Shares from Buyback Results	Financial Services Authority
7	January 17, 2025	Material Information or Facts Regarding the Distribution of Interim Dividends	Financial Services Authority

No	Reporting Date	Regarding	Addressed
8	January 21, 2025	Submission of Agenda of Annual General Meeting of Shareholders	Financial Services Authority
9	January 21, 2025	Report of Ownership or Any Change in Share Ownership of Public Companies	Financial Services Authority
10	January 31, 2025	Notification of Plan for Annual General Meeting of Shareholders	Financial Services Authority
11	January 31, 2025	Report on the Readiness of Funds for the Repayment of BRI Bank's Continuous Bonds II Phase IV 2018 Serie B	Indonesia Stock Exchange (IDX)
12	January 31, 2025	Share Buyback Plan Issued by the Company and Transfer of Shares from the Buyback	Financial Services Authority
13	January 31, 2025	Report on the Transfer of Shares from Buyback Results	Financial Services Authority
14	February 03, 2025	Submission of Advertisement Proof of Buyback Plan and Transfer of Shares proceeding from the Buyback	Financial Services Authority
15	February 03, 2025	Submission of Evidence of Advertisement of GMS Notification	Financial Services Authority
16	February 07, 2025	Group Issuer Confirmation	Indonesia Stock Exchange (IDX)
17	February 10, 2025	Data on Debts/Liabilities in Foreign Currency	Financial Services Authority
18	February 10, 2025	Report on BRI Share Ownership Structure	Financial Services Authority
19	February 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
20	February 12, 2025	Analyst Meeting on BRI Financial Performance for the Fourth Quarter of 2024	Indonesia Stock Exchange (IDX)
21	February 13, 2025	Submission of Information on Fulfillment of Public Expose Obligations - Annual	Indonesia Stock Exchange (IDX)
22	February 13, 2025	Notification of Changes to the Schedule of the Annual General Meeting of Shareholders	Financial Services Authority
23	February 13, 2025	Submission of Evidence of Advertising of Annual Financial Report Information	Director of Listed Company Assessment Attn: Listed Company Assessment Division 1 Indonesia Stock Exchange
24	February 14, 2025	Submission of Changes to the Agenda of the Annual General Meeting of Shareholders	Indonesia Stock Exchange (IDX)
25	February 24, 2025	Rating Results Report Annual Rating	Financial Services Authority
26	February 28, 2025	Submission of Annual Report & Sustainability and ESG	Financial Services Authority
27	February 28, 2025	Invitation to Annual General Meeting of Shareholders	Financial Services Authority
28	February 28, 2025	Report on the Readiness of Funds for the Repayment of BRI's Sustainable Environmentally Aware Bonds I Phase III 2024 Serie A	Indonesia Stock Exchange (IDX)
29	February 28, 2025	Additional Information on Disclosure Information on the Company's Share Buyback Plan and the Transfer of Shares Proceeding from the Buyback	Financial Services Authority
30	March 04, 2025	Submission of Advertisement Proof for Additional Information on the Disclosure of Information on the Share Buyback Plan Issued by the Company and the Transfer of Shares Proceeding from the Buyback	Financial Services Authority
31	March 04, 2025	Submission of Evidence of Advertisement of GMS Invitation	Financial Services Authority
32	March 04, 2025	Explanation of the Exchange's Request for Explanation	Indonesia Stock Exchange (IDX)
33	March 06, 2025	Report of Ownership or Any Change in Share Ownership of Public Companies	Financial Services Authority
34	March 10, 2025	Changes in Shareholder Structure	Financial Services Authority
35	March 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
36	March 11, 2025	Response to the Exchange's Request for Explanation	Indonesia Stock Exchange (IDX)
37	March 21, 2025	Affiliate Transaction Report	Financial Services Authority

No	Reporting Date	Regarding	Addressed
38	March 21, 2025	Affiliate Transaction Report	Financial Services Authority
39	March 24, 2025	Material Information or Facts on the Transfer of Ownership of Serie B Shares of State-Owned Enterprises of the Republic of Indonesia	Financial Services Authority
40	March 25, 2025	Summary of Minutes of the Annual General Meeting of Shareholders	Financial Services Authority
41	March 26, 2025	Changes to members of the Board of Directors and/or members of the Board of Commissioners	Financial Services Authority
42	March 26, 2025	Disclosure of Information related to Corporate Actions - Cash Dividends	Financial Services Authority
43	March 27, 2025	Report on Ownership or Any Changes in Ownership of Shares of the Republic of Indonesia	Financial Services Authority
44	March 27, 2025	Report on Ownership or Any Changes in Share Ownership of PT Biro Klasifikasi Indonesia	Financial Services Authority
45	March 27, 2025	Submission of Advertisement Evidence of GMS Results	Financial Services Authority
46	April 10, 2025	Changes in Shareholder Structure	Financial Services Authority
47	April 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
48	April 17, 2025	Changes in Audit Committee	Financial Services Authority
49	April 23, 2025	Minutes of the Annual General Meeting of Shareholders	Financial Services Authority
50	April 30, 2025	Submission of Unaudited Interim Financial Reports	Indonesia Stock Exchange (IDX)
51	May 02, 2025	BRI Financial Performance Analyst Meeting for the First Quarter of 2025	Indonesia Stock Exchange (IDX)
52	May 02, 2025	Submission of Evidence of Advertisement of Interim Financial Report Information	Indonesia Stock Exchange (IDX)
53	May 09, 2025	Changes in Shareholder Structure	Financial Services Authority
54	May 09, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
55	May 16, 2025	Submission of Information on Changes to the Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk	Otoritas Jasa Keuangan
56	June 10, 2025	Changes in Shareholder Structure	Otoritas Jasa Keuangan
57	June 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
58	June 25, 2025	Submission of Advertisement Proof for the Sustainable Public Offering of BRI Bank's Sustainable Socially Aware Bonds I Phase I 2025	Financial Services Authority
59	June 30, 2025	Report on the Realization of the Use of Public Accountant Services and Public Accounting Firms	Financial Services Authority
60	June 30, 2025	Report on the Readiness of Funds for Principal Repayment of BRI's Sustainable Environmentally Aware Bonds I Phase I 2022 Serie B	Indonesia Stock Exchange (IDX)
61	July 01, 2025	Affiliate Transaction Report	Financial Services Authority
62	July 01, 2025	Explanation of Mass Media Reporting	Indonesia Stock Exchange (IDX)
63	July 04, 2025	Request for Explanation of Issuers and Other Public Companies	Financial Services Authority
64	July 10, 2025	Changes in Shareholder Structure	Otoritas Jasa Keuangan
65	July 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
66	July 15, 2025	Share Buyback Report	Financial Services Authority
67	July 15, 2025	Report on Use of Proceeds from Public Offering	Financial Services Authority
68	July 15, 2025	Report on the Transfer of Shares proceeding from the Buyback Results	Financial Services Authority
69	July 15, 2025	Share Buyback Report	Financial Services Authority
70	July 31, 2025	Analyst Meeting on BRI Financial Performance for the Second Quarter of 2025	Indonesia Stock Exchange (IDX)

No	Reporting Date	Regarding	Addressed
71	August 01, 2025	Submission of Evidence of Advertisement of Interim Financial Report Information	Indonesia Stock Exchange (IDX)
72	August 04, 2025	Affiliate Transaction Report	Financial Services Authority
73	August 04, 2025	Affiliate Transaction Report	Financial Services Authority
74	August 08, 2025	Changes in Shareholder Structure	Financial Services Authority
75	August 08, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
76	August 20, 2025	Affiliate Transaction Report	Financial Services Authority
77	September 01, 2025	Change of Corporate Secretary	Financial Services Authority
78	September 09, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
79	September 09, 2025	Changes in Shareholder Structure	Financial Services Authority
80	September 25, 2025	Report on the Readiness of Funds for the Repayment of BRI's Sustainable Environmentally Aware Bonds I Phase II of 2023 Serie B	Indonesia Stock Exchange (IDX)
81	October 03, 2025	Report on Appointment/Change of Public Accountant and/or Public Accounting Firm Audit services for Annual Historical Financial Information	Financial Services Authority
82	October 10, 2025	Changes in Shareholder Structure	Financial Services Authority
83	October 10, 2025	Monthly Report of Securities Holder Registration	Indonesia Stock Exchange (IDX)
84	October 20, 2025	Presentation of BRI's Financial Performance Material for the third Quarter of 2025	Indonesia Stock Exchange (IDX)
85	October 31, 2025	Request for Explanation from Issuers and Other Public Companies	Financial Services Authority
86	October 31, 2025	Notification of Limited Review Plan for BRI's Published Financial Report as of October 31, 2025	Financial Services Authority
87	October 31, 2025	Submission of Evidence of Advertisement of Interim Financial Report Information	Financial Services Authority
88	October 31, 2025	Report on the Readiness of Bank BRI's MTN Repayment Funds for 2022 Serie B	Indonesia Stock Exchange (IDX)
89	November 3, 2025	Submission of the Agenda of the Extraordinary General Meeting of Shareholders	Financial Services Authority
90	November 10, 2025	Request for Explanation from Issuers and Other Public Companies	Financial Services Authority
91	November 10, 2025	Changes in Shareholder Structure	Financial Services Authority
92	November 10, 2025	Monthly Report on Securities Holder Registration	Indonesia Stock Exchange (IDX)
93	November 11, 2025	Submission of Evidence of Advertisement of GMS Notification	Financial Services Authority
94	November 24, 2025	Explanation of the GMS Agenda	Financial Services Authority
95	November 25, 2025	Submission of Changes to the Agenda of the Extraordinary General Meeting of Shareholders	Financial Services Authority
96	November 25, 2025	Notice of Extraordinary General Meeting of Shareholders	Financial Services Authority
97	November 26, 2025	Submission of Evidence of Advertisement of GMS Invitation	Financial Services Authority
98	December 10, 2025	Changes in Shareholder Structure	Financial Services Authority
99	December 10, 2025	Monthly Report on Securities Holder Registration	Financial Services Authority
100	December 17, 2025	Interim Cash Dividend Schedule	Financial Services Authority
101	December 18, 2025	Request for Explanation from Issuers and Other Public Companies	Financial Services Authority
102	December 18, 2025	Summary of Minutes of the Extraordinary General Meeting of Shareholders	Financial Services Authority
103	December 19, 2025	Submission of Advertisement Evidence of GMS Results	Financial Services Authority
104	December 24, 2025	Affiliate Transaction Report	Financial Services Authority

Code of Ethics

BRI has established a Code of Ethics as outlined in the BRI Board of Directors Circular Letter No. SE.09.a-DIR/KEP/03/2023 dated October 31, 2023, regarding the First Amendment to Corporate Governance Book 6 (Code of Ethics). BRI defines the Code of Ethics as a set of fundamental values, guidelines, and moral principles that serve as the foundation for conducting business operations with honesty and integrity. The BRI Code of Ethics applies to the Board of Directors, the Board of Commissioners, and all employees in carrying out their duties professionally, while fostering an environment that prioritizes the implementation of Good Corporate Governance (GCG).

Code of Ethics Principles

1. Leader Commitment and Exemplary Leadership
   The Board of Directors and the Board of Commissioners declare their compliance with the Code of Ethics through the signing of a Code of Ethics Statement Letter. In addition, the Board of Directors and Board of Commissioners were also role models for all Insan BRILian in guiding and implementing the Code of Ethics.
2. Transparency
   The principle of transparency was reflected in the openness and publication made by the Bank on the provisions, implementation and violations of the Code of Ethics that occured in BRI in accordance with applicable regulations.
3. Accountability
   BRI's responsibility as a Bank for the implementation of the Code of Ethics, among others, was reflected in BRI's relationship with customers, competitors, partners, regulators, stakeholders as well as society and the environment. The responsibility to comply with the Code of Ethics for BRI personnel was documented in the Code of Ethics Statement and the application of behavior in accordance with the Code of Ethics in carrying out their duties and responsibilities.
4. Control
   Violations of the Code of Ethics could be reported through the Whistleblowing System (WBS) reporting tool. If based on the results of the investigation, the violation of the Code of Ethics was proven to be true, it would be subject to sanctions in accordance with the provisions of the BRI Disciplinary Regulations.
5. Surveillance
   Monitoring and evaluation of the implementation of the Code of Ethics policy at BRI was carried out to ensure that the Code of Ethics policy at BRI has been understood by BRI personnel and implemented properly, so that it could always be a guide for BRI personnel. The Code of Ethics policy was also constantly being improved in accordance with the latest conditions.

Points of the Code of Ethics

The implementation of the Company's Code of Ethics is divided into the Bank's Code of Ethics and the BRI which include:

BANK'S CODE OF ETHICS	
1.	Compliance with Laws and Regulatory Policies
2.	The Relationship between the Bank and BRI Employees
3.	Relationship with Customers
4.	Relationship with Competitors and Business Partners
5.	Relationship with Shareholders and Investors
6.	Relationship with Regulator
7.	Relationship with the Community and the Environment
8.	Ethics as a Business Group (BRI Group)
9.	Gratification Control, Anti-Bribery, and Anti-Corruption

The elements and explanations related to the BRI Employees' Code of Ethics are as follows:

BRI EMPLOYEES' CODE OF ETHICS	
1.	Bank Compliance with Laws, Regulatory Policies, and the Bank's Internal Policies
2.	The Code of Ethics as BRI Employees
3.	Relationship with Customers
4.	Relationship with Competitors and Business Partners
5.	Interpersonal Relationships among Employees, including with Employees of the BRI Group
6.	Relationship with Regulator
7.	Relationship with the Community and the Environment
8.	Gratification Control, Anti-Bribery, and Anti-Corruption

Commitment to the Code of Ethics

All members of the Board of Directors, the Board of Commissioners, and all employees are required to be aware of, understand, and implement the BRI Code of Ethics, as evidenced, among others, by the signing of the Code of Ethics Statement on an annual basis. The Code of Ethics Statement also represents a tangible commitment of the Board of Directors, the Board of Commissioners, and all employees to compliance with the Company's Code of Ethics.

Code of Ethics Socialization

In order to improve BRI personnel's understanding of the Company's Code of Ethics, BRI communicated the Code of Ethics policy to all BRI personnel, among others through:

1. Company website.
2. Landing Page on the BRISTARS application.
3. Collective Labor Agreement between the Company's Labor Union and the Company's Management.
4. Posters, videos and other advertising media at the Company's offices.
5. Online learning material with the theme of the Code of Ethics on the internal BRISMART e-learning platform.

Consultation Media Code of Ethics

Consultations regarding the application of the Code of Ethics can be made through email at: kode-etik@corp.bri.co.id

Efforts to Implement and Enforce the Code of Ethics

Throughout 2025, BRI implemented a series of comprehensive strategic measures to ensure that the Code of Ethics serves as the foundation for all operational activities and corporate decision-making. These efforts were carried out through the following initiatives:

1. Commitment of Management and All BRI Employees.
   The Board of Directors, the Board of Commissioners, and all employees signed the Code of Ethics Statement as a commitment and an initial step in upholding the Company's values.
2. Code of Ethics Dissemination Program
   To enhance employees' understanding of the Code of Ethics, BRI conducted intensive communication regarding the Code of Ethics policy through the following initiatives:
   a. Digital Communication: dissemination of information through the Company's internal digital channels, including the landing page of the BRILiaN Apps application, digital banners, and other media.
   b. Socialization: in-person meetings with employees at the Group level at the Head Office as well as other work units.
   c. Employee Education: delivery of Code of Ethics materials to new employees, promoted employees, and in other learning programs conducted both online and offline.
3. Evaluation of the Code of Ethics Implementation Program
   BRI periodically conducted assessments of the implementation of the Code of Ethics program, particularly regarding employees' understanding of the Code of Ethics policy, communication programs, and the annual submission of the Code of Ethics Statement.
4. Violation Reporting Channel
   BRI provides a reporting channel for employees and other stakeholders to report any suspected violations committed by employees.

Types of Sanctions for Violating the Code of Ethics

Sanction Category
Termination of Employment
Written Warning
Written Reprimand
Demotion 1 Grade
Demotion 2 Grade

Number of Violations and Sanctions Given

The number of internal violations that occurred during 2025 was as follows.

Internal Violations	Number of Violations		
	Permanent Workers	Non permanent workers	
		Contract	Outsourcing
Completed	5,028	215	31
In Process of Completion	397	38	7
Total	**5,425**	**253**	**38**

During 2025, The details of the sanctions given were as follows.

Sanction Category	Total	
	Permanent Workers	Non permanent workers
Advisory Letter	2,057	139
Work termination	738	71
Written Warning	1,178	36
Written Reprimand	679	-
Final Written Reprimand	58	-
Demotion 1 Grade	252	-
Downgrade 2 Grades	66	-
Grand Total	**5,028**	**246**

Internal Deviation (Fraud)

Anti Fraud Strategy

Anti Fraud Strategy covered the Bank's strategy in controlling Fraud designed to develop, implement and improve the anti Fraud compliance program in the Bank, by referring to the process of Fraud occurrence and paying attention to the characteristics and range of potential Fraud occurrence structured in a comprehensive, integralistic manner and implemented in the form of a control system. Implementing an anti-fraud strategy became a part of implementing risk management, especially those related to aspects of the internal control system. The implementation of BRI's anti-fraud strategy contained 4 (four) pillars, namely:

1. **PREVENTION**
   The prevention pillar contained steps to reduce the potential risk of fraud, which includes at least:
   1. Anti Fraud Awareness
      Anti-Fraud Awareness was an effort to raise awareness regarding the importance of preventing fraud for all levels of the Bank organization and various parties related to the Bank. Through good leadership and supported by high anti-fraud awareness, it was expected that awareness could grow among all elements in the Bank and various parties connected with the Bank regarding the importance of controlling fraud. The leadership's morals and awareness of anti-fraud had to animate every policy or provision set. Efforts to raise anti-fraud awareness were carried out, among others, through:
      a. Preparation and Socialization of Anti-Fraud Declaration
      b. Anti-Fraud Culture Program for Employees
      c. Fraud Awareness and Awareness Program for Customers
   2. Identify Vulnerabilities
      Vulnerability identification became a process for identifying, analyzing and assessing potential risks of fraud which could be carried out periodically or if there were indications of fraud.
   3. Get to know your employees policy
      As an effort to prevent fraud, the Bank implemented a policy of getting to know employees as an effort to control the HR aspect.

2. **DETECTION**
   The detection pillar contained steps to identify and discover fraud in the Bank's business activities, which included:
   1. Policy and Mechanism for Handling Complaints (Whistleblowing)
   2. Surprise Audit
   3. Monitoring System

3. **INVESTIGATION, REPORTING, AND PENALTIES**
   It is part of the Fraud Control System aimed at addressing fraud through investigations, with the results reported to the President Director, Board of Commissioners, and Regulators, including proposals for sanctions and legal processes for the fraud perpetrators. To strengthen the function of the Third Pillar, authority for conducting investigations and imposing sanctions has been delegated to each region to expedite the handling of cases and recovery processes.

4. MONITORING, EVALUATION AND FOLLOW-UP

The monitoring, evaluation and follow-up pillar contained steps to carry out monitoring and evaluation and follow up on fraud, including at least:

1. Monitoring
   One of the important steps in implementing a Fraud control system was monitoring follow-up actions carried out on Fraud, both in accordance with the Bank's internal regulations and in accordance with statutory provisions.
2. Evaluation
   To support the implementation of the evaluation, the Bank maintained data on fraud incidents. Event data can be used as an evaluation tool. Based on fraud incident data and the results of the evaluation, weaknesses and causes of fraud can be identified and necessary handling and improvement steps can be determined, including strengthening the internal control system. A comprehensive evaluation of the Fraud control system was carried out periodically.
3. Follow up
   The Bank developed a follow-up mechanism based on the results of evaluation of Fraud incidents to correct weaknesses and strengthen the internal control system in order to prevent the recurrence of Fraud due to similar weaknesses.

To support the effective implementation of the Anti-Fraud Strategy, the Company has established a work unit or function tasked with managing the implementation of the anti-fraud strategy within the organization. This unit is managed by the IT & Fraud Risk Group, which reports to the Director of Fraud and Risk Management.

Number of Deviations (Internal Fraud) and Resolution Efforts

Internal Fraud in 1 year	Number of Internal Fraud Incidents					
	Members of the Board of Commissioners and Members of the Board of Directors		Permanent Employees		Temporary Employees	
	Previous Year (2024)	Current Year (2025)	Previous Year (2024)	Current Year (2025)	Previous Year (2024)	Current Year (2025)
Fraud Total	-	2	1,040	905	119	116
Resolved	-	-	456	636	69	71
In the process of Resolution within the Bank's Affairs	-	-	584	269	50	45
Resolution has not been initiated	-	-	0	0	0	0
Has been followed up Through Legal Proceedings	-	2	133	114	24	25

Notes:
Internal fraud with a value exceeding IDR100 million.

Whistleblowing System

BRI prioritizes transparency to all stakeholders, particularly in relation to organizational management, company operations, and business activities. To support this commitment, BRI provides a Whistleblowing System as an official and confidential channel for all stakeholders to report suspected violations of ethics, laws, and internal policies. Through this mechanism, any irregularities can be followed up independently and objectively, while supporting a culture of high accountability.

The BRI Whistleblowing System policy is stipulated in Implementation Guideline No. JI.04-KEP/05/2025 dated May 8, 2025 concerning the Whistleblowing System, which sets out the basis for managing the whistleblowing system, including independence, reporting mechanisms, and other technical provisions. In 2025, BRI transformed the Whistleblowing System into a reliable and convenient reporting channel for all stakeholders through several strategic initiatives:

1. Management of whistleblowing reports by an independent third party, including the provision of new reporting channels for whistleblowers.
2. Revitalization of the report management system, including updates to the Service Level Agreement (SLA), digitalization of monitoring, and the establishment of more prudent procedures.
3. Measurement of employees' level of understanding regarding the whistleblowing system conducted by an external party.
4. Expansion of communication regarding the whistleblowing system to employees, customers, and all stakeholders.

Criteria for Reportable Violations

Indications of violations that may be reported and followed up through the Whistleblowing System include actions committed by BRI employees and officials with the following criteria:

1. Corruption
2. Misuse of Assets
3. Fraudulent BRI financial reporting
4. Fraud
5. Leakage of confidential information
6. Other actions that may be classified as fraud
7. Ethical violations

Protection and Benefits for Whistleblowers

Providing protection to whistleblowers is an important pillar in ensuring accountable and transparent management of the Whistleblowing System. The BRI Whistleblowing System is designed to provide comfort and assurance for employees, customers, partners, and other stakeholders to report suspected violations, fraud, or unethical conduct without fear of retaliation or discrimination. This commitment is implemented through several strategic measures, including:

1. Confidentiality assurance for the identity of the whistleblower and the report through complaint handling by an independent third party.
2. Assurance of follow-up on reports while adhering to the established Service Level Agreement (SLA). Every report received is processed professionally, fairly, and transparently, followed by appropriate corrective actions to prevent similar incidents from recurring.
3. Strict management policies that prioritize confidentiality, data security, and independent and objective investigation procedures.
4. For whistleblowers from within BRI, additional benefits and protection are provided in the form ofa:
   a. Legal assistance for employees when necessary in accordance with applicable regulations.
   b. Protection from threats, pressure from superiors, delays in promotion, discrimination, termination of employment, and unilateral transfer.
   c. Appreciation for employees who have had the courage to report violations within their Work Units.

Whistleblowing System Reporting Channels and Media

BBRI has developed and operates the Whistleblowing System by providing access through various channels. BRI ensures that the available reporting channels can be accessed by whistleblowers 24 hours a day. Through these channels, BRI expects that every report can be heard and followed up appropriately while accommodating the concerns of each whistleblower. Reports regarding suspected violations can be submitted through the following media:

1. Website: https://idn.deloitte-halo.com/bri-whistleblowingsystem
2. Email: bri-whistleblowingsystem@tipoffs.info
3. Written Letter: PO Box 1450 JKP 10014
4. SMS and WhatsApp: +62 811 8113 5306

Management of Whistleblowing System Reports

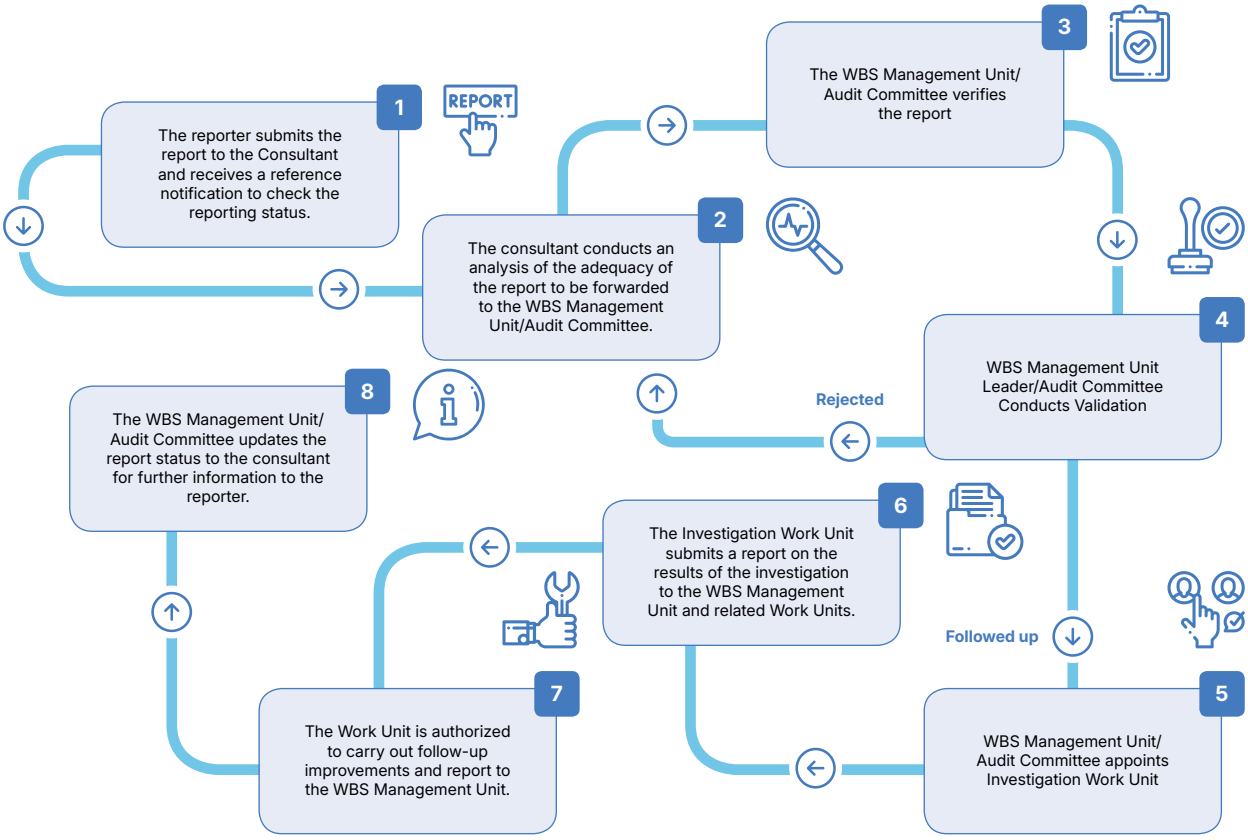
The management of the Whistleblowing System is carried out with the principles of independence and high professionalism. Reports are received by a trusted third party to ensure the confidentiality and security of the whistleblower's identity. Subsequently, the reports are managed by the Managing Unit under the direct supervision of the President Director and monitored by the Board of Commissioners through the Audit Committee. The Managing Unit is appointed directly by the President Director with the acknowledgement of the Board of Commissioners.

The investigation process for each report is conducted objectively and impartially, involving competent personnel who are free from conflicts of interest. Each stage, from receipt, verification, investigation, to follow-up, must comply with the established Service Level Agreement (SLA) and is monitored directly by the Compliance Work Unit to ensure timeliness, fairness, and certainty in handling reports. To ensure independence in managing reports, the Work Unit appointed as the Whistleblowing System Managing Unit must fulfill the following requirements:

1. Comply with the BRI Code of Ethics, as evidenced by the signing of the Code of Ethics Statement and Integrity Pact by all assigned personnel. Officers may be subject to disciplinary sanctions if they violate the statements they have signed.
2. Maintain the confidentiality of the whistleblower's identity, information, and documents related to reported violations.
3. Avoid conflicts of interest in the follow-up process of reported violations. If a report involves an officer, a cross-examination mechanism will be applied or the process will be handled by a higher-level official.
4. Manage documentation properly, including recording, updating all follow-up activities, and storing all data in a secure place.
5. Carry out duties, responsibilities, and authority in their capacity as the Whistleblowing System Managing Unit, including follow-up on all reports of alleged violations.

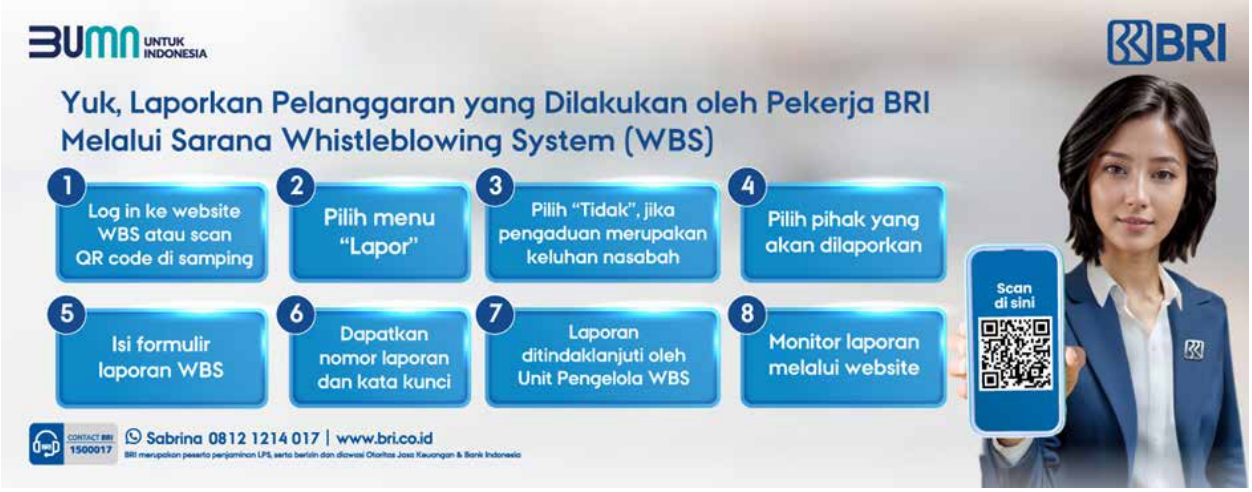
Whistleblowing System Report Submission Flow

All communication with whistleblowers within the Whistleblowing System (WBS) is managed and conducted by a trusted independent party, including the delivery of information regarding report status, investigation results, and follow-up actions taken by the Company, while ensuring the confidentiality of the whistleblower's identity and data security. Through this mechanism, the Company ensures transparency, objectivity, and full protection for whistleblowers throughout the communication process, in line with good governance principles and a commitment to integrity.



Socialization of the Whistleblowing System

In order to enhance understanding of the Whistleblowing System among internal (BRI employees) and external parties, BRI continuously conducts socialization through various methods, including education in employee development and enhancement programs, periodic self-learning, banner placement on the BRIStars application landing page, and socialization during third-party gatherings.



Number of Complaints and Complaint Process

During 2025 there were 81 (eighty one) WBS violation reports containing 89 (eighty nine) sub-indications of violations. The development trend of WBS reports over the last 3 (three) years is as follows:

Description	2023	2024	2025
Number of complaints	30	48	81
Sub Indication of Violation	50	63	89

Based on these data, the most frequently reported and proven sub-indications of violations in 2025 were fraud and violations of the code of ethics as per the following data:

Indication of Violation	Complaints Accepted	Status			
		Proven	Partially proven	Not proven	In Progress
Ilegal Gratuity	6	4	0	1	1
Human Rights Violations	9	6	0	3	0
Violations of the Respect Workplace Policy (RWP)	19	14	1	1	3
Violations of the code of ethics	23	16	2	3	2
Violations of Other Company Procedures	3	2	0	1	0
Misuse of Assets	3	3	0	0	0
Other Actions That May Be Classified as Fraud	26	23	1	0	2

The trend in the use of WBS reporting media over the last 3 (three) years is as follows:

Reporting Media	2023	2024	2025
Email	9	14	21
SMS	0	2	0
Surat	1	0	1
Website	8	17	34
Whatsapp	12	15	25

Sanctions/Follow Up on Complaints in 2025

Sanctions/Follow Up	Disciplinary Punishment
In the process	52
Verbal Warning	3
Advisory Letter	65
Written Warning	20
Written Reprimand	28
Final Written Reprimand	6
Demotion 1 Grade	3
Termination of Employment	29
Total	**206**

Anti-Corruption Program

Anti-Corruption Policy

To prevent the practice of Corruption, Collusion, and Nepotism (KKN) within the company, BRI has an Anti-Corruption and Anti Bribery policy as outlined in the Board of Directors Circular Letter on Corporate Governance Policy No. SE.09-DIR/KEP/03/2023 dated March 15, 2023, Book 3 on Anti-Bribery and Gratification Control, and SE.09b-DIR/KEP/03/2023 dated July 31, 2024, Book 4 on the Anti-Bribery Management System ISO 37001:2016. These policies serve as guidelines and the Bank's commitment to supporting anti-bribery and anti-corruption practices, categorized as fraudulent and fraudulent activities.

The existence of these policies aims to raise awareness among all levels within the business units about the risks of bribery and corruption in the Bank's business processes, as well as to engage every BRILiaN employee in efforts to prevent and avoid bribery and corruption practices. The implementation of the Anti-Bribery and Anti-Corruption Policy and the Anti-Bribery Management System (SMAP) Policy aims to address practices such as corruption, kickbacks, fraud, bribery, and/or gratification.

Programs and Procedures Implemented to Address Corruption, Kickbacks, Fraud, Bribery, and/or Gratification Practices

Anti-Bribery Management System

In order to improve the quality of corporate governance regarding the continuous prevention of bribery practices within the company, in alignment with ISO 37001:2016 Anti-Bribery Management System Standards, BRI has established the following:

1. Complying with applicable laws and regulations related to anti-bribery.
2. Aligning the anti-bribery policy with the company's objectives.
3. Commitment to fulfilling the clauses of the Anti-Bribery Management System.
4. Prohibiting bribery practices within the company across all business lines and business units.
5. Implementing corporate governance that supports the achievement of the company's anti-bribery objectives.
6. Increasing stakeholder awareness regarding the implementation of anti-bribery management.
7. Implementing the principle of continuous improvement in the Anti-Bribery Management System.

BRI has implemented the Anti-Bribery Management System (SMAP) at PT. Bank Rakyat Indonesia (Persero). BRI has implemented ISO 37001:2016 and adopted the ISO 37001:2016 Anti-Bribery Management System policy as stated in Circular Letter (SE) Number SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance regarding Book 4 concerning the ISO 37001:2016 Anti-Bribery Management System.

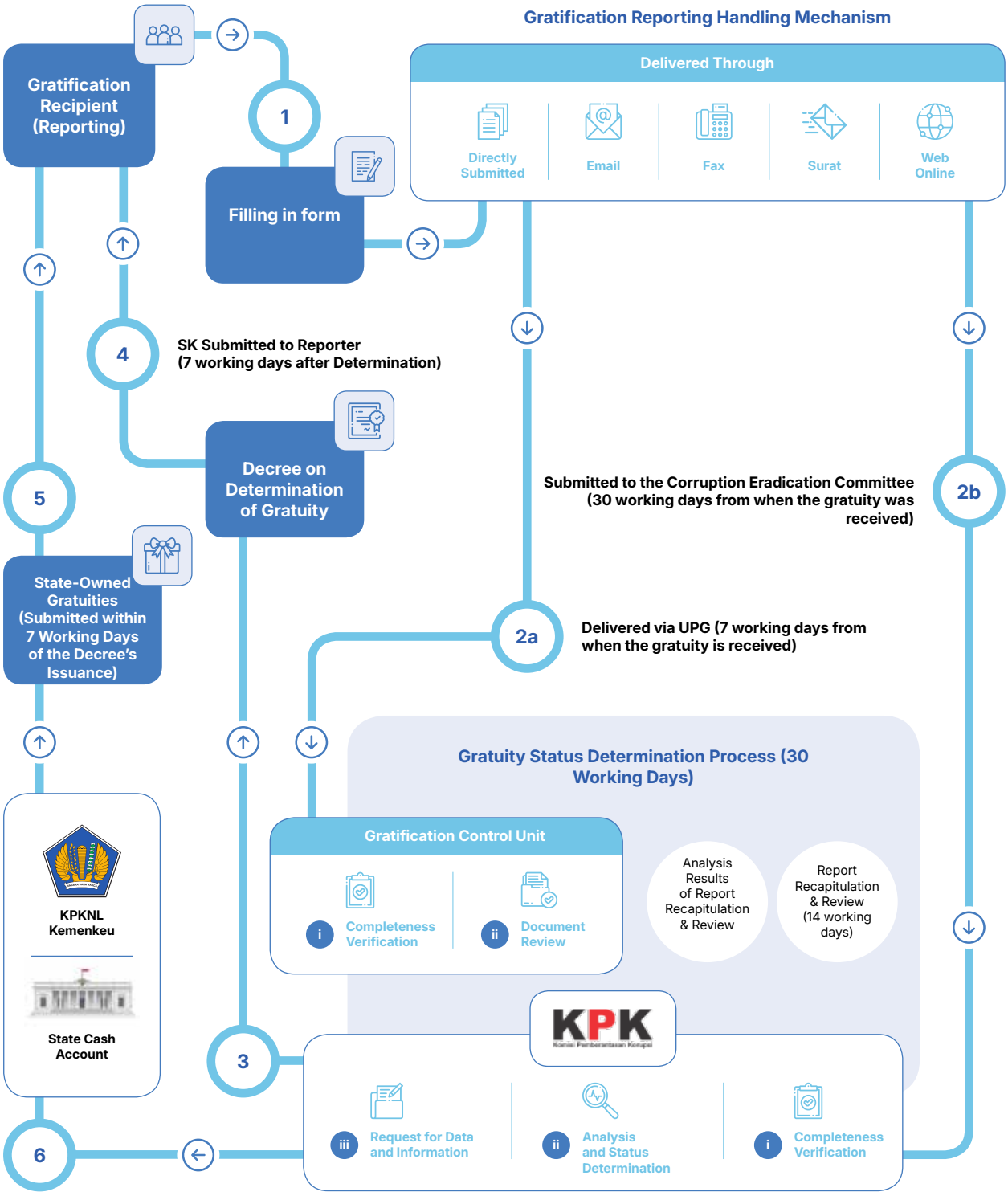
Gratification Control Management

BRI has established a Gratification Control Unit (UPG), managed by the Compliance Division since 2017, which is responsible for managing gratification control within the company. To enhance awareness of gratification control across all levels of BRI's business units, the Gratification Control Unit is supported by the Regional Risk Management & Compliance teams at the Regional offices in implementing gratification control programs developed by the Compliance Group.

Gratification Reporting Mechanism

In reporting Gratification , all BRI personnel were required to report it to the BRI Gratification Control Unit via the reporting media provided, namely Nexure.bri.co.id.

An explanation of the Gratification reporting mechanism is as follows.



Implementation of Gratification Control in 2025

1. Integrity Assessment Survey (SPI) by the Corruption Eradication Commission (KPK) of Republic of Indonesia.
   BRI conducts standardized measurements by the Corruption Eradication Commission (KPK) on the implementation of anticorruption strategies at BRI. The SPI measurement is carried out through the stages of survey implementation, in-depth interviews, and validation of survey results.
2. Organizing a series of activities for the International Anti-Corruption Day (HAKORDIA) 2024.
   The International Anti-Corruption Day, observed every December 9, in 2025 carries the theme "Reaffirming the Commitment to Eradicate Corruption for a Progressive Indonesia." In line with BRI's principles of anti-corruption, BRI organized in-house training attended by representatives of employees from all over Indonesia, with the theme Empowering Business Through Ethical & Compliance Practices, in collaboration with the Corruption Eradication Commission (KPK) of the Republic of Indonesia.

3. In House Training (IHT) on Anti-Corruption
   BRI conducted In House Training (IHT) at the Regional Offices in Bandung and Yogyakarta by inviting speakers from the Corruption Eradication Commission of the Republic of Indonesia (KPK RI), as part of its commitment to strengthening gratification control and preventing bribery within Work Units. The agenda was attended by all management of the Regional Offices, Regional Audit Offices, and second line units under the supervision of the Regional Offices, both onsite and online via Zoom meeting.

4. Policy on the Acceptance of Gratification
   a) Book 3 on Anti-Bribery and Gratification Control, SE.09- DIR/KEP/03/2023 regarding Corporate Governance, which regulates the definition of gratification, gratification control strategies, the establishment of the Gratification Control Unit, and the reporting of gratification.
   b) Technical Guidelines JN.102-KEP/11/2020 on the Application of the Good Corporate Governance (GCG) Online System 2.0.
5. Education and Socialization Programs
   The BRI Gratification Control Unit (UPG) collaborates with BRI Corporate University to develop e-learning materials on Gratification Control, available on the internal BRISTARS platform, which is mandatory for all employees.
6. Signing of the Integrity Pact.
   All BRI employees, including the Board of Commissioners and the Board of Directors, are required to declare their commitment to anti-gratification as outlined in the Code of Ethics Statement.
7. Implementation of the Anti-Bribery Management System (SMAP) ISO 37001.
   In support of the Gratification Control program, BRI has implemented the ISO 37001:2016 Anti-Bribery Management System standard for the procurement of goods and services at the Head Office and the Human Resources Assessment process.
8. Mapping of potential gratification risk areas through antibribery self-assessment.

Gratification Report in 2025

Throughout 2025, there were 12 gratification reports submitted to the BRI Gratification Control Unit (UPG), all of which have been followed up by UPG BRI in accordance with the applicable provisions.

Anti-Corruption Training/Socialization to Employees

Several forms of activities, educational programs and outreach that have been carried out by UPG BRI during 2025 include:

1. Implementation of In House Training at the Regional level and BRI Head Office in collaboration with speakers from the Corruption Eradication Commission of the Republic of Indonesia (KPK RI).
2. Focused socialization on the topics of Gratification Handling and Anti-Bribery, as well as Conflict of Interest within the BRI Head Office environment through the "Compliance Knock On The Door" program
3. Campaigns through various media such as the landing page on the main page of BRILiaN Apps, podcasts, BRI social media, and infographics on Digital Office (DIO)
4. Delivery of materials related to GCG and the Code of Ethics in educational programs organized by the Corporate University for various positions in operational, support, and business functions.

Management of Asset Reporting of State Officials

To improve the quality of GCG implementation, BRI also complied with the Asset Reporting of State Officials regulations based on the provisions of the Corruption Eradication Commission.

Policy

1. Officials who are required to report LHKPN
   As a concrete form of increasing transparency, preventing corruption, and supporting a clean culture from corruption, collusion, and nepotism, members of the Commissioners, Directors, SEVP, EVP and VP at BRI are required to report their assets in accordance with the company's internal provisions stipulated in the BRI Board of Directors Circular No. SE.09- DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 5 concerning the Management State Official Wealth Report (LHKPN). The data reported in the report include the position of assets before and after the end of office. The reporting provisions are constantly updated to comply with applicable regulations.
2. LHKPN Reporting Coordinator
   The reporting coordinators appointed by BRI to manage and monitor the The State Official Wealth Report (LHKPN) reporting process are the Head of the Secretariat and Protocol Department and the Head of Human Capital Strategy Group. Based on the current organizational structure, there are 177 (one hundred seventy-seven) LHKPN Reportees who are required to report their assets to the KPK. Among these officials, the majority have reported their assets in accordance with the LHKPN reporting obligations.

The State Official Wealth Report (LHKPN) Report Management Officer

The LHKPN reports are managed and coordinated by the Compliance Division, with the following scope of duties:

a. Providing information regarding BRI's LHKPN to the KPK.
b. Providing socialization regarding LHKPN to the LHKPN Reportees.
c. Managing and updating the data of LHKPN Reportees.
d. BRI Collaborating with the KPK to monitor the implementation of BRI's LHKPN reporting obligations.

In the LHKPN reporting process, the Compliance Division is supported by the Human Capital Business Partner Group in data updates and filling reminders, and by the Subsidiary Management Group to coordinate the reporting of Subsidiaries and Affiliates.

The State Official Wealth Report

BRI has submitted the LHKPN report for the 2024 reporting period which will be reported in 2025 as follows.

Position	Number of LHKPN Mandatory	Have Reported		Have not Reported	
		Number	%	Number	%
Board of Commissioner	10	10	100	-	-
Directors	12	12	100	-	-
BRI Employees	160	160	100	-	-

Providing Funding for Social and/or Political Activities

BRI's social activity funding has been presented in the Sustainability Report. During 2025, BRI did not provide funding for political activities.

Buyback Share and Buyback Obligation

Buyback Share

Buyback Implementation Policy

As part of the capital management strategy and commitment to increasing value for shareholders, BRI also focuses on enhancing employee engagement. This is realized through the Employee and/or Director and Board of Commissioners Share Ownership Program. To support this, BRI has implemented the Buyback of Company Shares. This activity is carried out in accordance with OJK Regulation No. 30/POJK.04/2017 and No. 29/2023 regarding the Buyback of Shares Issued by Public Companies, as well as OJK Regulation No. 2/POJK.04/2013 concerning the Buyback of Shares in Conditions of Significantly Fluctuating Market.

The Company has carried out a Buyback in 2015 and 2020, based on POJK No. 2/POJK.04/2013. All shares acquired from the 2015 Buyback and some of the shares from the 2020 Buyback have been transferred through the Employee Share Ownership Program. In 2022, the Company conducted another Buyback following POJK No. 30/POJK.04/2017, which was completed on January 26, 2023. Some of the shares from the 2022 Buyback have been allocated for the Directors' and Commissioners' share ownership program. This program is part of the variable remuneration for the Directors and Commissioners, which includes annual incentives, long-term incentives, and/or other incentives paid in the form of shares. In addition, a portion of the shares resulting from the 2022 Buyback has also been allocated to the employee share ownership program.

In 2023, the Company carried out a Buyback following POJK No. 30/POJK.04/2017, which was completed on September 11, 2024. Subsequently, the Company conducted another Buyback in 2025 in accordance with POJK 29/2023 and obtained approval from the 2025 Annual GMS on March 24, 2025. The 2025 Buyback is carried out either gradually or at once within a maximum period of 12 (twelve) months after the date of the GMS approving the 2025 Buyback.

On the other hand, the Company will gradually transfer all remaining shares from the Buyback (Treasury Stock) through the Employee and/or Director and Board of Commissioners Share Ownership Program in accordance with the applicable laws and regulations.

Buyback was implemented by the Company as (i) an effort to optimally manage capital; (ii) a form of commitment to increase value for Shareholders; and (iii) efforts to increase employee engagement and/or Directors and Board of Commissioners to achieve the Company's long-term performance targets through the Share Ownership Program.

Buyback Price and Number of Repurchased Shares

In 2025, BRI has conducted a Buyback of 132,321,300* shares with an average acquisition price of Rp3,687.12. So that as of December 31, 2025, the total treasury shares owned by BRI are 958,602,200 shares.

*treasury stock based on settlement date, excluding transactions dated December 30, 2025 which were settled on January 5, 2026

Increased Profit Per Share

Description	Total Sheets of Shares
Treasury Stock as of December 31, 2024	909,878,300
Movement of Treasury Stock during 2025	48,723,900
Treasury Stock as of December 31, 2025	958,602,200
Total Treasury Stock	958,602,200
Total Outstanding Shares	151,559,001,604
Total Outstanding Shares excluding Treasury Stock (Lbs) as of December 31, 2025	**150,600,399,404**

* treasury stock based on settlement date, excluding transactions dated December 30, 2025 which were settled on January 5, 2026

Description	Without Share Buyback	Impact	After Share Buyback
Net Profit Attributable to the Parent (Audited Consolidation December 2025) (IDR Billion)	56.652		56.652
EPS (IDR)	376,02	0,15	376,18

Bond Buybacks

During 2025, there will be no buybacks obligation.

Internal Dispute

During 2025, no internal disputes among workers occured.

Bank Strategic Plan

Information related to the Bank's Strategic Plan has been presented in the Bank Strategy Sub-Chapter in the Management Analysis and Discussion Chapter in this Annual Report.

Provision of Funds to Related Parties and Provision of Large Funds

No.	Provision of Fund	Total	
		Debtors	Nominal (IDR Million)
1.	To related parties	667	18,656,883
2.	To core debtors:		
	a. Individuals	50	242,229,198
	b. Groups	50	314,840,547

More detailed information regarding Provision of Funds to Related Parties and Provision of Large Funds has been presented in the Sub-Chapter Prohibitions, Limitations and/or Significant Obstacles to Providing Funds Between Banks and Other Entities in a Business Group in the Management Analysis and Discussion Chapter in this Annual Report.

Transactions with Conflicts of Interest

A conflict of interest is a condition/situation in which a person, because of the position or authority held by BRI, has a personal interest which can affect the quality and performance of carrying out their mandated tasks objectively. Bank BRI has a conflict of interest policy As outlined in the Director's Circular Letter No. SE.09-DIR/KEP/03/2023, dated March 15, 2023, regarding Corporate Governance (Book 1 related to Conflict of Interest Management)). The basic principles for handling Conflicts of Interest covered:

1. Prioritize public interests.
2. Create openness in handling and monitoring conflicts of interest.
3. Encourage personal responsibility and exemplary attitudes.
4. Create and foster an organizational culture that is able to handle conflicts of interest.

Commitment

The Board of Commissioners, Directors and all BRI personnel have been committed and professional in implementing policies for handling conflicts of interest. As a form of commitment of BRI personnel in implementing policies and disclosing conflicts of interest, including:

1. All BRI employee were required to make an annual statement (Annual Disclosure) that they had no conflict of interest regarding any decisions they have made and have implemented the behavior determined by the company.
2. Each business unit was required to submit reports on transactions/decisions that contained conflicts of interest.

Socialization

BRI disseminated GCG policies and conflicts of interest to BRI employees through educational programs, in-house training and online learning, and conflict of interest statements made by each BRI employee.

Conflict of Interest Transaction Report in 2025

Name and Position of Party Who Has a Conflict of Interest	Name and Position of Decision Maker	Transaction Type	Transaction Value (millions of Rupiah)	Information *)
Nil	Nil	Nil	Nil	Nil

*) Not in accordance with applicable systems and procedures

Prevention of Insider Transactions (Insider Trading)

Insider Trading is trading in company shares or other securities (bonds or stock options) carried out by company individuals who have access to non-public information about the company. The Company has a policy that regulates insider trading activities for all BRI employees. The insider trading policy is outlined in the Director's Circular Letter No. SE.09-DIR/KEP/03/2023, dated March 15, 2023, regarding Corporate Governance (Book 1 related to Conflict of Interest Management), and the Director's Circular Letter No. SE.09a-DIR/ KEP/03/2023, dated October 31, 2023, regarding the First Amendment to Corporate Governance (Book 6 related to the Code of Ethics).

Policies related to insider trading activities stipulate that:

1. Every BRI employee had to avoid taking personal actions that benefit from "inside information" or insider information obtained from their position, even though this information is not open to the public.
2. All BRI personnel did not use confidential information and company business data for purposes outside the company.
3. All BRI personnel were prohibited from carrying out all activities related to insider trading refering to illegal activities in the financial market environment to seek profit carried out by utilizing internal information, for example published company plans or decisions/ corporate actions.
4. Violations of the above activities can be subject to disciplinary sanctions in accordance with those applicable at BRI.

In supporting good corporate governance practices, Board of Commissioners, Directors and all BRI personnel were required to make an annual statement (Annual Disclosure) including disclosure of insider trading transactions carried out by BRI personnel. Throughout 2025 there were no insider trading activities.

Transparency of Financial and Nonfinancial Conditions

BRI Bank transparently published the company's financial and non-financial conditions and reports to regulators in accordance with applicable regulations. Publication of financial and nonfinancial conditions was conveyed to the public either through print media or the company website (www.bri.co.id/ report) as follows:

1. Monthly Financial Report submitted to the regulator and published on the company website.
2. Quarterly Financial Reports submitted to regulators and published in print media and company websites.
3. Annual report submitted to regulators and published in print media and on the company website.
4. Corporate governance information includes:
   a. Vision and mission of the company
   b. Composition and profile of the Board of Commissioners
   c. Composition and profile of the Board of Directors
   d. Implementation of BRI Governance
5. Transparency of Bank product information delivered through print, electronic media and the company website.

Procurement of Goods and Services

The Company has a policy regarding BRI Vendor Management as regulated in the Directors' Circular Letter Number SE.18-DIR/PLM/05/2023 concerning the Procurement of Goods and/ or Services for PT Bank Rakyat Indonesia (Persero) Tbk (Book 11). Currently, BRI is developing a Vendor Management System application that is integrated with the BRISMILE application, where the application includes the process of registering and selecting prospective vendors, monitoring, vendor maintenance and evaluating vendor performance so that BRI has a competent vendor database to support procurement implementation. BRI goods and/or services.

BRI Procurement Policy for Goods and/or Services

As a State-Owned Enterprise, in carrying out the procurement of goods and/or services, PT Bank Rakyat Indonesia (Persero) Tbk adheres to the provisions set by the Board of Directors, which are based on the Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/03/2023 dated March 3, 2023. These provisions set by the Board of Directors regarding the implementation of goods and/or services procurement are effective starting from 2023 and replace the previous provisions that had been in effect since 2011. The provisions are mandatory guidelines for all BRI units.

General Principles for Procurement of Goods and/or Services

In BRI's procurement provisions, there are several general principles that must be applied in the procurement process, including:

1. Efficiency
   Procurement of goods and/or services must aim to achieve optimal and best results in a short time using funds and capabilities as optimally as possible in a fair manner, not solely based on the lowest price. For strategic procurements with significant value, a total cost of ownership approach may be used.

2. Effectiveness
   Procurement must meet the established needs, be timely, and provide benefits in line with the set objectives.
3. Competitiveness
   Procurement must be open to vendors who meet the requirements and conducted through healthy competition among eligible vendors based on clear and transparent rules and procedures.
4. Transparency
   All rules and information regarding procurement, including technical administrative requirements, evaluation procedures, evaluation results, and vendor selections, must be open to interested suppliers.
5. Fairness
   All qualified vendors must be treated equally.
6. Opennes
   Procurement can be participated by all vendors who meet the established requirements.
7. Accountability
   Procurement must achieve the goals and be accountable, ensuring no potential misuse or deviation.

The company has a policy regarding Vendor Management as outlined in the Director's Circular Letter No. SE.18-DIR/PLM/05/2023 concerning the Procurement of Goods and/or Services for PT Bank Rakyat Indonesia (Persero) Tbk (Book 11). Currently, BRI is developing a Vendor Management System application integrated with the BRISMILE application, which includes the process of registering and selecting vendors, monitoring, vendor maintenance, and performance evaluation to ensure a competent vendor database to support the procurement process.

Ethics in Procurement of Goods and/or Services

In addition to adhering to the procurement principles, parties involved in the procurement process must also sign an Integrity Pact according to the established format and comply with the procurement ethics as follows:

1. Perform duties orderly, with responsibility to achieve objectives, smoothness, and the accuracy of procurement goals.
2. Work professionally and independently based on honesty, maintaining the confidentiality of procurement documents to prevent deviations in the procurement process.
3. Do not influence each other, directly or indirectly, to prevent unhealthy competition.
4. Accept and take responsibility for all decisions made according to agreements between parties.
5. Avoid and prevent conflicts of interest, directly or indirectly, that may lead to unhealthy business competition in the procurement process.
6. Prevent wastage and leakage of BRI finances in procurement.
7. Prevent abuse of authority or conduct activities for personal, group, or third-party gain that may harm BRI.
8. Do not accept, offer, or promise to give or receive gifts, rewards, or any form of compensation to anyone who is known or reasonably suspected to be connected to the procurement of goods and/or services.

Vendor Management

According to the General Policy of Fixed Assets Management & Procurement at BRI, vendors participating in the procurement process at BRI must have a Vendor Registration Certificate (SKT). To obtain SKT, vendors need to be managed professionally, considering feasibility and risks, to ensure that BRI has access to vendors who can deliver the required quality and availability effectively and efficiently.

The due diligence stages to ensure the quality of registered vendors are as follows:

1. Managing vendor registration online via https://tdronline.bri. co.id.
2. Receiving vendor registration and conducting pre-screening of mandatory registration documents.
3. Verifying the compliance of the registration documents submitted by the vendor.
4. Conducting on-site visits to vendor locations to ensure document legitimacy, truthfulness, and business feasibility. If necessary, visits may be made to the vendor's factory, warehouse, or representative office.

5. Evaluating vendor risk ratings according to applicable regulations.
6. Analyzing the feasibility of the vendor based on verification results, on-site visits, and risk rating assessments.
7. Issuing a Vendor Registration Certificate (SKT) for vendors approved for partnership with BRI.

Periodic evaluations are carried out for BRI vendors, including after the completion of work or when applying for a vendor renewal. This is to determine the continuation of the vendor's partnership with BRI.

If a vendor is found to have violated procurement ethics or the procurement procedures, they may face one or more of the following sanctions and/or penalties:
1. Issuance of a Warning Letter;
2. Prohibition from participating in BRI procurement for a specified period;
3. Liquidation of any guarantees submitted;
4. Inclusion in the BRI Vendor Blacklist.

As of December 2025, 405 vendors had obtained a Registered Certificate (SKT). During 2025, BRI processed the issuance of 202 new SKTs and renewals.

Implementation of Sustainable Finance, Including Implementation of Social and Environmental Responsibility

As a form of BRI's support for Sustainable Finance, BRI has a roadmap and strategy in the field of Environment, Social and Governance (ESG) in both operational and business activities of the Bank. BRI consistently maintains good company performance in implementing Sustainable Finance and contributing to achieving Sustainable Development Goals (SDGs). Efforts to accelerate this achievement are carried out through aligning corporate strategy, fulfilling stakeholder expectations and initiating ESG that refers to national, regional and global standards.

Detailed information regarding the Implementation of Sustainable Finance, including the Implementation of Social and Environmental Responsibility is explained in the 2025 BRI Sustainability Report.

Implementation of Integrated Governance

The implementation of Integrated Governance within the BRI Financial Conglomerate refers to Financial Services Authority Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and Financial Services Authority Regulation No. 30 of 2024 dated 23 December 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies. Currently, the BRI Financial Conglomerate consists of BRI as the Financial Conglomerate Holding Company and 22 (twenty-two) entities as members of the Financial Conglomerate. To ensure the implementation of governance within the Financial Conglomerate both individually and in an integrated manner, the BRI Financial Conglomerate implements Integrated Governance practices.

Several provisions stipulated in the regulations that serve as references for the implementation of Integrated Governance within the BRI Financial Conglomerate include the following:

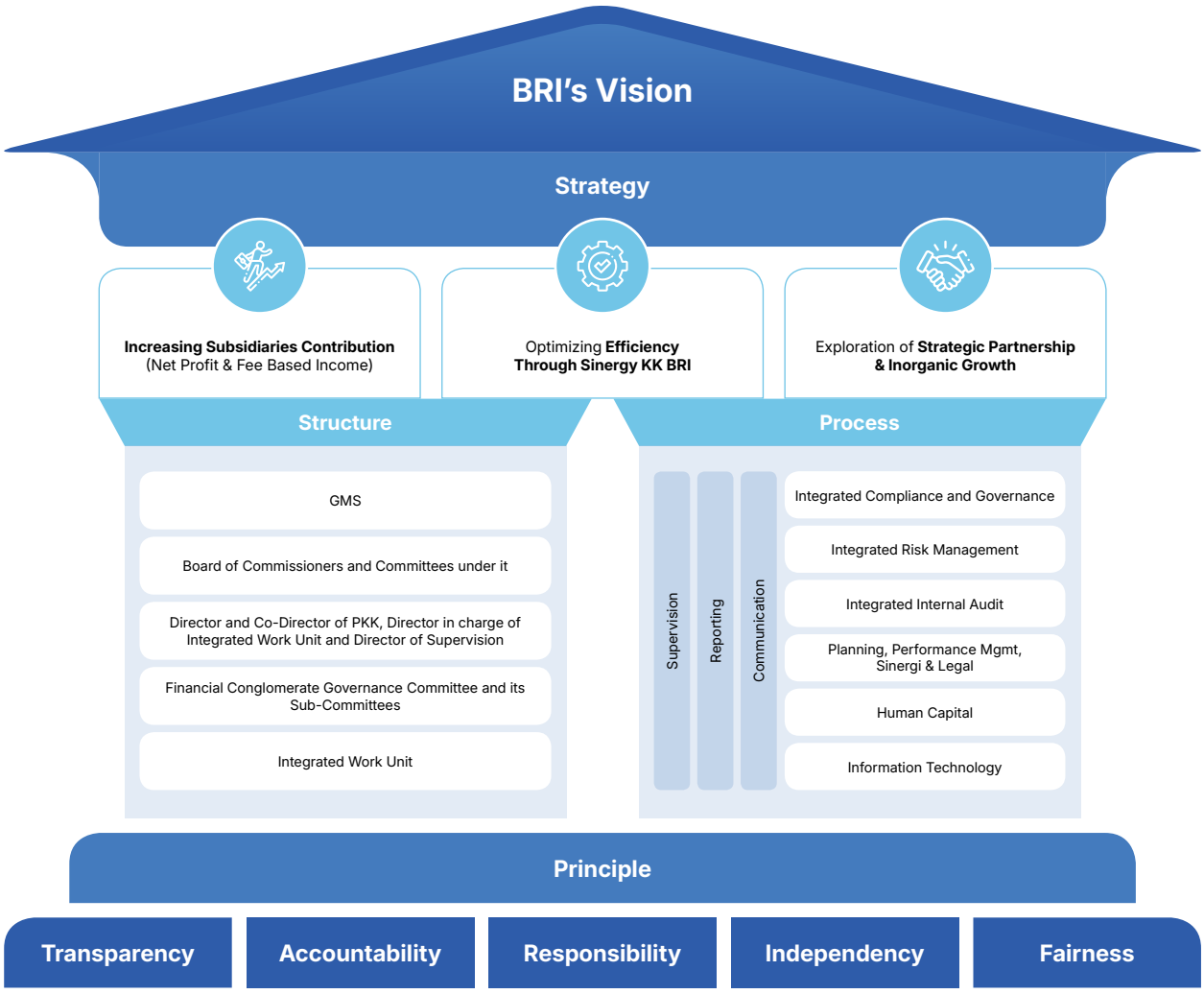
1. The OJK Regulation No. 30 of 2024 dated December 23, regarding Financial Conglomerates and Financial Holding Company.
2. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
3. The OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of Internal Audit Functions in Commercial Banks.
4. The OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
5. The OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.

6. The OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
7. The OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.

To perform Integrated Governance, BRI Financial Conglomerates has some internal provisions, such as General Policy and other technical provisions, as followsi:

1. Audit Charter Number: KU.01-DIR/ASQ/12/2025 on December 16, 2025, Book 2 regarding the Integrated Internal Audit Charter of the BRI Financial Conglomerate.
2. General Policy Number: KU.04-DIR/SBM/07/2024 dated July 12, 2024, regarding the General Policy on Equity Participation and Management of Companies Receiving Equity Participation
3. General Policy Number: KU.02-DIR/MPE/04/2024 dated April 30, 2024, Book 2 regarding the General Policy on Integrated Risk Management.
4. General Policy Number: KU.01-DIR/HCS/03/2024 dated March 1, 2024 regarding the General Policy on Human Capital.
5. General Policy Number: KU.02-DIR/KEP/10/2023 dated October 10, 2023, Book 2: Integrated Governance for BRI Financial Conglomerate.
6. BRI Board of Directors Circular Letter Number: SE.09.b-DIR/KEP/03/2023 dated July 31, 2024, Book 8: Implementation of Compliance and Integrated Governance for the Financial Conglomerate.
7. BRI Board of Directors Circular Letter Number: SE.18-DIR/MPE/07/2024 dated July 31, 2024, Book 2 regarding Integrated Profil Risk.
8. BRI Board of Directors Circular Letter Number: SE.03-DIR/ASQ/01/2024 dated January 31, 2024, Book 2 regarding Guidelines for Integrated Internal Audit Management of BRI Financial Conglomerate.
9. Implementation Instruction Number JL.37-SBM/12/2025 on December 31, 2025 regarding BRI Financial Conglomerate.

Generally, the implementation of Integrated Governance for the Financial Conglomerate at BRI is based on the following framework:



The Integrated Governance Framework at BRI comprises five main pillars: Principles, Commitment, Governance Structure, Governance Process, and Governance Outcome, referring to the OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014, on the Implementation of Integrated Governance for Financial Conglomerates.

The implementation of Integrated Governance is based on governance principles, which include Transparency, Accountability, Responsibility, Independence, and Fairness Integrated Governance is generally implemented into 3 (three) aspects, as follows:
1. Integrated Governance Structurei
2. Integrated Governance Process
3. Integrated Governance Results

The Integrated Governance Structure within the BRI Financial Conglomerate consists of the Integrated Governance Organs at BRI and its Financial Conglomerate Members, along with related integrated governance policies. The explanation of the integrated governance organs are as follows:
1. Integrated Governance Organs of BRI include:
    a. General Meeting of Shareholders ,
    b. The Board of Commissioners of BRI,
    c. The Integrated Governance Committee,
    d. BRI's Board of Directors (including Director and Co-Director of Financial Conglomerates Management, Director taking charge in the Integrated Business Unit and Director of dan Director of Supervision),
    e. The Financial Conglomerate Governance Committee (including the Integrated Risk Management Committee, the Capital, Investment & Strategy Sub-Committee, and other sub-committees),
    f. Integrated Business Units consisting of Financial Conglomerate Management Work Unit, the Integrated Compliance Business Unit, the Integrated Risk Management Business Unit, the Integrated Audit Business Unit, the Integrated Information Technology Business Unit, and the Integrated Human Capital Business Unit.
2. Integrated Governance Organs of the Members of the BRI Financial Conglomerate include:
    a. General Meeting of Shareholders,
    b. Board of Commissioners Members of the BRI Financial Conglomerate
    c. Board of Directors Members of the BRI Financial Conglomerate.

The Integrated Governance process is implemented through oversight, communication, and reporting related to the management of the Financial Conglomerate, Integrated Compliance and Governance, Integrated Risk Management, Integrated Internal Audit, Planning and Synergy within the Financial Conglomerate, Integrated Human Capital, and Integrated Information Technology.

The results of the Integrated Governance implementation are reflected in the Financial Conglomerate's performance achievements, the adequacy of transparency in the annual Integrated Governance implementation report, audit objectivity, the level of regulatory compliance, and other achievement indicators.

Assessment of the Implementation of Integrated Governance

The Integrated Governance Implementation Assessment consists of a Self Assessment of the Integrated Governance Implementation of BRI Financial Conglomerate and an Assessment of the Maturity Level of the Integrated Governance Implementation.

Self Assessment of the Implementation of Integrated Governance

Self-assessment of the implementation of Integrated Governance of the BRI Financial Conglomerate has been carried out every semester by referring to Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.

The assessment of the implementation of Integrated Governance has been carried out on 3 (three) aspects of Integrated Governance, namely the structure, process and results of Integrated Governance on at least 7 (seven) assessment factors for the implementation of Integrated Governance, namely:
1. Implementation of the duties and responsibilities of the Main Entity Board of Directors/Financial Conglomerate Holding Company.
2. Implementation of the duties and responsibilities of the Board of Commissioners of the Main Entity.
3. Duties and responsibilities of the Integrated Governance Committee.
4. Duties and responsibilities of the Integrated Compliance Unit.
5. Duties and responsibilities of the Integrated Internal Audit Business Unit.
6. Implementation of Integrated Risk Management.
7. Preparation and implementation of Integrated Governance Guidelines

The self-assessment results for the implementation of Integrated Governance in 2025 are as follows:

Assessment Period	Ranking	Explanation
Semester I of 2025	Rank 2 (Good)	The Financial Conglomerate is assessed to have implemented Integrated Governance generally well. This is reflected in the adequate fulfillment of the principles of Integrated Governance. If there are weaknesses in the implementation of Integrated Governance, in general, these weaknesses are not significant and can be resolved with normal actions by Financial Conglomerate Holding Company and/or Member of a Financial Conglomerate.
Semester II of 2025	Rank 2 (Good)	

The BRI Financial Conglomerate has implemented Integrated Governance which is generally "Good", reflected in the adequate fulfillment of aspects of structure, process and results.

BRI Financial Conglomerates' structure has been established in accordance with the provisions of POJK Number 30 of 2024 regarding Financial Conglomerates and Financial Holding Company and approved by the OJK. In terms of the implementation of integrated governance, BRI, a PIKK, has had a General Policy on Integrated Governance for BRI Financial Conglomerate in accordance with BRI's Board of Directors' Decree Number: KU.02-DIR/KEP/10/2023 on October 10, 2023, and has been supplemented with the Implementation Instructions for Financial Conglomerates Number JL.37-SBM/12/2025 on December 31, 2025 as well as other General Policies and Technical Policies. In managing BRI Financial Conglomerate, BRI has a Director and Co-Director of Financial Conglomerate Management and a Financial Conglomerate Management Business Unit as well as Integrated Business Units, consisting of an Integrated Risk Management Business Unit, an Integrated Compliance Business Unit, an Integrated Internal Audit Business Unit, an Integrated Human Capital Business Unit and an Integrated Information Technology Business Unit.

From the process aspect, the monitoring and evaluation processes carried out by the Board of Commissioners, Board of Directors, Integrated Governance Committee, Integrated Compliance Unit, Integrated Internal Audit Unit, and Integrated Risk Management Unit have been conducted in accordance with applicable regulations. The Integrated Governance Committee carries out the monitoring and evaluation of integrated audit reports, integrated compliance reports, integrated risk management reports (including integrated risk profiles), and the implementation of Integrated Governance within BRI. Monitoring and evaluation are carried out, among other ways, through the regular meetings of the Integrated Governance Committee (KTKT), exceeding the number of meetings prescribed in the regulations. Furthermore, the integrated compliance unit, integrated risk management unit, integrated internal audit unit, and subsidiary management business unit monitor and evaluate the implementation of compliance, risk management, internal audits, and performance management of each Financial Services Institution (LJK) within the BRI Financial Conglomerate.

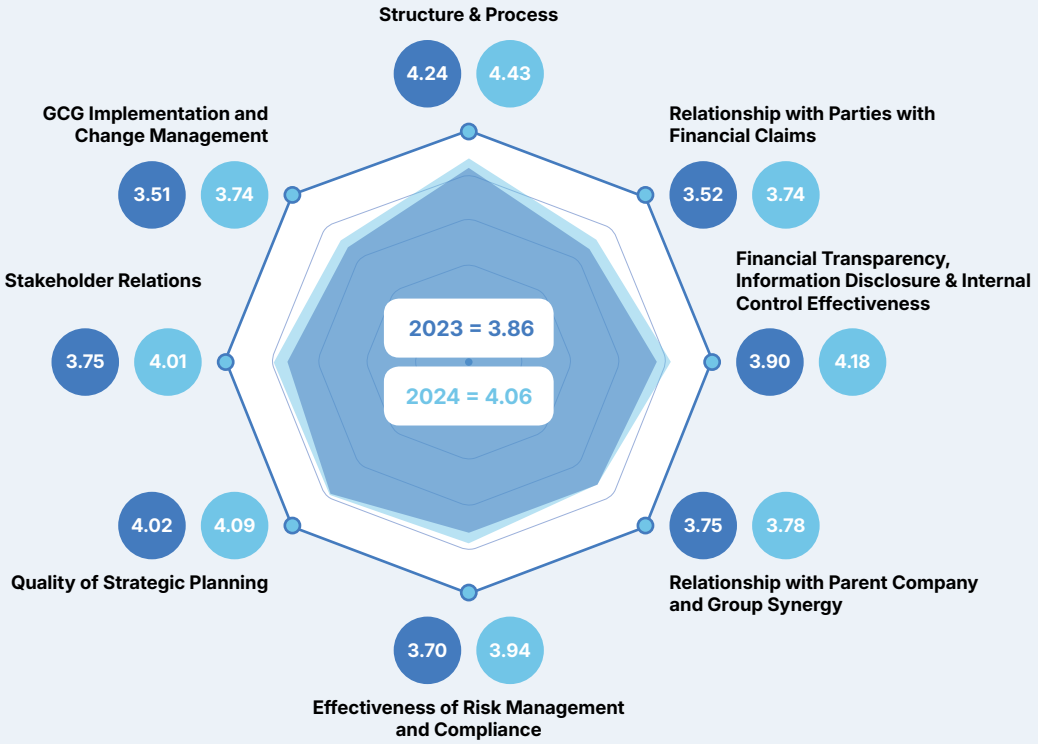
In terms of results, BRI and members of BRI Financial Conglomerates have submitted regular reports as stipulated in the Integrated Governance Guidelines. Furthermore, several members of BRI Financial Conglomerates participated in the GCG implementation quality assessment by the independent Indonesian Institute for Corporate Governance (IICG), a research and ranking program of the 2024 Corporate Governance Perception Index (CGPI) 2024, held in 2025. Five companies—PT Pegadaian, PT Permodalan Nasional Madani, PT Bank Raya Indonesia, Tbk, PT BRI Asuransi Indonesia, and PT Asuransi BRI Life— achieved the "Very Trusted" predicate, and one company, PT BRI Danareksa Sekuritas, earned the "Trusted" predicate.

Moreover, BRI Financial Conglomerates became one of benchmark references for other companies, which was SOE Company, and Member of SOE Financial Conglomerates, due to the implementation of Integrated Governance.

Assesment of Integrated Governance Maturity Level

BRI has carried out measurement of the level of maturity of the Integrated Governance of the BRI Financial Conglomerate for 2024 which was carried out in 2025 with the results of a maturity level of 4.06 on a scale of 5 which illustrates that the structure and process of implementing Integrated Governance are adequate and in accordance with the provisions and the results of the management of the Financial Conglomerate have been effectively implemented.

BRI Compliance Maturity Assessment Results



The maturity level of Integrated Governance within the BRI Financial Conglomerate has shown improvement compared to the previous period.

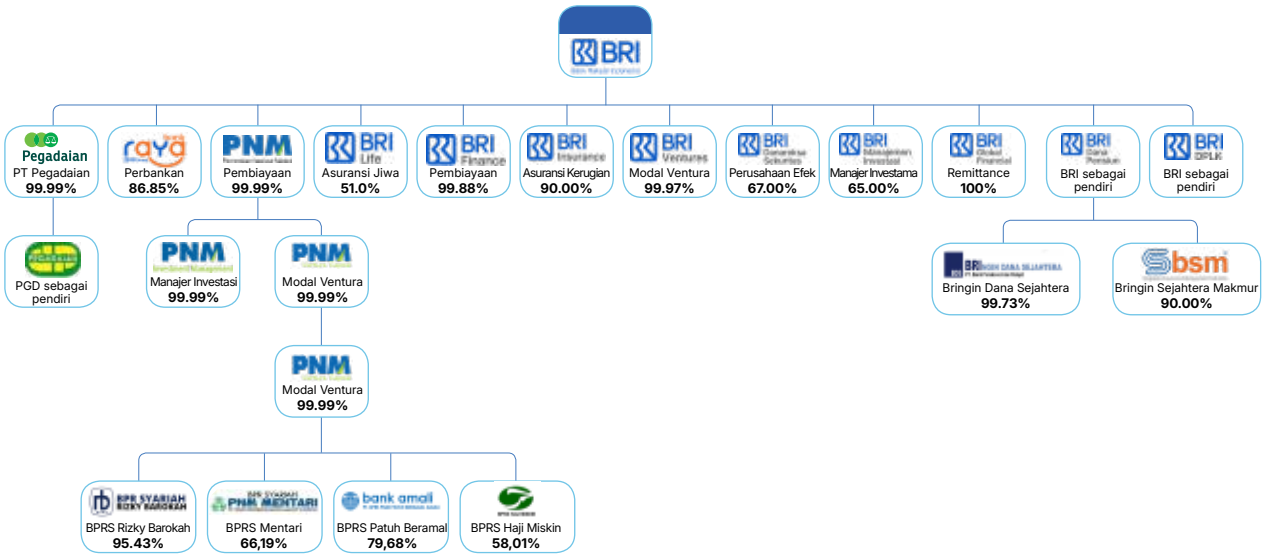
BRI Governance Maturity	Average Governance Maturity of Financial Services Institutions (LJK) within BRI's KK	Integrated Governance Maturity of BRI
4.30	4.03	4.06

Building Block	2023	2024
Structure & Process	4.24	4.43
Relationship with Parties Having Financial Claims	3.52	3.74
Financial Transparency, Information Disclosure & Effectiveness of Internal Controls	3.90	4.18

Building Block	2023	2024
Relationship with Parent Company and Group Synergy	3.75	3.78
Effectiveness of Risk Management and Compliance	3.70	3.94
Quality of Strategic Planning	4.02	4.09
Relationship with Stakeholders	3.75	4.01
Implementation of GCG (Good Corporate Governance) and Change Management	3.51	3.74
Integrated Governance Maturity Value	**3.86**	**4.06**

Financial Conglomeration Structure and Ownership Structure of the BRI Financial Conglomeration

BRI Financial Conglomerates' structure was determined through a copy of the Decision of OJK's Members of the Board of Commissioners Number KEP-11/KS.1/2025 on September 16, 2025 regarding the Approval of PT Bank Rakyat Indonesia (Persero) as the Holding Company of the Operational Financial Conglomerate for BRI Financial Conglomerate, where BRI Financial Conglomerate consisted of BRI as the Holding Company of the Financial Conglomerate (PIKK) and 22 (twenty-two) Members of the Financial Conglomerate, as follows:



In detail, information related to the Ownership structure within the BRI Financial Conglomerate (KK) is as follows:

No.	Entity Name		Field of Business	Investment Date (Majority) BRI	% Shares	Address
1	BRI	PIKK	Commercial Banks	-	Government.: 53.19% Public: 46.81%	Jl. Jenderal Sudirman Kav.44-46 Jakarta
2	Bank Raya	Member of BRI KK	Commercial Banks	03/03/2011	BRI: 86.85% Public: 13.15%	Menara BRILian Lantai 18 dan 20 Jl. Gatot Subroto No.177 A Jakarta 12870
3	BRI Insurance		General Insurance Company	26/09/2019	BRI: 90% BRI YKP: 10%	Graha BRI Insurance Jl. Mampang Prapatan Raya No 18 Jakarta Selatan 12790
4	BRI Life		Life Insurance Company	29/12/2015	BRI: 51.00% FWD: 43.96% BRI YKP: 5.04%	Graha Irama Jl. H. R. Rasuna Said Blok X-1 Kav. 1-2, Kuningan Tim., Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12950
5	BRI Danareksa Sekuritas		Securities Companies and Underwriters and Securities Brokers	21/12/2018	BRI: 67% Danareksa (Persero): 33%	Gedung BRI II Lantai 23, Jl. Jenderal Sudirman Kav. 44-46, Jakarta 10210
6	BRI Finance		Financing Company	30/09/2016	BRI: 99.88% BRI YKP: 0.12%	Menara BRILian Lantai GF, 21, 22 Jl. Gatot Subroto No. 177A Kav. 64 Jakarta
7	BRI Ventures		Venture Capital Company	20/12/2018	BRI: 99.97% BRI YKP: 0.03%	District 8 Office, Prosperity Tower Lt 16 Unit F, SCBD Lot 28 Jl Jend Sudirman Kav 52-53 Senayan Kebayoran Baru Jakarta 12190
8	Pegadaian		Pawn Company	13/09/2021	BRI: 99.99% Government.: 0.01%	Jl. Kramat Raya No.162, RT.2/RW.2, Kel. Kenari, Kec. Senen, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10430
9	PNM		Financing Company	13/09/2021	BRI: 99.99% Government.: 0.01%	Menara PNM Jl. Kuningan Mulia, Kuningan Center
10	BRI Manajemen Investasi		Securities Company Investment Manager field	30/11/2022	BRI: 65% Danareksa (Persero): 35%	Gedung BRI II Lantai 22, Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210
11	BRI Global Financial Services		Remittance Company	15 Maret 2005	BRI: 100%	Room 1202, 12/F, Park Avenue Tower, 5 Moreton Terrace, Causeway Road, Causeway Bay, Hong Kong
12	Dana Pensiun BRI		Pension Funds	-	There is no share ownership by BRI	Gedung Menara BRIPENS Lt.8 Jalan Gatot Subroto Kav.9-11 Jakarta Selatan
13	Dana Pensiun Lembaga Keuangan BRI		Pension Funds	-	There is no share ownership by BRI	Gedung BRI II Lt.6 Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210
14	Dana Pensiun Pegadaian		Pension Funds	-	There is no share ownership by BRI	Jl. Otista Raya No.68A, Jakarta Timur 13330
15	PNM Investment Management		Securities Company Investment Manager field	-	PNM: 99.9999% KOPKAR: 0.0001%	Menara PNM Jalan Kuningan Mulia, Kuningan Centre Lot No.1 Kav.1, Karet, Jakarta, Daerah Khusus Ibukota Jakarta 12920

No.	Entity Name		Field of Business	Investment Date (Majority) BRI	% Shares	Address
16	PNM Ventura Capital		Venture Capital Company	-	PNM: 99.9997% KOPKAR: 0.0003%	Menara PNM Jalan Kuningan Mulia, Kuningan Centre Lot No.1 Kav.1, Karet, Jakarta, Daerah Khusus Ibukota Jakarta 12920
17	PNM Ventura Syariah		Sharia Venture Capital Company	-	PNM Ventura Capital: 99.9988% KOPKAR: 0.0012%	Menara PNM Jalan Kuningan Mulia, Kuningan Centre Lot No.1 Kav.1, Karet, Jakarta, Daerah Khusus Ibukota Jakarta 12920
18	Bringin Sejahtera Makmur		Insurance Brokerage Company	-	BRI Pension Fund: 90.00% PT Ragam Venturindo: 10%	Wisma Staco Lantai 10 Jalan Casablanca Kav 18 Jakarta 12870
19	BPR Bringin Dana Sejahtera		BPR	-	BRI Pension Fund: 99.73% KopKar PT BJS: 0.27%	Jl. Ahmad Yani, RT.004/RW.003, Marga Jaya, Kec. Bekasi Sel., Kota Bks, Jawa Barat 17141
20	BPRS PNM Mentari		BPRS	-	PNM Ventura Syariah: 66.19% Individual: 33.81%	Jl. Merdeka No.54, Jayaraga, Kec. Tarogong Kidul, Kabupaten Garut, Jawa Barat 44151
21	BPRS PNM Patuh Beramal Amali		BPRS	-	PNM Ventura Syariah: 79,68% Individu: 20.32%	Jl. Dr. Soedjono No.99, Lingkar Selatan, Jempong Baru, Sekarbela, Mataram
22	BPRS Rizky Barokah		BPRS	-	PNM Ventura Syariah: 95.43 % Individu: 4.57%	Jalan Bintaro Utama 9 Blok HB19 No.3A Bintaro, Pd. Pucung, Kec. Pd. Aren, Kota Tangerang Selatan, Banten 15229
23	BPRS Haji Miskin		BPRS	-	PNM Ventura Syariah: 58.01 % Individu: 41.99%	Jalan Raya Bukittinggi-Padang Panjang KM 10 Simpang Koto Tinggi Nagari Pandai Sikek Kec.X Koto Kab. Tanah Datar

Management Structure of the Main Entity and Members of the BRI Financial Conglomeration Position December 31, 2025

The composition of the Board of Commissioners/Supervisory Board and Board of Directors as well as the Sharia Supervisory Board of BRI Financial Conglomerates Members was as follows:

PT Bank Raya Indonesia Tbk		
Board of Commissioner	Muhamad Sidik Heruwibowo	President Commissioner
	Johanes Kuntjoro Adisardjono	Independent Commissioner
	Retno Wahyuni Wijayanti	Independent Commissioner
	Nyimas Dewi Ratih Kamil	Commissioner
Board of Director	Ida Bagus Ketut Subagia	President Director
	Danar Widyantoro	Director of Risk Management, Compliance & Human Capital
	Rustarti Suri Pertiwi	Director of Finance
	Lukman Hakim	Director of Digital & Operasional
	Kicky Andrie Davetra	Director of Business

PT Asuransi BRI Life		
Board of Commissioner	Muhammad Syafri Rozi	President Commissioner
	Lau Soon Liang	Commissioner
	Ubaidillah Nugraha	Independent Commissioner
	Hari Siaga Amijarso	Independent Commissioner
Board of Director	- (appointed as Acting President Director: Sutadi)	President Director
	Sutadi	Director of Marketing
	Lim Chet Ming	Director of Finance
	-	Director of Compliance & Legal
	Andrew Bain	Director of Operational

PT BRI Asuransi Indonesia		
Board of Commissioner	Kris Hananto	President Commissioner
	Benny Imam Safii	Independent Commissioner
	Wahab Talahu	Independent Commissioner
Board of Director	R. Budi Legowo	President Director
	-	Director of Technical
	Sony Harsono W.S	Director of Operational and Finance
	Heri Supriyadi	Director of Compliance and Risk Management
	Recky Plangiten	Director of Business

PT BRI Multifinance		
Board of Commissioner	- (appointed as Acting President Commissioner: Sigit Murtiyoso)	Acting President Commissioner
	-	Commissioner
	Diah Defawati	Independent Commissioner
Board of Director	Wahyudi Darmawan	President Director
	Primartono Gunawan	Director of Business
	-	Director of Operational
	Ari Prayuwana	Director of Risk Management

PT BRI Danareksa Sekuritas		
Board of Commissioner	-	President Commissioner
	Donsuwan Simatupang	Independent Commissioner
Board of Director	- (appointed as Acting President Director: Fifi Virgantria)	President Director
	Fifi Virgantria	Director of Retail & Information Technology
	- (appointed as Acting Director of Investment Banking Advisory and Investment Banking Capital Market: Sirih Wahyono)	Director of Investment Banking Advisory and Investment Banking Capital Market
	Sirih Wahyono	Director of Finance & Risk Management

PT BRI Ventura Investama		
Board of Commissioner	-	President Commissioner
	Agoosh Yoosran	Independent Commissioner
	Henri	Independent Commissioner
Board of Director	- (appointed as Acting President Director: Markus Liman Rahardja)	President Director
	- (appointed as Acting Director of Finance: Indra Bayu Gunawan)	Director of Finance
	Markus Liman Rahardja	Director of Venture Investment

PT Pegadaian		
Board of Commissioner	Anto Mukti Putranto	President Commissioner
	Mei Ling*	Commissioner
	Kukrit Suryo Wicaksono	Independent Commissioner
	Trimedya Panjaitan	Independent Commissioner
	Martina	Independent Commissioner
	Syafa'at Perdana	Commissioner
	Loto Srinaita Ginting	Commissioner
	Umiyatun Hayati Triastuti	Commissioner
Board of Director	Damar Latri Setiawan	President Director
	Budi Wahju Soesilo	Vice President Director
	Ferdian Timur Satyagraha	Director of Finance & Strategic Planning
	Eka Pebriansyah	Director of Network and Operation
	Selfie Dewiyanti	Director of Marketing, Sales, and Product Development
	Ismail Ilyas	Director of Risk Management, Legal & Compliance
	Tribuana Tunggadewi	Director of Human Capital
	Yos Iman Jaya Dappu	Director of Information Technology and Digital

*) effective after obtaining approval of the Fit and Proper Assessment from the Financial Services Authority

PT Permodalan Nasional Madani		
Board of Commissioner	Drajad Hari Wibowo	President Commissioner /Independent Commissioner
	Veronica Colondam	Independent Commissioner
	Iwan Taufiq Purwanto	Commissioner
	Nurhaida	Independent Commissioner
	Anas Puji Istanto	Commissioner
	Ardhya Pratiwi Setiowati	Commissioner
Board of Director	Arief Mulyadi	President Director
	Sunar Basuki	Director of Operational
	Kindaris	Director of Business
	Yusron Avivi	Director of Digital and Information Technology
	Sahat Pangabahan Pangaribuan	Director of Finance and Risk Management
	Henry Y. K. Pangemanan	Director of Human Capital and Compliance

PT BRI Manajemen Investasi		
Board of Commissioner	-	President Commissioner
	- (Appointed as Acting Independent Commissioner: Kahlil Rowter)	Independent Commissioner
Board of Director	Arief Budiman*	President Director
	Ira Irmalia Sjam	Director

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PT PNM Investment Management		
Board of Commissioner	Tjatur H. Priyono	President Commissioner
	Adi Nugraha	Commissioner
Supervisory Board	Prof. Dr. K.H. Didin Hafidhuddin, M.S	Chairman
	Prof. Dr. Muhammad Syafii Antonio, M.Ec.	Member
Board of Director	Ade Santoso Djajanegara	President Director
	Solahuddin	Director
	Tony Wijayanto	Director

PT PNM Venture Capital		
Board of Commissioner	Agus Wibowo	President Commissioner
	Didik Krisdiyanto	Independent Commissioner
Board of Director	Rahfie Syaefulshaaf	President Director
	Feber Netyantaka	Director of Finance & Risk Management
	Prasetyo Heru	Director of Business

PT PNM Venture Syariah		
Board of Commissioner	Abianti Riana	President Commissioner /Independent Commissioner
	Anton Fahlevie	Commissioner
Supervisory Board	Prof. Dr. K.H. Didin Hafidhuddin, M.S	Chairman
	H. Hendri Tanjung, Ph.D	Member
Board of Director	Ananto Seno	President Director
	Akhmad Suhandi	Director of Finance Risk dan Operational
	Bambang Martanto	Director of Business

Dana Pensiun BRI		
Supervisory Board	Carang Thombara Putra	Vice Chair and Members of the Supervisory Board
	Yusuf Widiasmoro	Member of the Supervisory Board
	-	Sharia Supervisory Board
Board of Director	Ngatari	President Director
	Martua Hanry K Panggabean	Director of Money Market and Capital Market Investment
	Wahju Widiono	Director of Finance, Human Capital and Information Technology
	Prasetya Sayekti*	Director of Direct Participation Investment and Property

*) effective after obtaining approval of the Fit and Proper Assessment from the Financial Services Authority

Dana Pensiun Lembaga Keuangan BRI		
Supervisory Board	-	Chairperson of the Supervisory Board
	Bustomi	Member of the Supervisory Board
	Prof. Amin Suma	Sharia Supervisory Board
Pengurus	Arie Sus Miyanti	Chairman of the Board of Directors, taking charge of Risk Management and Compliance Functions
	Diah Rahmaputri	Member of the Board of Management taking charge of Investment and Finance Functions
	I Dewa Putu Adi Wijaya Murti	Management of the Funding Function

BRI Global Financial Services Co. Ltd.		
Board of Director	-	Non Executive Director
	Dimas Hendrasaputra	Executive Director

PT BPR Bringin Dana Sejahtera		
Board of Commissioner	Agus Ahdiyat	President Commissioner
	Toni Rohmadi	Commissioner
Board of Director	Ade Imron	President Director
	Joni Sukendro	Director of Operations taking charge of Compliance Function

PT BPR Syariah Rizky Barokah		
Board of Commissioner	Muhammad Djufri	President Commissioner
	Mohammad Amin	Commissioner
Supervisory Board	Hendri Tanjung	Chairperson of the Supervisory Board
	Dadang Romansyah	Member of the Supervisory Board
Board of Director	Andi Irnawati Ibrahim	President Director
	Asep Rianto	Director in Charge of the Compliance Function

PT BPR Syariah Haji Miskin		
Board of Commissioner	Sjafril Ruslim	Commissioner
Supervisory Board	Soedirman	Chairperson of the Supervisory Board
	Syafruddin Halimy Kamaluddin	Member of the Supervisory Board
Board of Director	Hendri Kamal	President Director
	Muhammad Nursal	Director
	Hadi Nurhendra	Director

PT BPR Syariah PNM Patuh Beramal Amali		
Board of Commissioner	Ir. Anis Mujahid Akbar	President Commissioner
	Siswo Pujono, Ak	Commissioner
Supervisory Board	Bohri Rahman, Lc., MA	Chairperson of the Supervisory Board
	Mastur, S.Pd	Member of the Supervisory Board
Board of Director	Yanuar Alfan, SE	President Director
	-	Director of Compliance

PT BPR Syariah PNM Mentari		
Board of Commissioner	Hersam Sudarisman	President Commissioner
	KH. Abdul Salim, Lc	Commissioner
Supervisory Board	Prof Dr H Yadi Janwari, MA	Chairman
	Khozin Abu Faqih	Member
Board of Director	Muhammad Haikal	President Director
	Yali Supyali	Director

PT Bringin Sejahtera Makmur		
Board of Commissioner	Hasanuddin	President Commissioner
	Zeni Hadi P	Commissioner
Board of Director	I Wayan Nasta	President Director
	Febriyanto Rahardjo	Director of Marketing
	-	Director of Operational

Dana Pensiun Pegadaian		
Supervisory Board	R. Swasono Amoeng Widodo	Chairman
	Mufri Yandi	Member
Direksi	Hermawan Aries Andi*	President Director
	Hananto	Director of Finance
	M. Andi Ibrahim S.	Director of Operational

*) effective after obtaining approval of the Fit and Proper Assessment from the Financial Services Authority

Composition of BRI Integrated Governance Committee as of December 31, 2025

The Integrated Governance Committee within the BRI Financial Conglomeration is a supporting body for the Main Entity's Board of Commissioners in supervising the implementation of Integrated Governance within the BRI Financial Conglomeration. The composition of the Integrated Governance Committee consists of:

1. Independent Commissioner, acting for the Chairman of one of the Committees of the Board of Commissioners of Financial Holding Company.
2. An Independent Commissioner representing and appointed from each Member of the BRI Financial Conglomeration, as a Member.
3. An Independent Party, as a Member.
4. A member of the Sharia Supervisory Board from each member of the BRI Financial Conglomeration, as a Member if they have sharia business activities.

In accordance with Decree Nokep: 11-KOM/BRI/11/2025 on November 3, 2025 regarding the Composition of Members of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk, the composition of the Integrated Governance Committee as of December 31, 2025 was submitted by referring to the Chapter of Corporate Governance, Sub-Chapter of Corporate Governance Structure and Mechanism.

Duties and Responsibilities of BRI's Integrated Governance Organs

Based on OJK Regulation No.18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and referring to the General Policy of Integrated Governance for BRI Financial Conglomerates, Integrated Governance organs in the Financial Holding Company and Financial Conglomerates Members have duties and responsibilities related to the implementation of Integrated Governance, namely as follows:

Board of Commissioners of Financial Holding Company

In implementing Integrated Governance, BRI's Board of Commissioners has duties and responsibilities, including:

1. Supervising the implementation of Integrated Governance in BRI Financial Conglomerates in accordance with the General Policy of Integrated Governance and its derivative policies.
2. Supervise the implementation of the duties and responsibilities of the PIKK Board of Directors, and providing direction or advice to the PIKK Board of Directors regarding the implementation of Integrated Governance policies, which include aspects such as, among others:
   a. Integrated Compliance;
   b. Integrated Risk Management;
   c. Integrated Internal Audit;
   d. Strategic Planning and Performance Management;
   e. Policy Formulation and Alignment; and
   f. Relationships with Stakeholders.

   Based on reporting by the Director and/or Head of the relevant Business Unit as well as the results of evaluations carried out by the Integrated Governance Committee every semester.
3. Evaluate the Integrated Governance Guidelines and provide direction and recommendations in order to improve the Integrated Governance Guidelines.
4. Oversee the implementation of Internal Audit for Financial Conglomeration Members so that it is in line with the PIKK Internal Audit policy.
5. Carry out supervision over the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, the articles of association and/or decisions of the GMS/Capital Owners.
6. Conduct evaluations and provide recommendations to PIKK and Member of BRI Financial Conglomerates based on reports and evaluations submitted by the Director and/or Head of Business Unit related to BRI and the results of evaluations carried out by the Integrated Governance Committee every semester.
7. Supervise, evaluate and ensure that the Integrated Governance Committee carries out its duties effectively.
8. Provide approval for actions within the scope of authority of the Board of Commissioners in accordance with BRI's Articles of Association relating to the management of BRI Financial Conglomeration Members.

9. Providing approval for Financial Conglomerates Plan drafted by the Directors of PIKK
10. Carry out other duties and responsibilities related to the management of BRI Financial Conglomerate Members in accordance with the provisions of the Articles of Association, GMS Resolutions, Board of Commissioners Work Procedure Guidelines, and applicable laws and regulations.

Directors of PIKK

In implementing Integrated Governance, the Directors of PIKK have duties and responsibilities, including:

1. Prepare and refine the Integrated Governance Guidelines based on the direction and/or recommendation of the PIKK Board of Commissioners;
2. Direct, monitor and evaluate the implementation of the Integrated Governance Guidelines;
3. Follow up on directions or advice from the PIKK Board of Commissioners in the context of evaluating the implementation of Integrated Governance.
4. Monitor and evaluate the implementation of integrated governance including integrated compliance, integrated internal audit, integrated risk management, performance of Subsidiary Companies, as well as other integrated aspects.
5. Provide direction and recommendations for the implementation of Integrated Governance including performance evaluation.
6. Ensure alignment of strategic plans between the PIKK and BRI Financial Conglomerate Members.
7. Holding a GMS in the event that there is a corporate action or other matter related to the management of the Subsidiary Company which is required to obtain a GMS decision.
8. Prepare BRI's Long Term Plan and Company Work and Budget Plan, including those relating to the management of Financial Conglomeration Members.
9. Ensure the implementation of synergy within the BRI Financial Conglomeration environment between BRI and Financial Conglomeration Members and/or between Financial Conglomeration Members.
10. Ensure that audit findings and recommendations from the integrated internal audit business unit, external auditors, OJK supervision results and/or other authorities are followed up by the PIKK and Members of the BRI Financial Conglomerate.
11. Carry out other duties and responsibilities related to the management of Financial Conglomeration Members in accordance with the provisions of the Articles of Association, GMS Resolutions, Board of Commissioners Work Procedure Guidelines, and applicable laws and regulations.

Integrated Governance Committee

In implementing Integrated Governance, the BRI Integrated Governance Committee has duties and responsibilities, including:

1. Evaluate the implementation of integrated governance through an assessment of the adequacy of internal control, implementation of compliance functions and implementation of integrated risk management, as well as the implementation of other relevant integrated aspects, including the fulfillment of sharia principles from Financial Conglomerate LJKs that have sharia businesses.
2. Provide recommendations to the Board of Commissioners of the PIKK for improvements to the Integrated Governance Guidelines if necessary;
3. Provide strategic input to the Board of Commissioners of the PIKK to be submitted to the Board of Directors of the PIKK regarding the implementation of Integrated Governance.
4. Submit the evaluation results of the Self-Assessment Report on the Implementation of Integrated Governance (SelfAssessment) every semester to the Directors of the PIKK.
5. Submit the evaluation results of the Annual Report on the Implementation of Integrated Governance to the PIKK Board of Commissioner.
6. Communicate with the Integrated Business Unit through the relevant Directors in charge of the function, to obtain the necessary information, clarification and reports.

Director of BRI Financial Conglomerates Management

1. Developing and establishing a consistent BRI Financial Conglomerates' strategy and risk appetite for each member of BRI Financial Conglomerates.
2. Improving and implementing a compliance monitoring framework for members of BRI Financial Conglomerates.
3. Assessing the strategy and risk appetite of members of BRI Financial Conglomerates to ensure alignment with the overall strategy and risk appetite of BRI Financial Conglomerates.
4. Conducting periodic reviews of BRI Financial Conglomerate's strategy and risk appetite at least annually to ensure their relevance to the development of BRI Financial Conglomerates and making adjustments in the event of material changes.
5. Supervising members of BRI Financial Conglomerates, while maintaining the responsibilities and governance of each individual member.
6. Ensuring compliance with regulations and corrective actions taken by members of BRI Financial Conglomerates performed in accordance with regulations.
7. Implementing prudent principles, including good corporate governance and risk management within BRI Financial Conglomerates.
8. Participating in supporting the implementation of sound and competitive business activities of BRI Financial Conglomerates Members, being free from conflicts of interest, and maintaining the business sustainability of BRI Financial Conglomerates Members.

Co-Director of BRI Financial Conglomerates Management
Conducting duties, responsibilities and authorities in accordance with the determination and delegation of the Director of BRI Financial Conglomerates Management.

Director of BRI Financial Conglomerates Member Supervision
1. Serving as a mentor and supervising the alignment of BRI's strategy with BRI Financial Conglomerates Member, including the implementation of strategic plans and KPI achievement for BRI Financial Conglomerates Member where the Board of Directors is appointed as Director of Supervision.
2. Serving as a mediator for aspirations and issues experienced by BRI Financial Conglomerates Member, where the Board of Directors is appointed as Director of Supervision, related to their relationship with BRI.
3. Monitoring the implementation of risk management within BRI Financial Conglomerates Member, in conjunction with the Integrated Risk Management Business Unit, including providing guidance on establishing RAS and monitoring its utilization.
4. Escalating issues or aspirations from BRI Financial Conglomerates Member, where the Board of Directors is appointed as Director of Supervision, related to their relationship with BRI, to Board of Directors meetings.
5. Presenting strategic policies decided/agreed upon by the Board of Directors of PIKK to BRI Financial Conglomerates Member, where the Board of Directors is appointed as Diretcor of Supervision.
6. Collaborating with the Integrated Business Unit, supervising the follow-up to the resolution of audit findings and/or commitments resulting from authority supervision within BRI Financial Conglomerates Member where the Board of Directors is appointed as Director of Supervision.

Financial Conglomerates Governance Committee
Taking responsibility for the alignment of the implementation of Integrated Governance (performance, governance, compliance, risk management and internal audit) and supervising BRI Financial Conglomerates, Coordination of the implementation of control, consolidation and responsibility for BRI Financial Conglomerates' activities, Implementation of the prudential principle in BRI Financial Conglomerates comprehensively, Management of the relationship of BRI Financial Conglomerates with the wider group, if PIKK is part of a wider group structure, Fulfillment of resources for each member of BRI Financial Conglomerates, with Sub Committees consisting of the Capital, Investment & Strategy Sub Committee, Integrated Human Capital Sub Committee, Integrated Compliance Sub Committee, Integrated Internal Audit Sub Committee, Integrated Risk Management Sub Committee and Integrated Information Technology Sub Committee.

Financial Conglomerates Management Business Unit
1. Taking responsible for managing the Planning, Performance Management, Synergy, and Governance of BRI Financial Conglomerates Member and coordinating BRI Financial Conglomerates Management carried out by the Integrated Business Unit, which includes aspects of Integrated Compliance, Integrated Risk Management, Integrated Internal Audit, Integrated Human Capital, and Integrated Information Technology.
2. Organizing the Implementation of BRI Financial Conglomerates Governance Committee and the Capital, Investment & Strategy Sub-Committee, and coordinating the implementation of the Integrated Compliance Sub-Committee, Integrated Risk Management Sub-Committee, Integrated Internal Audit Sub-Committee, Integrated Human Capital Sub-Committee, and Integrated Information Technology Sub-Committee, together with the in-charge Integrated Business Unit.

Integrated Compliance Unit
In implementing Integrated Governance, the Integrated Compliance Unit has duties and responsibilities, including:
1. Monitor and evaluate the implementation of the compliance function at Member of a Financial Conglomerate.
2. Provide input to the Director of Legal and Compliance in implementing the compliance function within the BRI Financial Conglomerate.
3. Submit recommendations for improving the implementation of the compliance function at the member of the BRI Financial Conglomerate of Financial Service Institution based on the results of the evaluation report on the duties and responsibilities of the Compliance Unit in each member of the BRI Financial Conglomeration.
4. Carry out and coordinating the implementation of the Integrated Governance Self-Assessment every semester in the context of reporting to the OJK.
5. Submit the Annual Report on the Implementation of Integrated Governance to the regulator in a timely manner.
6. Periodically assess the level of maturity in implementing the compliance function at the BRI Financial Conglomerate of Financial Service Institution.
7. Conduct and coordinate the implementation of evaluations of the BRI Financial Conglomerate's Integrated Governance Policy.
8. Convey the latest relevant provisions/regulations to members of the BRI Financial Conglomerate for information and for follow-up.
9. Prepare and submit a report on the results of the evaluation of the implementation of the duties and responsibilities of the Integrated Compliance Function to the Director of Legal and Compliance Director of BRI and Director of BRI Financial Conglomerates Management and/or Co-Director of BRI Financial Conglomerates Management.

10. Communicate and coordinate with the Compliance Unit of members of the BRI Financial Conglomeration periodically, at least 2 (two) times a year in order to carry out their duties.
11. Coordinate with the Compliance Unit of members of the BRI Financial Conglomeration in the event that there is an escalation of problems related to compliance that require the support of Financial Conglomerate Holding Company in resolving them.

Integrated Risk Management Business Unit

In implementing Integrated Governance, the Integrated Risk Management Business Unit has duties and responsibilities, including:

1. Providing recommendations to the PIKK Board of Directors and the Integrated Risk Management Sub-Committee on the development and refinement of Integrated Risk Management policies.
2. Monitoring the implementation of Integrated Risk Management policies, including developing procedures and tools for risk identification, measurement, monitoring, and control.
3. Supervising risks on BRI Financial Conglomerates Member.
4. Conducting integrated stress testing.
5. Reviewing periodically to ensure:
   a. risk assessment methodology accuracy.
   b. adequacy of management information system implementation.
   c. policies and procedures accuracy, and the establishment of integrated risk limits.
6. Providing opinions on proposed investments and divestments of BRI Financial Conglomerates Member that are strategic and significantly impact integrated risk exposure. Opinions focus on the ability to manage risk exposure, including the completeness of the systems and procedures used and their impact on overall risk exposure.
7. Providing information to the Integrated Risk Management Sub-Committee on matters requiring follow-up related to the evaluation results of the implementation of Integrated Risk Management, including the magnitude and maximum risk exposure that require the attention of the PIKK Board of Directors or BRI Financial Conglomerates Member.
8. Preparing and submitting reports on the Integrated Risk Profile, Integrated Capital Adequacy and Consolidated Sound Level periodically to the PIKK Board of Directors within the Integrated Risk Management Sub-Committee and to the OJK.

Integrated Internal Audit Business Unit

In implementing Integrated Governance, the Integrated Audit Business Unit has duties and responsibilities, including:

1. Assist the duties of the Director of PIKK, the Board of Commissioners of PIKK, and the Integrated Governance Committee in supervising the implementation of the internal audit function within the BRI Financial Conglomerate.
2. Conducting analyses and assessments in finance, accounting, operations, and other activities through independent, objective, and professional audits at levels of the Company's business units, as well as conducting special audits, if necessary.
3. Testing and evaluating the implementation of internal control, risk management, and governance processes in accordance with Company policies.
4. Conducting audits and assessments of the efficiency and effectiveness of finance, accounting, operations, human resources, information technology, and other activities..
5. Providing recommendations for improvement and objective information on audited activities at management levels.
6. Drafting standards for implementing an integrated internal audit function that, minimally, cover the matters stipulated in the Internal Audit Professional Standards as a guideline for Internal Audit in performing its duties.
7. Developing a program to improve the quality of the internal audit function and assess the maturity level of the Internal Audit Unit (SKAI) of Financial Conglomerates Member.
8. Supervising the implementation of the internal audit function within BRI Financial Conglomerates, including, minimally as follows:
   a. Audit Activity Reports and Audit Result Key Reports for BRI Financial Conglomerates Member;
   b. Areas experiencing significant increases in risk and significant fraud incidents within BRI Financial Conglomerates Member;
   c. The quality of the Internal Audit Unit (SKAI) of BRI Financial Conglomerates member, including but not limited to audit methods and procedures, human capital, and audit tools.
   d. Assessment of the maturity level of the internal audit function of BRI Financial Conglomerates Member.
   e. Implementation of Quality Assurance and Monitoring of follow-up improvements
9. Integrated Internal Audit Business Unit communicates with Internal Audit Business Unit members of the BRI Financial Conglomeration regularly, at least 2 (two) times a year regarding the results of audits of Internal Audit Business Unit members of the BRI Financial Conglomeration, issues or problems that have a significant impact on the conditions of members of the BRI Financial Conglomeration and developments carried out by Internal Audit Business Unit members of the Financial Conglomeration in order to provide added value to the Company.
10. Reporting significant findings to the President Director and Board of Commissioners of PIKK through the Audit Committee of PIKK, with copies sent to the PIKK Director in charge of compliance, the Director in charge of the Financial Conglomerate's management function, and

the President Directors of the Financial Conglomerates Member for prompt corrective action.

11. The Integrated Internal Audit Unit (PIKK) aligns the implementation of internal audits within the Financial Conglomerates Member in an integrated manner by determining audit implementation strategies and formulating internal audit principles, including audit methodology and quality control implementation steps.
12. The Integrated Internal Audit Unit (PIKK) submits the Integrated Internal Audit Implementation and Key Points of Results Report (Integrated Internal Audit Report) to the PIKK President Director, PIKK Board of Commissioners, and the PIKK Director in charge of compliance, with a copy submitted to the PIKK Audit Committee and the PIKK Integrated Governance Committee.

Integrated Human Capital Business Unit

To perform BRI Financial Conglomerates Management (KK), Integrated Human Capital Business Unit has duties and responsibilities in managing synergy of Human Capital (HC) aspects, comprising of:

1. Developing and reviewing BRI's Integrated HC strategies and policies, including:
   a. Short-, medium-, and long-term BRI's Integrated HC management strategies;
   b. BRI's Integrated HC governance and management policies.
2. Performing BRI Financial Conglomerates Integrated HC management function, including:
   a. Internalizing and disseminating BRI's Integrated HC management policies;
   b. Proposing talent for BRI's Financial Conglomerates Member Management;
   c. Proposing remuneration for BRI's Financial Conglomerates Member Management;
   d. Proposing individual performance assessments for Assigned Workers of BRI's Financial Conglomerates Member;
   e. Managing BRI's Financial Conglomerates Member Worker capability improvement programs;
3. Monitoring and evaluating the implementation of BRI Financial Conglomerates Integrated HC's policies and strategies management periodically, when necessary.

Integrated Information Technology Business Unit

To perform the implementation of Integrated Governance, Integrated Information Technology Business Unit has duties and responsibilities as follows:

1. Developing, formulating, and establishing Integrated Information Technology Governance provisions that align with regulatory requirements, best practices, and business needs for BRI Financial Conglomerates Member.
2. Executing and coordinating the implementation of the established Integrated Information Technology Governance within BRI Financial Conglomerates to ensure its effective and consistent implementation across all member entities.
3. Conducting ongoing monitoring and supervising Integrated Information Technology Governance implementation activities to ensure compliance with established policies, standards, and targets.
4. Conducting regular evaluations of the effectiveness of Integrated Information Technology Governance implementation, including identifying issues, risks, and opportunities for continuous improvement to enhance the quality of IT governance.
5. Developing and establishing Information Technology governance maturity levels and technology standards to be adopted by BRI Financial Conglomerates Member as a reference for IT development and management.
6. Implementing information technology maturity measurement and technology standards across BRI Financial Conglomerates Member systematically and integratedly.
7. Performing regular monitoring and reviewing gaps in IT maturity measurements and technology standards, and encouraging the development and implementation of corrective action plans for BRI Financial Conglomerates Member.
8. Developing, implementing, monitoring, and evaluating BRI Financial Conglomerates Information Technology Synergy to improve efficiency, effectiveness, and optimizing IT resource utilization across entities.
9. Managing and coordinating the activities of the Financial Conglomerate Integrated Information Technology Sub-Committee, including agenda planning, facilitating strategic discussions, and following up on resulting decisions and recommendations.
10. Providing IT consulting and mentoring services to BRI Financial Conglomerates Member regarding strategy, governance, architecture, security, and IT development in accordance with integrated policies.
11. Coordinating with relevant business units within the integrated scope and acting as a single point of contact (SPOC) for BRI Financial Conglomerates Integrated Information Technology activities.
12. Preparing and submitting periodic progress reports on the implementation of BRI Financial Conglomerates Integrated Information Technology Governance to management and relevant stakeholders (the Board of Directors of PIKK).

Board of Commissioners of Members of the BRI Financial Conglomerate

The duties and authority of the Board of Commissioners of members of the BRI Financial Conglomeration in implementing Integrated Governance refer to the Articles of Association of members of the BRI Financial Conglomeration, Work Guidelines and Rules for members of the BRI Financial

Conglomeration, internal regulations for other members of the BRI Financial Conglomeration, as well as the provisions of applicable laws and regulations.

In implementing Governance integration, the Board of Commissioners, members of the BRI Financial Conglomeration, have duties and responsibilities, including:

1. Supervise the implementation of governance, policies, duties and responsibilities of the Board of Directors of members of the BRI Financial Conglomerate as well as follow up on audit results from internal and external parties.
2. Provide advice to the Board of Directors of members of the BRI Financial Conglomerate regarding development plans for members of the BRI Financial Conglomerate, Company Long Term Plan, Company Work and Budget Plan, Policies, Articles of Association and GMS Decisions of members of the BRI Financial Conglomerate.
3. Form a committee and/or appoint parties to carry out functions that support the duties and responsibilities of the Board of Commissioners of members of the BRI Financial Conglomerate which include at least:
   a. Audit Monitoring;
   b. Compliance Monitoring; and
   c. Risk Management Monitoring
4. Hold meetings of the Board of Commissioners in accordance with the provisions of the Articles of Association of members of the BRI Financial Conglomeration and/or internal regulations of members of the BRI Financial Conglomeration which include frequency, presence of members of the Board of Commissioners, and procedures for decision making.
5. Form work guidelines for the Board of Commissioners for members of the BRI Financial Conglomerate.
6. Provide approval for actions within the scope of authority of the Board of Commissioners of members of the BRI Financial Conglomerate in accordance with the Articles of Association of members of the BRI Financial Conglomerate.
7. Carry out other tasks stipulated in the Articles of Association of members of the BRI Financial Conglomeration, the GMS Resolutions of members of the BRI Financial Conglomeration, and applicable laws and regulations.

Board of Directors of Members of the BRI Financial Conglomerate

The duties and authority of the Board of Directors of members of the BRI Financial Conglomeration in implementing Integrated Governance refer to the Articles of Association of the members of the BRI Financial Conglomeration, the Work Guidelines and Regulations for members of the BRI Financial Conglomeration, internal regulations for members of the BRI Financial Conglomeration, as well as the provisions of applicable laws and regulations. In implementing Integrated Governance, the Board of Directors, members of the BRI Financial Conglomeration, have duties and responsibilities, including:

1. Carry out all actions related to the management of members of the BRI Financial Conglomeration in accordance with the aims and objectives of the members of the BRI Financial Conglomeration.
2. Manage members of the BRI Financial Conglomeration in terms of operations, business, human capital, risk management, finance, information technology, internal control systems, and other management aspects related to the businesses of members of the BRI Financial Conglomeration.
3. Organize a GMS for members of the BRI Financial Conglomerate in accordance with the procedures stipulated in the Articles of Association and statutory regulations.
4. Prepare Company Long Term Plan and Company Work and Budget Plan for members of the BRI Financial Conglomerate.
5. Implementing governance principles including compliance with sharia principles of the BRI Financial Conglomerate Subsidiary Company which is a sharia entity.
6. Follow up on audit findings by internal and external parties.
7. Ensure the availability of work regulations for members of the BRI Financial Conglomeration;
8. Align the strategies of BRI Financial Conglomerate members with the strategies of PT Bank Rakyat Indonesia (Persero) Tbk.
9. Implement synergy policies within the members of the BRI Financial Conglomeration.
10. Implement BRI policies relating to members of the BRI Financial Conglomerate.
11. Form committees under the Board of Directors of members of the BRI Financial Conglomeration if necessary.
12. Organize Board of Directors meetings in accordance with the provisions of the Articles of Association of members of the BRI Financial Conglomeration and/or internal regulations of members of the BRI Financial Conglomeration which include frequency, attendance of members of the Board of Directors, and procedures for decision making.
13. Carry out other duties and responsibilities stipulated in the Articles of Association of members of the BRI Financial Conglomerate, the GMS Resolutions of members of the BRI Financial Conglomerate, or applicable laws and regulations.

Sharia Supervisory Board

The Sharia Supervisory Board has at least the following duties and responsibilities:

1. Provide advice and suggestions to the Board of Directors and supervise Financial Service Institutions activities so that they comply with sharia principles.
2. Provide advice and suggestions to the Board of Directors and supervise Financial Service Institutions activities so that they comply with sharia principles.

Intra Group Transaction Policy (Identifying, Managing and Mitigating Intra Group Transactions)

Intragroup Transaction Policy and Management

Interconnectivity between entities, including the PIKK and members of the Financial Conglomerate, creates a mutually supportive business ecosystem and encourages the formation of various intragroup transactions. Intragroup Transactions are defined as financial or non financial transactions conducted between entities within a single Financial Conglomerate.

To support the implementation of Intragroup Transactions, BRI has implemented good and adequate governance, and possesses guidelines and provisions for transaction execution prepared in accordance with regulatory requirements. Furthermore, in conducting Intragroup Transactions, the PIKK and every member of the Financial Conglomerate are required to meet the criteria for healthy Intragroup Transactions by observing the Arm's Length Principle or *Prinsip Kewajaran dan Kelaziman Usaha (PKKU)*. In detail, BRI's internal regulations govern matters related to:

A. Intragroup Risk Management

Intra-group Transaction Risk is the risk resulting from the dependence of an entity, either directly or indirectly, on another entity in a Financial Conglomerate in order to fulfill written or unwritten agreement obligations that are followed by the transfer of funds and/or are not followed by the transfer of funds.

Intragroup Risk Management is implemented through:

1. Intra-group Risk Identification
   a. PIKK periodically identifies all intra-group risks of the Financial Conglomerate using a method or system to identify risks in the Financial Conglomerate. Intra-group transaction risks may arise from, among others:
      - Cross-ownership between entities in BRI's KK.
      - Centralization of short-term liquidity management.
      - Guarantees, loans, and commitments provided or obtained by a Financial Services Institution (LJK) from other Financial Services Institution within the Financial Conglomerate.
      - Exposure to controlling shareholders, including loan and off-balance sheet exposures such as guarantees and commitments.
      - Purchase or sale of BRI assets to a Financial Services Institution (LJK) from another LJK within the Financial Conglomerate.
      - Risk transfer through reinsurance.
      - Transactions to transfer third-party risk exposures between a Financial Services Institution (LJK) and another LJK within the Financial Conglomerate.
   b. The intra-group risk identification process is carried out by conducting an analysis of each type of intra-group transaction in the BRI Financial Conglomerate business, which among others may be based on past loss experiences that have occurred.
2. Intra-group Risk Measurement
   a. In order to carry out Intra-group Risk measurement, PIKK carries out:
      - periodic evaluation of the suitability of assumptions, data sources, and procedures used to measure risk, in accordance with business developments and external conditions that affect the financial condition of the Financial Conglomerate; and
      - improvements to the risk measurement method if there are changes in factors that materially and significantly affect the risk, including if there is an addition of a new business line that can affect the financial condition of the Financial Conglomerate.
   b. Risk measurement methods and systems can be carried out quantitatively and/or qualitatively which are used to measure BRI's KK risk exposure as a reference for carrying out control.
   c. The selection of measurement methods and systems is adjusted to the characteristics and complexity of the Financial Conglomerate's business activities.
   d. Measurement methods and systems must at least be able to measure:
      - sensitivity of the Financial Conglomerate to changes in influencing factors, both in normal and abnormal conditions;
      - tendencies of changes in the factors in question based on fluctuations that occurred in the past and their correlation;
      - individual risk levels;
      - overall risk exposure and per type of risk, taking into account the interrelationships between types of risk; and
      - all risks inherent in all BRI KK transactions that can be integrated into the Management Information System.

e. The risk measurement process must clearly contain the validation process, validation frequency, data and information documentation requirements, evaluation requirements for the assumptions used, before a methodology is applied by KK BRI.

3. Intra-group Risk Monitoring
   a. PIKK monitors the magnitude of risk exposure, risk tolerance, limit compliance, and stress test results as well as consistency of implementation with established policies, procedures, and limits.
   b. PIKK prepares an effective back-up system and procedures to prevent disruptions in the risk monitoring process, and periodically checks and re-evaluates the backup system.
   c. In order to carry out risk monitoring, PIKK carries out:
      - evaluation of risk exposure through monitoring and reporting of risk exposures that are material or have an impact on the capital conditions of BRI's KK; and
      - improvement of the reporting process and scope, including if there are changes in business activities, products, transactions, risk factors, information technology and Integrated Risk Management Information Systems that are material.
4. Intra-group Risk Control
   a. PIKK determines the Risk Appetite and Intragroup Risk limits in accordance with the risk philosophy and applicable provisions. The determination of risk limits is adjusted to the risk exposure and the level of risk to be taken and risk tolerance.
   b. Other risk controls can be carried out, among others, by hedging, formulating intragroup transaction calculation methods, and adding capital to absorb potential losses.

In the second semester of 2024 and the first semester of 2025, BRI's intra-group risk is at a low to moderate risk rating.

B. Identification of Intragroup Transaction Parties and Classification of Intragroup Transactions

Parties included in Intragroup Transactions are parties or entities within the scope of the BRI Financial Conglomerate as determined by the Financial Services Authority (OJK). In its management, intragroup transactions are classified into several types of transactions, including lending transactions, fund placement transactions, service transactions, and others.

C. Pricing/Tariff Setting and Implementation of the Arm's Length Principle (PKKU) for Intragroup Transactions

In determining tariffs or prices for Intragroup Transactions, all entities within the Financial Conglomerate are required to observe the fulfillment of the Arm's Length Principle while continuing to consider external and internal regulations to ensure that pricing remains within a fair range.

Implementation of Integrated Governance In 2025

1. Strengthening the Implementation of Integrated Governance of Financial Conglomerates

In 2025, enhancements and strengthening of the implementation of Integrated Governance within the BRI Financial Conglomeration were carried out, including:

a. Updating of the BRI Financial Conglomerate Structure in alignment with POJK No. 30 of 2024 concerning Financial Conglomerates and Financial Conglomerate Parent Companies. The Financial Conglomerate Structure has received approval from the OJK through OJK Decree No. KEP-11/KS.1/2025 dated September 16, 2025, concerning the Approval of BRI as the Financial Conglomerate Parent Company (PIKK) of the BRI Financial Conglomerate.
b. The enhancement of Financial Conglomerate management includes the appointment of the Director and Co-Director of Financial Conglomerate Management, the BRI Financial Conglomerate Management Unit, and the BRI Integrated Work Units.
c. Measuring the maturity level of Integrated Governance within the BRI Financial Conglomerate.
d. The Integrated Corporate Governance Committee shall oversee the implementation of Corporate Governance within the members of the financial conglomerate in a tiered and proportional manner at every level, including the determination of oversight intensity, reporting mechanisms, and risk escalation, while taking into account the complexity and materiality of each entity.

2. Implementation of the Duties and Responsibilities of the Integrated Governance Committee

In carrying out its duties throughout 2025, the Integrated Governance Committee held 23 (twenty three) meetings to evaluate and ensure that governance implementation aligns with GCG principles within the BRI Financial Conglomeration.

3. **Implementation of Duties and Responsibilities of the Financial Conglomerate Management Unit**

   Throughout 2025, the details of the implementation of duties and responsibilities of the Financial Conglomerate Management Unit (UKPKK) are as follows:

   a. Formulation of the BRI Financial Conglomerate Corporate Plan in collaboration with other Integrated Work Units and Relevant Work Units.
   b. Coordinator for the fulfillment of the implementation of Financial Services Authority Regulation Number 30 of 2024 concerning Financial Conglomerates and Financial Conglomerate Parent Companies.

4. **Implementation of Duties and Responsibilities of the Integrated Compliance Unit**

   During 2025, details of the implementation of the tasks and responsibilities of the Integrated Compliance Unit were as follows:

   a. Implementation of Compliance Group Visit activities conducted through on-site visits to the Compliance Work Units of the BRI Financial Conglomerate Members to enhance the understanding of business processes within the BRI Financial Conglomerate members.
   b. Submission of the Annual Report on Integrated Governance Implementation of the BRI Financial Conglomeration to the Financial Services Authority.
   c. Monitoring the fulfillment of the Integrated Governance structure in accordance with regulatory requirements. including the Board of Commissioners, Board of Directors, Committees, Integrated Business Units, and Policies/Procedures.
   d. Self-Assessment of Integrated Governance within the BRI Financial Conglomeration, conducted semi-annually, with the report submitted to the Financial Services Authority.
   e. Self-Assessment of GCG, conducted both individually and on a consolidated basis, on a semi-annual basis.
   f. Evaluation of Compliance Function Implementation in FSIs within the BRI Financial Conglomeration, conducted quarterly, covering the following aspects:
      - Implementation of Good Corporate Governance (GCG).
      - Monitoring of prudential principles.
      - Commitment management.
      - Compliance risk management.
      - Implementation of the Anti-Money Laundering (AML), Countering the Financing of Terrorism (CFT), & Prevention of the Financing of Proliferation of Weapons of Mass Destruction (PPPSPM) programs.
      - Impact analysis of external regulations.
      - Reporting of Transactions/Decisions involving conflicts of interest.
      - Other relevant aspects
   g. Monitoring the implementation of regulations across each Member of the BRI Financial Conglomerate.
   h. Measurement of the Integrated Compliance Maturity Level within the BRI Financial Conglomeration.
   i. Review and updating of the assessment parameters for Integrated Governance and Compliance Maturity.
   j. Evaluation and review of the GCG self-assessment mechanism across each Member of the Financial Conglomerate.
   k. Updating the technical provisions for the implementation of integrated governance and integrated compliance.

5. **Implementation of Duties and Responsibilities of the Integrated Internal Audit Business Unit**

   Integrated Internal Audit encourages the implementation of a reliable internal audit function within the Financial Conglomerate, supported by an independent organizational structure and adequate auditor competence. Throughout 2025, Integrated Internal Audit carried out various work programs, including:

   a. Implementation of the Integrated Internal Audit Forum (IIAF) to enhance synergy and collaboration across the BRI Financial Conglomerate Internal Audit Units.
   b. Execution of the joint thematic audit on "Intragroup Transactions" conducted by the Integrated Internal Audit and the Internal Audit Units of the Financial Conglomerate Members.
   c. Performance of individual audits by the Integrated Internal Audit in PT BRI Danareksa Sekuritas, PT Permodalan Nasional Madani, and PT BRI Ventures.
   d. Implementation of the *Quality Assurance & Improvement Program* (QAIP) by the Integrated Internal Audit (PIKK) for 9 (nine) Internal Audit Units of the Financial Conglomerate Members (Bank Raya, BRI Life, BRI Danareksa Sekuritas, BRI Finance, BRI Insurance, PNM, Pegadaian, BRI Venture dan BRI Manajemen Investasi) to ensure that internal audit activities are conducted in accordance with both internal and external standards.
   e. Monitoring the implementation of the internal audit function and the performance of Members of the BRI Financial Conglomerate on a regular basis which is carried out every quarter with the scope of Monitoring including
      i. Monitoring the performance achievements of Financial Conglomeration Member Institutions and Members of the BRI Financial Conglomerate.
      ii. Monitoring the Audit Result Report of SKAI Members of the Financial Conglomerate.
      iii. Monitoring the realization/implementation of the Annual Audit Planning of SKAI for Financial Conglomeration Members..
      iv. Monitoring the follow-up of corrective actions

for significant findings and external/regulatory audit findings in BRI Financial Conglomeration Members.

v. Monitoring the follow-up of improvements from the results of internal audit maturity assessments and the Quality Assurance & Improvement Program implemented by Integrated SKAI (PIKK).

vi. Monitoring the fulfillment and development of human resources of SKAI for Financial Conglomeration Members.

f. Maturity level assessment of the Internal Audit Units of the Financial Conglomerate Members for 2025.

g. Conducting a workshop for the formulation of the BRI Financial Conglomerate Integrated Internal Audit Charter.

h. Updating the Integrated Internal Audit Charter in alignment with best practices and the latest regulations.

i. Formulation of the Integrated Internal Audit Report on a semi-annual basis.

j. Assignment of 10 (ten) BRI Internal Audit employees to the Internal Audit Units of the Financial Conglomerate Members to accelerate the transfer of knowledge from the Integrated Internal Audit (PIKK) to the Member's Internal Audit Units, with the following details:

i. Bank Raya Internal Audit: Head of Internal Audit (1 employee), Group Head (1 employee)

ii. BRI Life Internal Audit: Department Head (2 employee)

iii. BRI Finance Internal Audit: Head of Internal Audit (1 employee), Group Head (1 employee)

iv. BRI Insurance Internal Audit: Group Head (1 employee)

v. BRI Venture Internal Audit: Head of Internal Audit (1 employee)

vi. PNM Internal Audit (SPI) : Division Head (1 employee)

vii. DPPK BRI Internal Audit : Head of Internal Audit (1 employee)

k. Dissemination of Guidelines and Socialization for the preparation of the Annual Audit Plan to 20 Internal Audit Units of the Financial Conglomerate Members, taking into account corporate strategy, stakeholder concerns, risk assessment, and regulatory requirements.

l. Offsite monitoring of the BRI Financial Conglomerate Members conducted through data analysis, performance highlights, and other relevant documents/information to monitor performance and the implementation of strategic initiatives of the Financial Conglomerate Members.

m. Performance of the Integrated Governance Self-Assessment on a semi-annual basis.

n. Implementation of benchmarking for the Internal Audit Units of the Financial Conglomerate Members (Bank Raya, Pegadaian) against the Integrated Internal Audit (PIKK).

o. Efforts to improve the quality and competence of Internal Audit Business Unit members of the Financial Conglomerate, the following programs and certifications have been implemented, including:

i. Lateral Joiner Education for Internal Units of Financial Conglomerate Members

ii. Certified Forensic Auditor (CFrA)

iii. Certified Qualified Internal Auditor (QIA)

iv. Certified Anti Fraud Manager (CAFM)

v. Certified Ethical Hacker (CEH)

vi. Certified Hacking Forensic Investigator (CHFI)

vii. BSMR Certification

viii. Certified in Risk Governance Professional (CRGP)

ix. Associate Life Insurance Practitioner Certification

x. Certified Information Systems Auditor (CISA)

xi. Certified Fraud Examiner (CFE)

xii. Qualified Internal Auditor (QIA)

xiii. Broker-Dealer Representative Certification, Investment Manager Representative Certification, Underwriter Representative Certification

xiv. ISO 37001:2025, ISO 27001:2022, ISO 37301:2021

6. Implementation of the Duties and Responsibilities of the Integrated Risk Management Unit

Throughout 2025, the detailed implementation of the duties and responsibilities of the Integrated Risk Management Unit is as follows:

a. Implementation of the Integrated Risk Management Committee Forum (RMCT) held twice in 2025, on February 10, 2024, and August 25, 2024

b. Establishment of an Integrated Risk Appetite Statement (RAS) and KK Members that have been adjusted to each KK Member's Risk Management Model.

c. Conducting a self-assessment of the Integrated Risk Maturity Index (RMI) and that of the Subsidiaries, which is then submitted for decision at the RMCT Forum.

d. Submission of the Integrated Risk Profile Report (semi-annual) and Consolidated Report (quarterly) to the Financial Services Authority.

e. Submission of the Consolidated Soundness Level Report (semi-annual) to the Financial Services Authority.

f. Periodic monitoring of the Maximum Credit Limit and Fund Provisioning for the Financial Conglomeration.

g. Periodic monitoring of the LCR and NSFR positions as well as the IRRBB for the Consolidated entity.

h. Conducting analysis and preparing reports on Integrated Capital Adequacy (semi-annual), which are then presented at the RMCT Forum and reported to the Financial Services Authority.

i. Conducting integrated stresstest simulations (semiannual), which are then presented at the RMCT Forum.
j. Coordinating with SKMRT regarding integrated risk management in the following matters:
   i. Modeling credit scoring for KK Member
   ii. Modelling CKPN
k. Implementation of BRI Group In House Training related to the implementation of risk management (Market ATMR, VaR and IRRBB Calculation, LPG Policy, Stress Test) which is directly coordinated with BRI Corporate University.

7. Implementation of Duties and Responsibilities of the Integrated Human Capital Work Unit

Throughout 2025, the Integrated Human Capital Work Unit has carried out its duties and responsibilities through the implementation of the following activities:

a. Formulation of the BRI Financial Conglomerate Human Capital management strategies and policies, including:
   i. Formulation of the scope, organizational structure, duties, authorities, and responsibilities, as well as the working procedures of the Integrated HC Sub-Committee as regulated in the Decree of the BRI FInancial Conglomerate Governance Committee;
   ii. Preparation of the guidelines for the implementation of the BRI Financial Conglomerate Integrated HC Policy, which is part of the BRI Financial Conglomerate Implementing Guidelines;
   iii. Formulation of the remuneration policy proposal for the Management of BRI Financial Conglomerate Members.
b. Implementation of the BRI Financial Conglomerate Integrated HC Management functions, including:
   i. Internalization and socialization of the BRI Financial Conglomerate Integrated HC management policies
      - Conducting socialization for BRI Financial Conglomerate Members to provide explanations covering the BRI Financial Conglomerate organizational structure, the Financial Conglomerate management framework, the BRI Financial Conglomerate Integrated Human Capital policies within the BRI Financial Conglomerate Implementing Guidelines, and the management of Human Capital of the Members, including monitoring, evaluation, and reporting;
      - Organizing discussion forums with Level 1 and Level 2 Financial Conglomerate members for the alignment and standardization of Manpower Planning formulation in each entity;
      - Implementation of the HC Council People Analytics attended by Level 1 BRI Financial Conglomerate Members.
   ii. Submission of Talent proposals for the Management of Level 1 and Level 2 BRI Financial Conglomerate Members for the decision of the Talent Committee;
   iii. Submission of remuneration policy proposals for the Management of Level 1 and Level 2 BRI Financial Conglomerate members for the decision of the Capital Investment Committee;
   iv. Submission of individual performance assessment proposals for Assigned Employees of the BRI Financial Conglomerate Members for the decision of the Capital Investment Committee;
   v. Management of capability enhancement programs for Employees of the BRI Financial Conglomerate Members, including:
      - The Talent Secondment Program attended by Level 1 BRI Financial Conglomerate Members as an effort to create alignment in increasing the capability of Level 1 Member Employees and to provide opportunities for Member Employees to enhance skills, knowledge, and experience beneficial for their development;
      - Development programs attended by Level 1 BRI Financial Conglomerate Members through several programs, including the BRILiaN Future Leader Program, special request in-house training, leadership, and other programs.
c. Monitoring and evaluation of the BRI Financial Conglomerate Integrated HC management:
   i. Periodically monitoring routine reports required by regulations within the context of the financial conglomerate.
   ii. Evaluation of the 2024 Human Capital Maturity Assessment results of Level 1 BRI Financial Conglomerate Members as an effort to improve the quality of Human Capital management policies and strategies at BRI as the Financial Conglomerate Parent Company and the respective members.
   iii. Implementation of the 2025 Human Capital Maturity Assessment at BRI, Pegadaian, and Permodalan Nasional Madani to ensure progress in improving the quality of Human Capital management at BRI as the PIKK and the two members.

8. **Implementation of Duties and Responsibilities of the Integrated Information Technology Work Unit**
   Throughout 2025, the Integrated Information Technology Work Unit carried out several activities regarding its duties and responsibilities, as follows:
   a. Formulating the Integrated IT Governance in alignment with the business direction, regulations and oversight requirements of the BRI Financial Conglomerate, to ensure IT alignment, effectiveness, and control across all member entities.
   b. Conducting socialization activities to enhance the understanding, awareness, and commitment of all BRI Financial Conglomerate Members toward the established Integrated IT Governance principles, policies, and mechanisms.
   c. Developing an IT maturity framework and technology standards to serve as a baseline for measuring, evaluating, and determining the IT maturity assessment of BRI Financial Conglomerate Members.
   d. Measuring IT maturity levels and providing assistance in partial gap assessment analysis for Financial Conglomerate Members as a basis for developing continuous improvement plans.
   e. Performing cyber security maturity assessments and providing assistance in gap assessment identification to strengthen the cyber security posture of Financial Conglomerate Members in accordance with applicable standards and frameworks.
   f. Conducting compliance assessments on technology implementation against established technology standards, partially across Financial Conglomerate Members, to ensure the effective and efficient utilization of technology.
   g. Providing assistance in the implementation of ongoing IT synergy initiatives and projects within the BRI Financial Conglomerate environment to ensure alignment with established strategies, governance, and standards.
   h. Providing assistance and consultation regarding the Information Technology needs of BRI Financial Conglomerate Members, such as IT governance, architecture, business processes, and the Software Development Life Cycle (SDLC)

Bad Corporate Governance Practice

As a financial institution committed to Good Corporate Governance, PT Bank Rakyat Indonesia (Persero) Tbk recognizes the importance of identifying and preventing risks that may lead to Bad Corporate Governance practices. Therefore, throughout 2025, BRI remained committed to refraining from actions and policies associated with Bad Corporate Governance, as shown in the following table:

No	Description	Implementation
1.	Reporting on company activities that harm the environment.	Nil
2.	Failure to disclose important legal matters faced by the company, its subsidiaries, members of the Board of Directors, and/or members of the Board of Commissioners in office, in the Annual Report	Nil
3.	Non-compliance with tax obligations.	Nil
4.	Discrepancies between the presentation of the annual report and financial statements with applicable regulations and Indonesian Financial Accounting Standards (SAK)	Nil
5.	Failure to disclose labor and employee-related cases.	Nil
6.	No disclosure of the company's operational segments.	Nil
7.	Discrepancy between the hardcopy and softcopy versions of the Annual Report.	Nil

COFFEE
BRI

Annual Report
2025

BRI
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Corporate Social Responsibility

SOCIAL PILLAR

Under the social pillar, BRI fulfills the Basic Human Rights for Quality Fairly and Equally.
The Programs implemented under this social pillar are as follows:

a. **BRI Peduli "Ini Sekolahku" Program**

BRI also attempted to create a safe, comfortable, and conducive educational environment while expanding access to inclusive education. In 2025, to support these efforts, BRI continued its BRI Cares "*Ini Sekolahku*" program at 12 (twelve) school locations in Pekanbaru, Bandung, Yogyakarta, Jakarta, Banjarmasin, and Denpasar. This program not only focused on improving the quality of educational facilities and infrastructure, especially for schools in remote areas facing infrastructure limitations, but also prioritized the construction and renovation of school buildings and learning support facilities. In addition, BRI also provided support in the form of educational scholarships for the excel and left-behind students. This initiative was expected to increase the effectiveness of the teaching and learning process, encourage improvements in the quality of education, and contribute to the development of superior and competitive human resources.

b. **"Preventing Stunting is Important" in Commemoration of National Nutrition Day 2025**

The BRI Cares program, "*Cegah Stunting itu Penting*," was implemented as a targeted social intervention to support improvements in children's health and strengthen public health services. Through a collaborative approach, the program's implementation was relevant to community conditions and supported the sustainability of stunting prevention efforts at the community level. Implementation of this program contributed to improving the quality of basic health services, expanding children's access to adequate nutrition, and reducing the economic pressure on families to meet their nutritional needs. Coinciding with the 2025 National Nutrition Day, BRI implemented the "Cegah Stunting itu Penting" program in Banjarmasin, Denpasar, Makassar, Yogyakarta, Manado, Padang, and Malang. Furthermore, the collaborative practices established through this program strengthened the integrated stunting management ecosystem at the local level.

c. **BRI Cares' 2025 Student Scholarship Program**

Education plays a crucial role in a nation's progress because it enables individuals to develop the knowledge and skills necessary to contribute positively to society. Quality education contributes to the development of superior human resources, which play a role in driving economic growth and maintaining social stability.

In line with this purpose, BRI, through its BRI Cares Program, distributed scholarships to approximately 200 high-achieving students and/or students from underprivileged families in Pekanbaru, Bandung, Yogyakarta, Jakarta, Banjarmasin, and Denpasar. Support for improving the quality of educational infrastructure, coupled with the provision of access to scholarships, was expected to create a more inclusive and high-quality education system, so it provided better learning opportunities for the younger generation. This program represented BRI's contribution to realizing Indonesia's Golden Generation 2045.

ECONOMIC PILLAR

BRI implemented several programs to create Job, Business, and Industry Opportunities Inclusively, including:

a. **Export Training**

Being a state-owned enterprise (SOE) focusing on the Micro, Small, and Medium Enterprises (MSMEs) segment, BRI continuously encouraged businesses, including the micro and ultra-micro segments, to grow and develop sustainably. The effort was the Export Training program, designed to increase the capacity and readiness of MSMEs to enter the global market. This program aimed to encourage business growth by increasing product competitiveness, expanding international market access, and strengthening business actors' understanding of the export process. Through this program, MSMEs were expected to increase product added value, expand business opportunities, and increase revenue while supporting the promotion of Indonesian products and culture in the global market. This program also emphasized BRI's role as a partner for MSME growth in strengthening the contribution of the small business sector to the national economy.

b. **Infrastructure Assistance for Gentan Market, Yogyakarta**

Traditional markets are an important pillar of the people's economy, yet they often deal with the competitive challenge from modern markets. Gentan Market in Ngaglik District, Sleman, is one of the daily markets that is a mainstay for many small and medium enterprises (SMEs) and serves as a center of economic activity for the surrounding community. Recognizing the vital role of traditional markets in the local economic ecosystem, BRI collaborated with the Industry and Trade Service of Sleman Regency to revitalize facilities at Gentan Market to improve the quality of market facilities and infrastructure. This revitalization aimed to increase market competitiveness by improving physical facilities, creating a more comfortable market environment for traders and visitors, and supporting the promotion and visibility of traders to further develop trading activities. This effort also strengthened Gentan Market's role as a local community economic center that is adaptive to the evolving needs of the community.

c. **Business Equipment Assistance for Coffee Farmers Group in Ijen**

The Ijen Agro-tourism area in Banyuwangi is one of the National Priority Rural Areas (KPPN) with superior coffee potential that can be developed into a high-value economic product as well as a community-based tourist attraction. To support the development of this potential, BRI collaborated with the Ijen Tourism Cluster (ITC) to strengthen the capacity of coffee farmers and entrepreneurs, starting from improving production quality to supporting processing facilities, so that entrepreneurs not only sold raw coffee beans but also could produce processed coffee products with added value. This program also strengthened the branding of "Kopi Banyuwangi" while increasing the income and welfare of local communities.

ENVIRONMENTAL PILLAR

Under the environmental pillar, BRI implemented sustainable ecosystem management, conservation, and restoration through the following programs:

a. ***Jaga Sungai*, *Jaga Kehidupan* in the 2025 World River Day**

The "*Jaga Sungai, Jaga Kehidupan*" program demonstrated BRI's commitment to strengthening the protection and sustainable management of river ecosystems through collaboration with Sungai Watch. This initiative focused not only on river cleanup but also highlighted increasing public ecological awareness of the importance of maintaining water quality, maintaining the balance of aquatic ecosystems, and reducing CO_2 emissions. Improving river environmental quality contributed to reducing the impact of pollution, improving environmental quality, and supporting ecosystem sustainability for surrounding communities. Benefits perceived by the community included improved public health, reduced disaster risks, and supporting the creation of green economic opportunities and a more sustainable quality of life. Through a participatory approach, this program encouraged environmentally friendly behavior and strengthens community-based river governance.

b. **BRI Peduli Yok Kita GAS (Waste Management Movement) Waste Management Journey**

Waste accumulation remained an environmental challenge in various regions due to low public awareness and suboptimal waste management. To respond to this situation, this program supported the establishment and strengthening of 3R TPS (TPS 3R) and Waste Banks in selected locations, driven by local heroes to reduce environmental pollution and health risks while encouraging active community participation. This program was implemented in several markets and focused on increasing capacity through education on waste sorting, waste management literacy, and understanding the economic value of waste, supported by strengthening infrastructure and facilities. Assistance provided included waste processing machines, Waste Bank operational vehicles, construction of maggot or Black Soldier Fly (BSF) facilities, trash bins, work safety equipment, uniforms, and other supporting equipment. Through this initiative, Waste Banks were expected to play an optimal role in creating a cleaner environment, increasing the economic value of waste, and supporting sustainable community-based waste management.

c. **BRI Cares' Grow & Green Coral Reef Transplantation Program**

Through the Grow & Green program, BRI continued its environmental conservation initiative through coral reef transplantation activities on Maratua Island (East Kalimantan), Kapoposang Island (Sulawesi), and Gili Matra (West Nusa Tenggara). This program aimed to restore underwater ecosystems to increase biodiversity while supporting the sustainability of fishing activities and marine tourism, which were sources of livelihood for coastal communities.

Through collaboration with local communities and environmental partners, Grow & Green integrates marine ecosystem conservation efforts with environment-based community empowerment. This program affirmed BRI's commitment to supporting sustainable development by strengthening coastal ecosystem resilience and sustainably improving the quality of life for coastal communities.

BRI

Annual Report
2025

BRI
Bank Rakyat Indonesia

OJK Index

Criteria	Explanation	Page	Regulation
GENERAL			
Annual Report is well printed and bound.		√	POJK 29
Annual Report must be reproduced in the form of printed copies of documents and electronic copies of documents.		√	POJK 29
Annual Reports are presented in Indonesian and foreign languages		√	POJK 29
Annual Report must be published on the Issuer's or Public Company's Website on the same date as the submission of the Annual Report to the Financial Services Authority.		√	POJK 29
PERFORMANCE HIGHLIGHTS			
Summary of important financial data contains financial information presented in comparative form for 3 (three) financial years or since starting their business if the Issuer or Public Company has been running its business activities for less than 3 (three) years.	Information includes, among others:		
	1. Sales revenue.	25	SEOJK 16
	2. Gross profit.	25	
	3. Operational profit.	25	SEOJK 9
	4. Profit before tax.	25	
	5. Net profit.	26	
	6. Profit and loss.	26	SEOJK 16
	7. Total comprehensive profit (loss).	26	SEOJK 9
	8. Total profit (loss) attributable to owners of the parent entity and noncontrolling interests.	26	SEOJK 16
	9. Total comprehensive profit (loss).	26	SEOJK 16
	10. Total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests.	26	
	11. Earnings (loss) per share.	27	SEOJK 9 SEOJK 16
	12. Total assets.	24	
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	14. Total equity.	25	
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	16. Loans received.	24	
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	18. Profit (loss) to equity ratio.	29	
	19. Profit (loss) to revenue/sales ratio.	29	
	20. Current ratio.	29	
	21. Liability to equity ratio.	29	
	22. Ratio of liabilities to total assets.	29	
	23. CAR ratio.	30	SEOJK 9
	24. Productive assets.	29	
	25. Non-performing loans (NPL) ratio.	29	

Criteria	Explanation	Page	Regulation
	26. Ratio of Operating Expenses to Operating Income (BOPO).	29	
	27. Cost to Income Ratio(CIR).	30	
	28. Net Interest Margin (NIM) ratio.	29	
	29. Percentage of violations and exceedances of the Legal Lending Limit (BMPK).	30	
	30. Statutory Reserve Ratio (GWM).	30	
	31. Net Open Position (NOP) Ratio.	30	
	32. Information and other financial ratios that are relevant to the issuer or public company and the type of industry.	30	SEOJK 9 SEOJK 16
Stock Information	Information on shares for Public Companies at least contains:		SEOJK 16
	1. Shares that have been issued for each quarter presented in comparative form for the last 2 (two) financial years, at least contain:		
	a. Number of outstanding shares.	33	
	b. Market capitalization is based on the price on the stock exchange where the shares are listed.	33	
	c. The highest, lowest and closing share prices are based on the price on the stock exchange where the shares are listed.	33	
	d. Volumetrading on the stock exchange where the shares are listed.	33	
	Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on the stock exchange. Information is presented in the form of graphs and tables.		
	2. Such as a stock split, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, and additions and capital reduction, share information as referred to in number 1) is added with an explanation of at least:	34	SEOJK 16
	a. The date of implementation of the corporate action.		
	b. Stock split ratios, reverse stock ratios, stock dividends, bonus shares, number of convertible securities issued, and changes in share nominal value.		
	c. bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham.		
	d. The number of outstanding shares before and after the corporate action.		
	e. The number of effect conversions implemented (if any).		
	f. Stock prices before and after corporate actions.		
	3. Dalam hal terjadi penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut.	34	SEOJK 16
	4. In the event of a temporary suspension of share trading (suspension) and/or delisting of shares during the financial year, the reasons for the temporary suspension of share trading (suspension) and/or delisting of shares (delisting) shall be explained.	34	SEOJK 16

Criteria	Explanation	Page	Regulation
REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS			
Directors Report	The Board of Directors' report contains at least a brief description of:		
	1. Performance of Issuers or Public Companies, at least includes:		
	a. Issuer's or Public Company's strategy and strategic policies (including for UUS if the Bank owns UUS).	56	SEOJK 9 SEOJK 16
	b. The role of the Board of Directors in formulating the strategy and strategic policies of the Issuer or Public Company.	56	SEOJK 16
	c. The process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy.	56	
	d. Comparison between the results achieved and those targeted by the Issuer or Public Company.	62	SEOJK 9 SEOJK 16
	e. Obstacles faced by Issuers or Public Companies.	62-63	
	f. Organizational structure.	54	SEOJK 9
	g. Main activity.	53	
	h. Information Technology.	59	
	i. Types of products and services offered, including lending to debtors of micro, small and medium enterprises.	53-54	
	j. Interest rates for raising and providing funds.	57-58	
	k. Economic development and target market.	54-55	
	l. Networks and business partners at home and/or abroad.	54	
	m. Number, type and location of offices.	54	
	n. Ownership of the Board of Directors, Board of Commissioners and shareholders in the Bank's business group.	63	
	o. Important changes that occurred in the Bank and the Bank's business group in the year concerned.	63-64	
	p. Important things that are expected to happen in the future.	63	
	q. Human resources include the number, level of education, training, and development of human resources.	54, 60	
	2. An overview of the business prospects of the Issuer or Public Company.	63	SEOJK 9 SEOJK 16
	3. Implementation of Issuer or Public Company governance.	64	
Report of the Board of Commissioners	The Board of Commissioners' report contains at least a brief description of:		
	1. Assessment of the Board of Directors' performance regarding the management of Issuers or Public Companies, including oversight by the Board of Commissioners in the formulation and implementation of the Issuer's or Public Company's strategy carried out by the Board of Directors.	71-76	SEOJK 16 SEOJK 9
	2. Views on the business prospects of Issuers or Public Companies compiled by the Board of Directors.	76-77	
	3. Views on the implementation of governance of the Issuer or Public Company.	77-83	
	4. Changes in the composition of the Board of Commissioners (if any) and reasons for the changes.	84-85	SEOJK 9
	5. Frequency and method of providing advice to members of the Board of Directors.	71-72	

Criteria	Explanation	Page	Regulation
Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners	Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report. Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report is prepared in accordance with the format of Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report.	88-89	SEOJK 16 POJK 29
COMPANY PROFILE			
Company name and full address	Access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:	92	SEOJK 9 SEOJK 16
	1. Address		
	2. Phone number		
	3. Email address		
	4. Website address		
Name and address of subsidiary and/ or branch office or representative office (if any)	Name and address of the subsidiary, including: a. Address b. Phone number c. E-mail address d. Website address	93-94	SEOJK 9 SEOJK 16
	Notes: if the company does not have subsidiaries, branch offices, and representative offices, so that it is disclosed.		
Brief history of Issuer or Public Company	Include among others: date/year of establishment, name, change of company name (if any), and effective date of change of company name.	96-99	SEOJK 9 SEOJK 16
	Notes: if the company has never changed its name, please disclose it.		
Vision, Mission and Corporate Culture	Includes:		SEOJK 9 SEOJK 16
	1. Company Vision	100	
	2. Company Mission	101	
	3. Statement that the vision and mission have been reviewed and approved by the Board of Directors/Board of Commissioners in the financial year.	101-103	
Business activities	Description of, among others:		SEOJK 9 SEOJK 16
	1. The company's business activities according to the latest articles of association.	104-105	
	2. Business Activities Undertaken.	105	
	3. Products and/or services produced.	105-115	
Operational Area	Issuer's or Public Company's operational area. The operational area is the area or area where operational activities are carried out or the scope of the company's operational activities.	116-118	SEOJK 16
Organizational structure	The organizational structure of the Issuer or Public Company in the form of a chart, at least up to 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions.	120-121	SEOJK 9 SEOJK 16
Association Membership	List of industry association memberships both on a national and international scale related to the implementation of sustainable finance.	122-123	SEOJK 16
Board of Directors Profile	Profile of the Board of Directors, at least contains:		SEOJK 9 SEOJK 16
	1. Name and position in accordance with the duties and responsibilities.	124-144	
	2. Latest photos.		

Criteria	Explanation	Page	Regulation
	3. Age		
	4. Citizenship.		
	5. Educational history and/or certification.		
	6. Position history, including information on:		
	a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned		
	b. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed.		
	c. Work experience and time period both inside and outside the Issuer or Public Company.		
	7. Affiliated relationships with other members of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank.	145	SEOJK 9 SEOJK 16 POJK 13
	8. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed.	146-149	SEOJK 16
Profile of the Board of Commissioners	Profile of the Board of Commissioners, at least contains:		SEOJK 9 SEOJK 16
	1. Name and position.	150-159	
	2. Latest photos.		
	3. Age.		
	4. Citizenship.		
	5. Educational history and/or certification.		
	6. Position history, including information on:		
	a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned		
	b. Legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned.		
	c. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed.		
	d. Work experience and time period both inside and outside the Issuer or Public Company.		

Criteria	Explanation	Page	Regulation
	7. Affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank.	160	SEOJK 9 SEOJK 14 SEOJK 16 POJK 17
	8. Statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms.	NA	SEOJK 16
	9. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed.	160-161	
Executive officer brief profile	Including the composition of executive officers along with their positions and a summary of Curriculum Vitae.	162-167	SEOJK 9
Number of employees and employee competency development data.	Data on employee competency development that has been carried out in the financial year consisting of parties (position levels) who attended training, types of training, and training objectives as well as equal opportunities for all employees.	168-173	SEOJK 9 SEOJK 16
	Employee competency development costs that have been incurred in the financial year.		
Shareholder composition	Names of shareholders and percentage of ownership at the beginning and end of the financial year, which consists of information regarding:		SEOJK 9 SEOJK 16 POJK 17
	1. Shareholders who own 5% (five percent) or more shares of Issuers or Public Companies.	177	
	2. Members of the Board of Directors and members of the Board of Commissioners who own shares of Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter shall be disclosedthe.	178-180	
	3. shares by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information regarding shareholders who are registered in the register of shareholders for the benefit of indirect ownership by members of the Board of Directors and members of the Board of Commissioners. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, then this matter must be disclosed. Directors and commissioners who own Shares (Directors and Board of Commissioners/Supervisory Board must report to the company regarding their and/or family's share ownership in the company concerned and other companies, including any changes thereto).	178-180	
	4. Group of public shareholders, namely groups of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company.	177-178	SEOJK 16
	5. Number of shareholders and percentage of ownership at the end of the financial year based on classification:	180	SEOJK 16
	a. Ownership of local institutions.		
	b. Ownership of foreign institutions.		
	c. Local individual ownership.		
	d. Foreign individual ownership.		
	The above information can be presented in tabular form.		
Major and controlling shareholder	Information regarding major shareholders and controllers of Issuers or Public Companies, either directly or indirectly, up to individual owners, presented in the form of a schematic or chart.	173	SEOJK 9 SEOJK 16

Criteria	Explanation	Page	Regulation
List of associate subsidiaries, venture companies	Names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of subsidiaries, associated companies, joint venture companies. For subsidiaries, information regarding the address of the subsidiary is added.	181	SEOJK 9 SEOJK 16
Information related to the Bank Business Group	Banks that are part of a business group and/or have Subsidiaries, must add:	192	SEOJK 9
	The structure of the Bank's business group which includes:		
	a. The structure of the Bank's business group consists of the Bank, Subsidiaries, sister companies, Parent Entity up to the ultimate shareholder.		
	b. Management linkage structure within the Bank's business group.		
	c. Shareholders acting on behalf of other shareholders. The definition of a shareholder acting on behalf of another shareholder is an individual shareholder or an entity that has the common goal of controlling the Bank, based on or not based on an agreement.		
Share listing chronology	Chronology of share listing, number of shares, number of listed shares after each corporate action, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the stock exchange where the Issuer's or Public Company's shares are listed, including stock splits (stock split), merger of shares (reverse stock), stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and reductions (if any).	192-199	SEOJK 16
Information on the listing of other securities	Information on the listing of other securities that are not yet due in the financial year at least contains the names of the securities, the type of corporate action that causes a change in the number of other securities, year of issue, interest rate/yield, maturity date, offering value, name of stock exchange where other securities are listed, and securities rating (if any).	200-206	SEOJK 16
Information on the use of public accounting services (AP) and public accounting firms (KAP)	Information on the use of public accounting services (AP) and public accounting firms (KAP) and their networks/associations/ alliance includes:	206	SEOJK 16
	1. Name and address.		
	2. Assignment period.		
	3. Information on audit and/or non-audit services provided.		
	4. Audit and/or non-audit service fees for each assignment given during the financial year.		
	5. In the event that the designated AP and KAP and their network/ association/alliance do not provide non-audit services, then the information shall be disclosed.		
	Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in tabular form.		
Name and address of supporting institution and/or profession.	Names and addresses of capital market supporting institutions and/or professions other than AP and KAP.	207	SEOJK 16
Awards and Certifications.	Information includes, among others:	208	SEOJK 9
	1. Name of award and/or certification (national and international scale).		
	2. Year of award and/or certification.		
	3. Awarding and/or certification bodies.		
	4. Validity period (for certification).		

Criteria	Explanation	Page	Regulation
MANAGEMENT DISCUSSION AND ANALYSIS OF THE COMPANY'S PERFORMANCE			
Bank Strategic Plan	1. Long term plan (corporate plan). 2. Medium and short term plans (business plan).	233-235	SEOJK 14 POJK 17
Operational review per business segment	Operational review per business segment according to the type of industry of the Issuer or Public Company, at least concerning:		SEOJK 9 SEOJK 16
	1. Explanation of each business segment.	242-307	
	2. Performance per business segment, among others:		
	a. Production, which includes process, capacity, and development.	244-303, 307-308	
	b. Increase/decrease in production capacity.	244-303, 307-308	
	c. Sales/business income.	304-306, 307-308	
	d. Profitability.	304-306, 307-308	
Description of the company's financial performance	Comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) financial years (in the form of narratives and tables), an explanation of the causes of the changes and the impact of these changes, at least concerning:		SEOJK 9 SEOJK 16
	1. Current assets, non-current assets, and total assets.	310-311, 313-319	
	2. Short term liabilities, long term liabilities and total liabilities.	311-312, 319-322	
	3. Funding (investment and giving loan/financing).	310-311, 313-319	
	4. Third party funds and other funding sources.	311-312, 319-322	
	5. Equity.	312, 322-323	
	6. Income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss).	324-332	
	7. Cash flow.	333-336	
	8. Basic loan interest rate.	336-337	SEOJK 9
Analysis of the quality of earning assets and relevant financial ratios.			SEOJK 9
Discussion and analysis of the ability to pay debts and the collectability of the company's receivables, by presenting the calculation of the relevant ratio according to the type of company's industry.	Explanation of:		SEOJK 16
	1. Ability to pay debts, both short term (liquidity) and long term (solvability).	337-339	
	2. Receivables collectibility level.	339-340	
Discussion on capital structure and management policies on capital structure (capital structure policy).	Top explanation:		SEOJK 16
	1. Details of the capital structure (capital structure).	348	
	2. Management policies on capital structure (capital structure policies).	346-347	
	3. Basis for selection of management policies.	346-347	
Discussion on material commitments for capital goods investment (not funding commitments) in the last financial year.	Explanation of:		SEOJK 16
	1. The purpose of the bond.	477	
	2. Source of funds expected to fulfill these ties.		

Criteria	Explanation	Page	Regulation
	3. The currency to be denominated.		
	4. The steps the company plans to take to protect against risks from related foreign currency positions.		
	Notes: if the company has no ties related to investment in capital goods in the last financial year to be disclosed.		
Discussion on investment in capital goods realized in the last financial year.	Explanation of:		SEOJK 9 SEOJK 16
	1. Types of investment in capital goods.	477	
	2. The purpose of investing in capital goods.		
	3. Investment value of capital goods issued in the last financial year.		
	Notes: if there is no realization of investment in capital goods, so that it is disclosed.		
Material information and facts occurring after the date of the auditor's report (if any)		478	SEOJK 16
Description of the company's business prospects.	The business prospects of Issuers or Public Companies are linked to industry conditions, the general economy and international markets accompanied by quantitative supporting data from reliable data sources.	478-479	SEOJK 16
Comparative information between targets at the beginning of the financial year with the results achieved (realization), and targets or projections to be achieved for the next year.	Comparison between targets/projections at the beginning of the financial year with the results achieved (realization), regarding:		SEOJK 16
	1. Sales revenue.	480-481	
	2. Profit and loss.	480-481	
	3. Capital structure.	481	
	4. Marketing.	481-492	
	5. HR Development.	482	
	6. Other matters deemed important by the Issuer or Public Company.	480	
	Targets/projections to be achieved by Issuers or Public Companies for the next 1 (one) year, regarding:		
	1. Sales revenue.	483	
	2. Profit and loss.	483	
	3. Capital structure.	483-484	
	4. Dividend policy.	484	
	5. Marketing.	484	
	6. HR Development.	484	
	7. Other matters deemed important by the Issuer or Public Company.	483	
Description of the marketing aspect.	Marketing aspects of the Issuer's or Public Company's goods and/or services, at least regarding marketing strategy and market share.	235-237	SEOJK 9 SEOJK 16
Description of dividends for the last 2 (two) financial years.	Description of dividends for the last 2 (two) financial years, at least:		SEOJK 16
	1. The dividend policy, among other things, contains information on the percentage of the amount of dividends distributed to net income.	485	
	2. Cash dividend payment date and/or non-cash dividend distribution date.		
	3. Amount of dividends per share (cash and/or non-cash).		
	4. The amount of dividends per year paid.		
	Notes: if there is no distribution of dividends, please state the reasons.		

Criteria	Explanation	Page	Regulation
Realization of the use of proceeds from the public offering (in the event that the company is still required to submit a report on the realization of the use of funds)	Realization of the use of proceeds from the public offering, under the condition:	488-489	SEOJK 16
	a. In the event that during the financial year, the Issuer has an obligation to submit a report on the realization of the use of funds, the cumulative realization of the use of proceeds from public offerings until the end of the financial year is disclosed. b. In the event that there is a change in the use of funds as stipulated in the Financial Services Authority Regulation regarding the report on the realization of the use of funds from a public offering, the Issuer shall explain the change.		
	Notes: if you do not have information on the realization of the use of proceeds from a public offering, please disclose it.		
Material information (if any), including investment, expansion, divestment, business merger/ consolidation, acquisition, debt/ capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions.	Contains descriptions of:		SEOJK 16
	a. Date, value, and transaction object.	489, 492-494, 497-499	
	b. The name of the party conducting the transaction.	492-494, 495-497	
	c. Nature of the affiliation relationship (if any).	492-494, 495-497	
	d. Explanation of the fairness of the transaction.	494, 497	
	e. Fulfillment of related provisions.		
	f. In the event that there is an affiliation relationship, apart from disclosing the information referred to in number a) through number f), the Issuer or Public Company also discloses information:		
	1) The Board of Directors' statement that affiliated transactions have gone through adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, carried out by fulfilling the arm's length principle.	495, 499	
	2) The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, is carried out by fulfilling the arm's length principle.	495, 499	
	g. For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out in order to generate business income and are carried out routinely, repeatedly, and/or continuously. In the case of affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, information is added regarding references to disclosure in the said annual financial statements.	494, 499	
	h. For disclosure of affiliated transactions and/or conflict of interest transactions which are the result of the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, information is added regarding the date of the GMS that approves the affiliated transactions and/or conflict of interest transactions.	N/A	SEOJK 16 SEOJK 14
	i. In the event that there are no affiliated transactions and/or conflict of interest transactions, then this is disclosed.	490-499	

Criteria	Explanation	Page	Regulation
Description of changes to laws and regulations on companies in the last financial year.	The description contains, among others:	500	SEOJK 16
	1. The names of the laws and regulations that have changed.		
	2. The impact (quantitative and/or qualitative) on the company (if significant) or the statement that the impact is not significant.		
	Notes: if there is no change in laws and regulations in the last financial year, so that it is disclosed.		
Description of changes in accounting policies implemented by the company in the last financial year.	The description contains, among others:	500	SEOJK 16
	1. Changes in accounting policies.		
	2. Reasons for changes in accounting policies.		
	3. Quantitative impact on financial statements.		
	Notes: If there is no change in accounting policy in the last financial		
Information on Risk Exposure and Capital.	Risk exposure and capital includes annual period risk and capital exposure reports as stipulated in part II of the Publication Report on risk and capital exposure.	348-476	SEOJK 9
TATA KELOLA PERUSAHAAN			
GMS.	Information regarding GMS resolutions in the financial year and 1 (one) year before the financial year includes:	563-583	SEOJK 16
	a. GMS resolutions in the financial year and 1 (one) year prior to the financial year realized in the financial year.		
	b. GMS decisions in the financial year and 1 (one) year prior to the financial year that have not been realized along with the reasons for not being realized.		
	In the event that an Issuer or Public Company uses an independent party in the implementation of the GMS to carry out the vote count, it shall be disclosed regarding this matter.		
Directors.	1. Duties and responsibilities of each member of the Board of Directors. Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	585-590	SEOJK 14 SEOJK 16 POJK 17
	2. Statement that the Board of Directors has a guideline or charter (charter) of the Board of Directors.	585	SEOJK 16
	3. Policy and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the of Commissioners, and the level of attendance of members of the Board of Directors at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Directors at meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners or GMS can be presented in tabular form.	592-611	SEOJK 16
	4. Training and/or competency improvement for members of the Board of Directors:	610-613	SEOJK 16
	a. Policy on training and/or competency improvement for members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any).		
	b. Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any).		
	5. The Board of Directors' assessment of the performance of the committees that support the implementation of the duties of the Board of Directors in the financial year contains at least:	615	SEOJK 16
	a. Performance appraisal procedures.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
	In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this will be disclosed.		

Criteria	Explanation	Page	Regulation
	6. members of the Board of Commissioners who reach 5% (five percent) or more of paid-up capital, which includes the type and number of shares in: a. The bank in question. b. Other banks. c. Non-bank financial institutions. d. Other companies domiciled both inside and outside the country.	672-675	SEOJK 14 POJK 17
Board of Commissioners.	1. Duties and responsibilities of the Board of Commissioners.	616-618	SEOJK 14 SEOJK 16 POJK 17
	2. Statement that the Board of Commissioners has guidelines or charter of the Board of Commissioners.	621	SEOJK 16
	3. Policy and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Commissioners at meetings of the Board of Commissioners, meetings between the Board of Commissioners and the Board of Directors, or GMS can be presented in tabular form.	627-641	SEOJK 14 SEOJK 16
	4. Training and/or competency improvement for members of the Board of Commissioners:	642-644	SEOJK 16
	a. Policy on training and/or competency improvement for members of the Board of Commissioners, including an orientation program for newly appointed members of the Board of Commissioners (if any).		
	b. Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any).		
	5. Assessment of the performance of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and members of the Board of Commissioners, contains at least:	648-657	SEOJK 16
	a. Procedure for implementing performance appraisal.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
	c. The party making the assessment.		
	6. The Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the financial year includes:	658-665	SEOJK 16
	a. Performance appraisal procedures.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
Nomination and remuneration of the Board of Directors and Board of Commissioners.	Least load:		
	1. Nomination procedures, including a brief description of the policies and nomination process for members of the Board of Directors and/or members of the Board of Commissioners.	665-667	SEOJK 16
	2. Procedures and implementation of remuneration for the Board of Directors and Board of Commissioners, including:		SEOJK 16
	a. Procedure for determining remuneration for the Board of Directors and Board of Commissioners.	669	
	b. Disclosure of indicators for determining the remuneration of the Board of Directors.	669	
	c. The remuneration structure for the Board of Directors and the Board of Commissioners such as salaries, allowances, bonuses/ bonuses and others; Notes: if there are no performance bonuses, non performance bonuses and stock options received by each member of the Board of Commissioners and Board of Directors, to be disclosed.	670	

Criteria	Explanation	Page	Regulation
	d. The amount of remuneration for each member of the Board of Directors and members of the Board of Commissioners; Disclosure of information can be presented in tabular form.	670-672	
Sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association.	Least load:	N/A	SEOJK 16
	a. Name.		
	b. The legal basis for the appointment of the Sharia Supervisory Board.		
	c. The assignment period of the Sharia Supervisory Board.		
	d. Duties and responsibilities of the Sharia Supervisory Board.		
	e. Frequency and method of providing advice and suggestions as well as monitoring compliance with sharia principles in the capital market to Issuers or Public Companies.		
Audit Committee.	1. Name and title in the membership of the committee.	689-691	SEOJK 16 POJK 17
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of audit committee members.		
	7. Description of duties and responsibilities.	683-687	
	8. Audit committee independence statement.	692-694	
	9. Training and/or competency improvement that has been attended in the financial year (if any).	700-701	
	10. Policy and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members at these meetings.	694-699	SEOJK 14 SEOJK 16 POJK 17
	11. Implementation of audit committee activities in the financial year according to what is stated in the audit committee guidelines or charter.	701-703	
Issuer or Public Company nomination and remuneration committee or function.	Least load:		
	1. Name and title in the membership of the committee.	707-708	SEOJK 16 POJK 17
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of committee members.		
	7. Committee independence statement.	709-710	

Criteria	Explanation	Page	Regulation
	8. Training and/or competency improvement that has been attended in the financial year (if any).	715-716	
	9. Description of duties and responsibilities.	704-705	
	10. Statement that already has a guideline or charter.	704	
	11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings.	710-715	
	12. A brief description of the implementation of activities in the financial year.	717	
	In the event that a nomination and remuneration committee is not formed, it is sufficient for the Issuer or Public Company to disclose the information referred to in letter i) to letter l) and disclose:		
	1. The reasons for not forming the committee		
	2. Parties carrying out nomination and remuneration functions.		
Other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners.	Least load:		SEOJK 16 POJK 17
	1. Name and title in the membership of the committee.	721, 737-747	
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of committee members		
	7. Committee independence statement.	722-723, 749-750	
	8. Training and/or competency improvement that has been attended in the financial year (if any).	728-729, 756-758	
	9. Description of duties and responsibilities.	718-719, 733	
	10. Statement that already has a guideline or charter.	718, 732-733	
	11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings	723-728, 751-756	
	12. A brief description of the implementation of activities in the financial year.	729-732, 758-760	
Company secretary.	1. Name.	765	SEOJK 16
	2. Domicile.		
	3. Position history, including:		
	a. Legal basis for appointment as company secretary.		
	b. Work experience and time period both inside and outside the issuer or public company.		
	4. Educational background.		
	5. Training and/or competency improvement attended in the financial year.	766	
	6. Brief description of the implementation of the duties of the corporate secretary in the financial year.	766-767	

Criteria	Explanation	Page	Regulation
Internal Audit Unit.	1. Name of the head of the internal audit unit.	772-774	SEOJK 16 POJK 17
	2. Position history, including:		
	a. Legal basis for appointment as company secretary.		
	b. Work experience and time period both inside and outside the issuer or public company.		
	3. Qualification or certification as internal audit profession (if any).		
	4. Number of employees (internal auditors) in the internal audit unit.	775-776	
	5. Training and/or competency improvement attended in the financial year.	777	
	6. The structure and position of the internal audit unit.	769-771	
	7. Description of duties and responsibilities.	774-775	
	8. A statement that the internal audit unit has guidelines or charters.	774	
	9. A brief description of the implementation of the duties of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the directors, board of commissioners and/or the audit committee.	779-781	
Public Accountant.	1. The name and year of the public accountant who audited the annual financial statements for the last 5 years.	835	POJK 17
	2. The name and year of the public accountant who audited the annual financial statements for the last 5 years.		
	3. The amount of the fee for each type of service provided by the Public Accounting Firm in the last financial year.		
	4. Other services provided by the Public Accounting Firm and public accountants in addition to auditing the annual financial statements for the last financial year.		
	Notes: if there is no other service in question, so that it is disclosed.		
Description of the internal control system implemented by the issuer or public company.	1. Financial and operational control, as well as compliance with other laws and regulations.	837-838	SEOJK 14 SEOJK 16
	2. Review of the effectiveness of the internal control system.	842	
	3. Statement of the Board of Directors and/or Board of Commissioners regarding the adequacy of the internal control system.	842	SEOJK 16
Risk management system implemented by Issuers or Public Companies.	1. General description of the Issuer's or Public Company's risk management system.	845-854	SEOJK 16 SEOJK 14
	2. Types of risk and how to manage them.	855-860	
	3. Review of the effectiveness of the Issuer's or Public Company's risk management system.	862	
	4. Statement of the Board of Directors and/or Board of Commissioners or the audit committee on the adequacy of the risk management system.	863	SEOJK 16
Compliance function.	The level of the Bank's compliance with all provisions and laws and regulations as well as fulfillment of commitments with the competent authorities.	863-873	SEOJK 14 POJK 17

Criteria	Explanation	Page	Regulation
Legal cases with a material impact faced by issuers or public companies, subsidiaries, members of the board of directors and members of the board of commissioners (if any).	1. Main case/lawsuit.	878-881	SEOJK 16
	2. Case/lawsuit settlement status.		
	3. The impact on the condition of issuers or public companies. The risks faced by the company and the nominal value of claims/lawsuits.		
	4.Disclosure regarding legal issues at least includes: a. the number of civil and criminal cases faced and decisions that have permanent legal force. b. the number of civil and criminal matters faced and still in the process of being resolved. Notes: in the event that the company, subsidiaries, members of the Board of Commissioners and members of the Board of Directors do not have important matters, this must be disclosed.		SEOJK 14
Information on administrative sanctions/sanctions imposed on issuers or public companies, board members commissioners and members of the board of directors, by the Financial Services Authority and other authorities in the financial year (if any).		882	SEOJK 16
Information regarding the code of ethics of Issuers or Public Companies	1. Principles of the code of ethics.	888	SEOJK 16
	2. Forms of dissemination of the code of ethics and enforcement efforts.	888-889	
	3. Statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of the Issuer or Public Company.	888	
Implementation of Governance in Providing Remuneration for Banks.	1. Remuneration Committee a. Name of members, composition, duties and responsibilities. b. Number of meetings held. c. Remuneration that has been paid to members of the Remuneration Committee for 1 (one) year.	828	POJK 45
	2. Remuneration policy formulation process which includes: a. Review of the background and objectives of the Remuneration policy. b. Implementation of a review of the Remuneration policy in the previous year, along with its improvements. c. Mechanism to ensure that Remuneration for Employees in the control unit is independent from the business unit they supervise.	828	
	3. Remuneration policy coverage and its implementation per business unit, per region and in subsidiaries or branch offices located overseas	828	
	4. Remuneration is associated with risks that include a. The main type of risk (key risk) used in implementing Remuneration. b. Criteria for determining the main types of risk, including for risks that are difficult to measure. c. The impact of determining the main risk on the Variable Remuneration policy. d. Changes in the determination of the main types of risk compared to last year and the reasons, if any.	828	
	5. Performance measurement is associated with Remuneration which includes: a. Review of Remuneration policies linked to performance appraisal. b. The method of linking individual Remuneration with Bank performance, business unit performance and individual performance. c. A description of the method used by the Bank to state that the agreed performance cannot be achieved, so it is necessary to make adjustments to remuneration and the amount of remuneration adjustments if this condition occurs.	829	

Criteria	Explanation	Page	Regulation
Implementation of Governance in Providing Remuneration for Banks.	6. Remuneration Adjustment is related to Performance and Risk which includes: a. Policy regarding Variable Remuneration that is deferred, the amount, and the criteria for determining the amount. b. The Bank's policy regarding Variable Deferred Remuneration which is postponed for payment (malus), or withdrawn when it has been paid (clawback).	829	POJK 45
	7. The name of the external consultant and the duties of the consultant related to the Remuneration policy, if the Bank uses the services of an external consultant.	829	
	8. The Remuneration Package and facilities received by the Board of Directors and Board of Commissioners include the Remuneration structure and details of the nominal amount.	829	
	9. Variable Remuneration includes: a. Forms of Variable Remuneration along with the reasons for choosing this form. And b. An explanation if there are differences in the provision of Variable Remuneration among the Directors, Board of Commissioners and/or Employees.	830	
	10. The number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year, and the total amount.	830	
	11. Position and number of parties who are material risk takers.	831	
	12. Shares optionowned by the Board of Directors, Board of Commissioners and Executive Officers.	831	
	13. The ratio of the highest and lowest salaries	831	
	14. The number of beneficiaries and the total amount of Variable Remuneration guaranteed unconditionally will be given by the Bank to candidates for the Board of Directors, candidates for the Board of Commissioners, and/or prospective Employees during the first 1 (one) year of work.	831	
	15. The number of employees affected by termination of employment and the total amount of severance paid.	831	
	16. The number of employees affected by termination of employment and the total amount of severance paid.	832	
	17. The total amount of deferred Variable Remuneration paid for 1 (one) year.	832	
	18. Details of the amount of Remuneration given in one year include: a. Fixed or variable remuneration. b. Deferred and non-deferred remuneration. c. Forms of Remuneration provided in cash and/or shares or sharebased instruments issued by the Bank.	832	
	19. Quantitative information about: a. The total remaining Remuneration that is still suspended, both exposed to implicit and explicit adjustments. b. Total reduction in Remuneration caused by explicit adjustments during the reporting period. c. Total reduction in Remuneration caused by implicit adjustments during the reporting period.	833	

Criteria	Explanation	Page	Regulation
A brief description of the policy of providing performance-based longterm compensation to management and/or employees owned by issuers or public companies (if any), including but not limited to management stock ownership programs program ownership/MSOP) and/or employee stock ownership program (ESOP).	In terms of compensation in the form of management stock ownership program (MSOP) and/or employee stock ownership program (ESOP). The information disclosed shall contain at least:		SEOJK 16
	1. Number of shares and/or options.	833-834	
	2. Implementation period.	834	
	3. Eligible employee and/or management requirements.	834	
	4. The exercise price or the determination of the exercise price.	834	
A brief description of the Information disclosure policy regarding	1. Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the ownership or any change in ownership of the shares of the Public Company.	675	SEOJK 16
	2. Implementation of the intended policy.		
Description of the whistleblowing system at the Issuer or Public Company.	1. How to submit a violation report.	892	SEOJK 16
	2. Protection for reporters.	892	
	3. The handling of complaints.	892-893	
	4. The party managing the complaint.	892	
	5. The results of handling complaints, at least:	894-895	
	a. Number of complaints received and processed in the financial year.		
	b. Complaint follow-up.		
	In the event that an issuer or a public company does not have a whistleblowing system, this will be disclosed.		
Description of the Issuer's or Public Company's anti-corruption policy.	1. Programs and procedures carried out in Overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies.	895-899	SEOJK 16 POJK 17
	2. Anti-corruption training/socialization for employees of Issuers or Public Companies.	899	
	In the event that the Issuer or Public Company does not have an anticorruption policy, the reasons for not having the said policy will be explained.		
Handling conflicts of interest		902	SEOJK 14 POJK 17
Provision of funds to related parties and provision of large funds (large exposure).	Information that needs to be disclosed is the total amount of debit balances for provision of funds to related parties and to core debtors (individuals or groups) per report position	901-902	SEOJK 14
Transparency of the Bank's financial and non-financial conditions that have not been disclosed in other reports.		903	SEOJK 14 POJK 17
Other information related to Bank Governance, including owner intervention, internal disputes or problems that arise as a result of remuneration policies at the Bank.		901	SEOJK 14
Number of Deviations (Internal Fraud).	Disclosure of irregularities (internal fraud) at least includes: 1. Number of deviations (internal fraud) that have been resolved. 2. The number of irregularities (internal fraud) that are in the process of being resolved internally at the bank. 3. Number of irregularities (internal fraud) that have not been resolved internally at the bank. 4. The number of irregularities (internal fraud) that have been followed up through the legal process.	891	SEOJK 14

Criteria	Explanation	Page	Regulation
Buy Back of Shares and/or Bank Bonds.	1. Policy in buying back shares or bonds of the Bank. 2. Number of shares and/or bonds bought back. 3. Repurchase price per share and/or bond. 4. Increase in earnings per share and/or bonds.	900-901	SEOJK 14
Provision of Funds for Social Activities and/or Political Activities During the Reporting Period.	Disclosure regarding the provision of funds for social activities and/or political activities at least includes the recipient of the funds and the amount of funds provided.	900	SEOJK 14
Implementation of sustainable finance, including implementation of social and environmental responsibility		905	POJK 17
Implementation of Public Company governance guidelines for Issuers that issue equity securities or Public Companies.	1. Statement regarding recommendations that have been implemented and/or	552-556	SEOJK 16
	2. Explanation of recommendations that have not been implemented, accompanied by reasons and alternatives for implementation (if any).		
	Disclosure of information can be presented in tabular form.		
SOCIAL AND ENVIRONMENTAL RESPONSIBILITY OF THE ISSUER OR PUBLIC COMPANY			
Corporate Social Responsibility	1. The information disclosed in the social and environmental responsibility section is a Sustainability Report as intended in Financial Services Authority Regulation Number 51/ POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies, containing at least:	932-937	SEOJK 16
	a) Explanation of sustainability strategy.		
	b) Overview of sustainability aspects (economic, social and environmental).		
	c) Brief profile of the Issuer or Public Company.		
	d) Directors' Explanation.		
	e) Sustainability governance.		
	f) Sustainability performance.		
	g) Written verification from an independent party, if any.		
	h) Feedback sheet for readers, if any.		
	i) The Issuer's or Public Company's response to feedback from the previous year's report.		
	2. Sustainability Report as referred to in number 1), must be prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter.		
	3. Sustainability Report information in number 1) can:		
	a) Disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the relevant section of the Directors' Report; and/or		
	b) Refer to other sections outside the social and environmental responsibility section while still referring to the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter, such as the profile Issuer or Public Company.		
	4. The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report.		

Criteria	Explanation	Page	Regulation
	5. In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:		
	a) Contains all information as intended in number 1); and		
	b) Prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter.		
	6. If the Sustainability Report is presented separately from the Annual Report, then the social and environmental responsibility section contains information that information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report.		
	7. Submission of a Sustainability Report which is presented separately with the Annual Report must be submitted simultaneously with the submission of the Annual Report.		

NOTE

SEOJK 16 : Financial Services Authority Circular No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.

SEOJK 9 : Financial Services Authority Circular No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

SEOJK 14 : Financial Services Authority Circular No. 14/SEOJK.03/2025 concerning Implementation of Governance for Commercial Banks.

POJK 45 : Financial Services Authority Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.

POJK 17 : Financial Services Authority Regulation 17 of 2023 concerning the Implementation of Governance for Commercial Banks

PT Bank Rakyat Indonesia (Persero) Tbk
dan entitas anaknya/*and its subsidiaries*

Laporan keuangan konsolidasian
tanggal 31 Desember 2025
serta untuk tahun yang berakhir pada
tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements
as of December 31, 2025
and for the year then ended
with independent auditor's report

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED
FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

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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
Faksimili: 021 2500077 Kawat: KANPUSBRI
Telex: 65293, 65456, 65459, 65461

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG
BERAKHIR PADA TANGGAL TERSEBUT
PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAK

BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR YEAR THEN ENDED
PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND SUBSIDIARIES

Kami yang bertanda tangan di bawah ini: / *We, the undersigned:*

1.	Nama	Hery Gunardi	*Name*
	Alamat Kantor	Jl. Jenderal Sudirman No. 44-46 Jakarta 10210	*Office Address*
	Alamat Domisili	Jl. Taman Mpu Sendok No. 31 – 33 Kel Selong, Kebayoran Baru Jakarta Selatan	*Residential Address*
	Nomor Telepon	021-5751708	Telephone
	Jabatan	Direktur / *Director*	*Title*
2.	Nama	Farida Thamrin	*Name*
	Alamat Kantor	Jl. Jenderal Sudirman No. 44-46 Jakarta 10210	*Office Address*
	Alamat Domisili	Jalan Kerinci Raya No 21, Gunung, Kebayoran Baru, Jakarta Selatan	*Residential Address*
	Nomor Telepon	021 - 5752044	Telephone
	Jabatan	Direktur / *Director*	*Title*

Menyatakan bahwa: / *Declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak;

   We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries;

2. Laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;

   PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries'consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;

3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak telah diungkapkan secara lengkap dan benar;

   All information in the consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries has been disclosed in a complete and truthful manner;

   b. Laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;

   PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries'consolidated financial statements do not contain any incorrect material information or facts, nor do they omit material information or facts;

4. Kami bertanggung jawab atas sistem pengendalian internal PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak.

   We are responsible for PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries' internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya. / *This statement has been made truthfully.*

Jakarta, 26 Februari/ *February 26, 2026*
Atas nama dan mewakili Direksi/ *For and on behalf of the Board of Directors*

Hery Gunardi	Farida Thamrin
Direktur / *Director*	Direktur / *Director*

Shape the future with confidence

KAP Purwanto Susanti dan Surja

Indonesia Stock Exchange Building
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Laporan Auditor Independen

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026

Independent Auditor's Report

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Bank Rakyat Indonesia (Persero) Tbk.

The Shareholders and the Boards of Commissioners and Directors
PT Bank Rakyat Indonesia (Persero) Tbk.

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk. ("Bank") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Opinion

We have audited the accompanying consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk. (the "Bank") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026(lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026(continued)

Hal audit utama

Key audit matters

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our audit opinion thereon, and we do not provide a separate audit opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Cadangan kerugian penurunan nilai atas kredit

Allowance for impairment losses of loan

Penjelasan atas hal audit utama:

Description of the key audit matter:

Seperti yang dijelaskan dalam Catatan 11 atas laporan keuangan konsolidasian terlampir, pada tanggal 31 Desember 2025, saldo cadangan kerugian penurunan nilai atas kredit yang diberikan adalah sebesar Rp79.328.619 juta. Lihat informasi kebijakan akuntansi material untuk cadangan kerugian penurunan nilai atas aset keuangan yang diungkapkan dalam Catatan 2e, penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan dalam Catatan 2ap, dan pengungkapan cadangan kerugian penurunan nilai atas kredit yang diberikan dalam Catatan 11 atas laporan keuangan konsolidasian terlampir.

As described in Note 11 to the accompanying consolidated financial statements, as of December 31, 2025, the balance of allowance for impairment losses of loans amounted to Rp79,328,619 million. Refer to material accounting policy information for allowance for impairment losses on financial assets disclosed in Note 2e, use of significant accounting judgments, estimates and assumptions in Note 2ap, and the disclosures of allowances for impairment losses of loans in Note 11 to the accompanying consolidated financial statements.

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Hal audit utama (lanjutan)

Key audit matters (continued)

Penjelasan atas hal audit utama: (lanjutan)

Description of the key audit matter: (continued)

Kami berfokus pada area ini karena saldo kredit yang diberikan dan cadangan kerugian penurunan nilai atas kredit yang diberikan adalah signifikan terhadap laporan keuangan konsolidasian terlampir. Selain itu, penentuan cadangan kerugian penurunan nilai memerlukan pertimbangan dan memiliki ketidakpastian estimasi termasuk dalam penentuan model untuk menghitung cadangan kerugian penurunan nilai, identifikasi eksposur kredit yang mengalami penurunan kualitas kredit yang signifikan, dan penentuan asumsi yang digunakan dalam model perhitungan cadangan kerugian penurunan nilai (untuk eksposur yang dinilai secara individu atau kolektif), termasuk faktor-faktor ekonomi makro berorientasi masa depan.

We focused on this area because the balances of loans and allowance for impairment losses of loans are significant to the accompanying consolidated financial statements. In addition, the determination of allowance for impairment losses requires judgment and is subject to estimation uncertainty which includes determining the model to calculate allowance for impairment losses, identification of credit exposures with significant deterioration in credit quality, and determining assumptions used in the allowance for impairment losses calculation models (for exposures assessed on an individual or collective basis), which incorporates forward-looking macroeconomic factors.

Respons audit:

Audit response:

Kami melakukan pengujian pengendalian utama atas pemberian kredit, penilaian kualitas kredit internal secara regular, serta pencatatan dan pengawasan kredit yang diberikan. Kami memeroleh pemahaman dan menilai metodologi pengukuran penurunan nilai, serta melakukan validasi atas model pencadangan kerugian penurunan nilai, data masukan, dasar, dan asumsi yang digunakan oleh Grup dalam menghitung cadangan kerugian penurunan nilai, serta menguji tiga tahapan kualitas kredit atas portofolio kredit yang diberikan sesuai dengan kriteria tingkatan (*staging*) yang disusun oleh Grup untuk kredit yang diberikan. Kami menguji apakah pengalaman historis mewakili keadaan saat ini dan kerugian terkini yang terjadi dalam portofolio, serta menilai kewajaran atas penyesuaian berorientasi masa depan, analisis faktor ekonomi makro, dan beberapa skenario probabilitas tertimbang untuk kredit yang diberikan.

We tested the key controls over the loan origination, regular internal credit quality assessments, and recording and monitoring of the loans. We obtained understanding and assessed impairment measurement methodologies and performed validation of allowance for impairment losses models, inputs, basis, and assumptions used by the Group in calculating the allowance for impairment losses, and tested the classification into the three-stage credit quality of loan portfolios in accordance with staging criteria developed by the Group for loans. We tested whether historical experience is representative of current circumstances and of the recent losses incurred in the portfolios, and assessed the reasonableness of forward-looking adjustments, macroeconomic factor analysis, and probability-weighted multiple scenarios for loans.

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Hal audit utama (lanjutan)

Key audit matters (continued)

Respons audit: (lanjutan)

Audit response: (continued)

Untuk cadangan kerugian penurunan nilai yang dinilai secara individual, kami menguji sampel kredit yang diberikan untuk mengevaluasi identifikasi secara tepat waktu oleh Grup atas eksposur yang mengalami penurunan kualitas kredit yang signifikan atau yang telah mengalami penurunan nilai; untuk kasus-kasus dimana penurunan nilai telah diidentifikasi, kami menilai asumsi Grup atas arus kas masa depan ekspektasian, termasuk nilai agunan yang dapat direalisasikan berdasarkan informasi pasar yang tersedia atau penilaian yang dilakukan oleh penilai independen dan internal.

With respect to individually assessed allowance for impairment losses, we tested the samples of loans to evaluate the timely identification by the Group of exposures with significant deterioration in credit quality or which have been impaired; for cases where impairment has been identified, we assessed the Group's assumptions on the expected future cash flows, including the value of realizable collateral based on available market information or valuation prepared by independent valuer or internal valuer.

Kami memeriksa keakurasian perhitungan jumlah cadangan kerugian penurunan nilai dengan melakukan perhitungan ulang atas keseluruhan portofolio yang penurunan nilainya dinilai secara kolektif dan melakukan perhitungan ulang atas penurunan nilai yang dinilai secara individual berdasarkan sampel. Kami melakukan penilaian atas asumsi utama yang digunakan dalam penyesuaian pasca model/*management overlay* yang diterapkan untuk mengantisipasi risiko yang tidak dapat ditangkap sepenuhnya oleh model. Kami menilai apakah pengungkapan dalam laporan keuangan konsolidasian cukup dan secara memadai mencerminkan eksposur Grup terhadap risiko kredit. Kami melibatkan pakar auditor internal kami untuk membantu kami dalam melakukan prosedur-prosedur di atas ketika keahlian spesifik mereka diperlukan.

We checked the accuracy of the calculation of allowance for impairment losses amount by recalculating the collective impairment for the entire portfolio and recalculating the individual impairment on a sample basis. We assessed the key assumptions used in the post model adjustments/ management overlays which were applied to respond to risks not fully captured by the models. We assessed whether the consolidated financial statements disclosures are adequately and appropriately reflecting the Group's exposures to credit risk. We involved our auditor's internal expert in the performance of the above procedures where their specific expertise was required.

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Informasi lain

Other information

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami ("Laporan Tahunan"). Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Management is responsible for the other information. Other information comprises the information included in the 2025 Annual Report other than the accompanying consolidated financial statements and our independent auditor's report thereon (the "Annual Report"). The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Responsibilities of management and those charged with governance for the consolidated financial statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Auditor's responsibilities for the audit of the consolidated financial statements

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi daripada yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.*

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Laporan Auditor Independen (lanjutan)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan suatu opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

Independent Auditor's Report (continued)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*

- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

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Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- *Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report (continued)

Report No. 00072/2.1505/AU.1/07/1865-1/1/II/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwanto Susanti dan Surja

Rindra Sulindro
Registrasi Akuntan Publik No. AP.1865/*Public Accountant Registration No. AP.1865*

26 Februari 2026/*February 26, 2026*

00072

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember 2025/ *December 31, 2025*	31 Desember 2024*)/ *December 31, 2024**)	1 Januari 2024/ 31 Desember 2023*)/ *January 1, 2024/ December 31, 2023**)	
ASET					***ASSETS***
Kas	3	32.044.482	29.783.642	31.603.784	*Cash*
Giro pada Bank Indonesia	4	31.929.608	88.878.969	101.909.121	*Current accounts with Bank Indonesia*
Giro pada Bank Lain	5,44	42.444.581	25.582.825	22.331.919	*Current accounts with Other Banks*
Cadangan kerugian penurunan nilai		(11.273)	(8.378)	(9.984)	*Allowance for impairment losses*
		42.433.308	25.574.447	22.321.935	
Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain	6,44	21.057.210	57.874.335	65.225.260	*Placement with Bank Indonesia and Other Financial Institutions*
Cadangan kerugian penurunan nilai		(2.405)	(767)	(1.860)	*Allowance for impairment losses*
		21.054.805	57.873.568	65.223.400	
Efek-efek	7,44	372.732.802	326.535.700	331.091.304	*Securities*
Cadangan kerugian penurunan nilai		(89.519)	(58.823)	(81.510)	*Allowance for impairment losses*
		372.643.283	326.476.877	331.009.794	
Wesel Ekspor dan Tagihan Lainnya	8,44	48.252.083	40.656.822	54.130.097	*Export Bills and Other Receivables*
Cadangan kerugian penurunan nilai		(465.498)	(1.075.559)	(2.323.916)	*Allowance for impairment losses*
		47.786.585	39.581.263	51.806.181	
Efek-efek yang Dibeli dengan Janji Dijual Kembali	9,44	24.452	16.845.690	33.595.231	*Securities Purchased Under Agreement to Resell*
Tagihan Derivatif	10	1.167.029	1.087.048	911.683	*Derivative Receivables*
Kredit yang Diberikan	11,44	1.460.729.418	1.298.318.089	1.212.578.086	*Loans*
Cadangan kerugian penurunan nilai		(79.328.619)	(76.902.889)	(81.924.402)	*Allowance for impairment losses*
		1.381.400.799	1.221.415.200	1.130.653.684	

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember 2025/ *December 31, 2025*	31 Desember 2024*)/ *December 31, 2024**)	1 Januari 2024/ 31 Desember 2023*)/ *January 1, 2024/ December 31, 2023**)	
ASET (lanjutan)					***ASSETS (continued)***
Pinjaman Syariah	12	56.350.282	49.889.082	45.937.696	*Sharia Loans*
Cadangan kerugian penurunan nilai		(3.565.115)	(3.995.032)	(3.362.178)	*Allowance for impairment losses*
		52.785.167	45.894.050	42.575.518	
Piutang Sewa Pembiayaan	13,44	4.406.157	6.433.608	7.913.465	*Finance Lease Receivables*
Cadangan kerugian penurunan nilai		(164.922)	(165.590)	(215.308)	*Allowance for impairment losses*
		4.241.235	6.268.018	7.698.157	
Tagihan Akseptasi	14,44	13.078.567	10.105.373	10.217.408	*Acceptance Receivables*
Cadangan kerugian penurunan nilai		(32.226)	(321.683)	(249.698)	*Allowance for impairment losses*
		13.046.341	9.783.690	9.967.710	
Penyertaan Saham	15,44	8.834.868	8.076.567	7.305.491	*Investment in Shares*
Aset Tetap	16				*Premises and Equipment*
Biaya perolehan		94.045.303	88.479.818	81.463.777	*Cost*
Akumulasi penyusutan		(30.751.063)	(26.001.853)	(21.785.658)	*Accumulated depreciation*
Nilai buku - neto		63.294.240	62.477.965	59.678.119	*Book value - net*
Aset Pajak Tangguhan - neto	38c	8.129.522	12.800.660	15.445.977	*Deferred Tax Assets - net*
Properti Investasi	17a	19.115	197.380	199.635	*Investment Property*
Aset Lain-lain - neto	2c,2e,2p, 2q,2r,2ao, 17b	54.536.266	39.171.872	53.509.534	*Other Assets - net*
TOTAL ASET		**2.135.371.105**	**1.992.186.906**	**1.965.414.954**	***TOTAL ASSETS***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2025
(Expressed in millions of Rupiah,
unless otherwise stated)***

	Catatan/ *Notes*	31 Desember 2025/ *December 31, 2025*	31 Desember 2024*)/ *December 31, 2024**)	1 Januari 2024/ 31 Desember 2023*)/ *January 1, 2024/ December 31, 2023**)	
LIABILITAS DAN EKUITAS					***LIABILITIES AND EQUITY***
LIABILITAS					***LIABILITIES***
Liabilitas Segera	2c,2s,18	39.818.745	36.821.661	30.651.807	*Liabilities Due Immediately*
Simpanan Nasabah	2c,2d,2t,44				*Deposits from Customers*
Giro	19	448.203.670	374.554.340	346.124.372	*Demand Deposits*
Tabungan	20	587.585.862	544.426.947	527.945.550	*Saving Deposits*
Deposito Berjangka	21	431.054.307	446.468.817	484.258.839	*Time Deposits*
Total Simpanan Nasabah		1.466.843.839	1.365.450.104	1.358.328.761	*Total Deposits from Customers*
Simpanan dari Bank Lain dan Lembaga Keuangan Lain	2c,2d,2t 22,44	17.601.436	14.679.482	11.958.319	*Deposits from Other Banks and Other Financial Institutions*
Efek-efek yang Dijual dengan Janji Dibeli Kembali	2c,2d,2u 23,44	27.932.749	25.043.717	19.079.458	*Securities Sold Under Agreement to Repurchase*
Liabilitas Derivatif	2c,2aj,10	1.101.753	1.585.120	925.210	*Derivative Payables*
Liabilitas Akseptasi	2c,2d,2m,14,44	13.078.567	10.105.373	10.217.408	*Acceptance Payables*
Utang Pajak	2ak, 38a	3.299.310	2.150.487	2.546.839	*Taxes Payable*
Surat Berharga yang Diterbitkan	2c,2v,24,44	40.901.648	32.502.499	49.637.581	*Marketable Securities Issued*
Pinjaman yang Diterima	2c,2d,2w,25,44	129.186.116	127.879.804	98.850.813	*Fund Borrowings*
Estimasi Kerugian Komitmen dan Kontinjensi	2d,2e, 26,44	1.946.135	2.551.050	6.117.768	*Estimated Losses on Commitments and Contingencies*
Liabilitas Imbalan Kerja	2d,2ae,27,42,44	27.428.311	20.936.335	23.059.624	*Liabilities for Employee Benefits*
Liabilitas Lain-lain	2c,2y,2ad,2ao, 28,45b	34.804.195	28.674.477	36.685.788	*Other Liabilities*
Pinjaman dan Surat Berharga Subordinasi	2c,2x,29	486.867	491.781	496.683	*Subordinated Loans and Marketable Securities*
TOTAL LIABILITAS		**1.804.429.671**	**1.668.871.890**	**1.648.556.059**	***TOTAL LIABILITIES***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember 2025/ *December 31, 2025*	31 Desember 2024*)/ *December 31, 2024**)*	1 Januari 2024/ 31 Desember 2023*)/ *January 1, 2024/ December 31, 2023**)*	
LIABILITAS DAN EKUITAS (lanjutan)					***LIABILITIES AND EQUITY (continued)***
EKUITAS					***EQUITY***
Modal saham - nilai nominal Rp50 (nilai penuh) per lembar saham					*Capital stock - par value Rp50 (full amount) per share*
Modal dasar - 300.000.000.000 Lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 299.999.999.999 lembar saham Seri B)					*Authorized capital - 300,000,000,000 shares (consisting of 1 Series A Dwiwarna Share and 299,999,999,999 Series B shares)*
Modal ditempatkan dan disetor penuh - 151.559.001.604 lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 151.559.001.603 lembar saham Seri B)	1,31a	7.577.950	7.577.950	7.577.950	*Issued and fully paid capital - 151,559,001,604 shares (consisting of 1 Series A Dwiwarna share and 151,559,001,603 Series B shares)*
Tambahan modal disetor	31b	75.946.195	75.880.223	75.853.127	*Additional paid-in-capital*
Surplus revaluasi aset tetap - neto	2o,16	20.754.251	20.222.379	20.216.505	*Revaluation surplus arising from premises and equipment - net of tax*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	2ai,31c	227.059	(204.632)	(253.744)	*Differences arising from the translation of foreign currency financial statements*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain - neto	2h	1.289.152	(2.196.060)	(2.221.745)	*Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax*
Cadangan kerugian penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	2h,7	60.966	51.931	128.230	*Allowance for impairment losses on fair value through other comprehensive income securities*
Kerugian pengukuran kembali program imbalan pasti - neto	2ae	(2.198.095)	(505.787)	(2.134.699)	*Loss on remeasurement of defined benefit plan - net of deferred tax*
Modal saham diperoleh kembali (saham treasuri)	1d	(4.463.270)	(4.349.007)	(3.614.321)	*Treasury stock*
Opsi saham	2af,30	121.808	313.404	54.769	*Stock option*
Cadangan kompensasi atas saham bonus	31f	453.231	452.031	287.482	*Provision for bonus shares compensation*
Dampak transaksi dengan kepentingan non pengendali	31g	1.758.580	1.758.580	1.758.580	*Impact of transaction with non-controlling interest*
Cadangan keuangan asuransi - neto		(157.347)	(5.050)	(47.420)	*Insurance finance reserve-net of deferred tax*
Saldo laba					*Retained earnings*
Telah ditentukan penggunaannya		3.022.685	3.022.685	3.022.685	*Appropriated*
Belum ditentukan penggunaannya		219.640.693	215.009.704	210.838.538	*Unappropriated*
Total Saldo Laba		222.663.378	218.032.389	213.861.223	*Total Retained Earning*
Total ekuitas yang dapat diatribusikan kepada entitas induk		324.033.858	317.028.351	311.465.937	*Total equity attributable to equity holders of the parent entity*
Kepentingan non-pengendali	31h	6.907.576	6.286.665	5.392.958	*Non-controlling Interest*
TOTAL EKUITAS		**330.941.434**	**323.315.016**	**316.858.895**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**2.135.371.105**	**1.992.186.906**	**1.965.414.954**	***TOTAL LIABILITIES AND EQUITY***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
PENDAPATAN DAN BEBAN OPERASIONAL				***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan Bunga dan Syariah		32		*Interest and Sharia Income*
Pendapatan bunga	192.859.238		185.272.091	*Interest income*
Pendapatan syariah	14.924.130		13.994.161	*Sharia income*
Total Pendapatan Bunga dan Syariah	207.783.368		199.266.252	*Total Interest and Sharia Income*
Beban Bunga dan Syariah		33		*Interest and Sharia Expenses*
Beban bunga	(56.012.924)		(55.601.330)	*Interest expenses*
Beban syariah	(1.272.015)		(1.006.265)	*Sharia expenses*
Total Beban Bunga dan Syariah	(57.284.939)		(56.607.595)	*Total Interest and Sharia Expenses*
Pendapatan Bunga dan Syariah - neto	150.498.429		142.658.657	*Interest and Sharia income - net*
Pendapatan jasa asuransi	7.662.733	2ac	7.346.611	*Insurance service income*
Beban jasa asuransi	(6.364.550)	2ac	(6.179.801)	*Insurance service expense*
Pendapatan jasa asuransi - neto	1.298.183		1.166.810	*Insurance service income - net*
Pendapatan penjualan emas	61.566.593	2am	18.192.082	*Revenue from gold sold*
Beban harga pokok penjualan emas	(59.167.627)	2am	(17.488.885)	*Cost of revenue from gold sold*
Pendapatan penjualan emas - neto	2.398.966		703.197	*Revenue from gold sold - net*
Pendapatan Operasional lainnya				*Other Operating Income*
Provisi dan komisi lainnya	21.447.045		20.390.833	*Other fees and commissions*
Penerimaan kembali aset yang telah dihapusbukukan dan klaim asuransi	20.952.308		25.363.951	*Recovery of written-off assets and insurance claim*
Keuntungan dari penjualan efek-efek - neto	3.372.396	7e	2.209.474	*Gain on sale of securities - net*
Keuntungan transaksi mata uang asing - neto	2.087.065		1.187.802	*Gain on foreign exchange - net*
Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek	160.659	7d	-	*Unrealized gain on changes in fair value on securities*
Lain-lain	5.661.719		4.796.269	*Others*
Total Pendapatan Operasional Lainnya	53.681.192		53.948.329	*Total Other Operating Income*

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Ended December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)				***INCOME AND EXPENSES FROM OPERATIONS (continued)***
Beban penyisihan kerugian penurunan nilai atas aset keuangan - neto	(46.723.647)	34	(41.744.402)	*Provision for allowance for impairment losses on financial assets - net*
Pembalikan penyisihan estimasi kerugian komitmen dan kontinjensi - neto	624.058	26c	3.596.482	*Reversal of allowance for estimated losses on commitments and contingencies - net*
Beban penyisihan kerugian penurunan nilai atas aset non-keuangan - neto	(82.414)		(13.008)	*Provision for allowance for impairment losses non financial assets - net*
Beban Operasional lainnya				*Other Operating Expenses*
Tenaga kerja dan tunjangan	(42.113.566)	35,42,44	(38.616.534)	*Salaries and employee benefits*
Umum dan administrasi	(33.776.049)	36,16	(29.288.456)	*General and administrative*
Kerugian yang belum direalisasi atas perubahan nilai wajar efek-efek	-	2h, 7d	(202.928)	*Unrealized loss on on changes in fair value of securities*
Lain-lain	(12.557.271)		(13.992.300)	*Others*
Total Beban Operasional Lainnya	(88.446.886)		(82.100.218)	*Total Other Operating Expenses*
LABA OPERASIONAL	**73.247.881**		**78.215.847**	***OPERATING INCOME***
BEBAN NON-OPERASIONAL - NETO	(455.062)	37	(963.653)	*NON-OPERATING EXPENSES - NET*
LABA SEBELUM BEBAN PAJAK	**72.792.819**		**77.252.194**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK	**(15.660.454)**	38b	**(16.945.848)**	***TAX EXPENSE***
LABA BERSIH	**57.132.365**		**60.306.346**	***NET INCOME***
Akun-akun yang tidak akan direklasifikasi ke laba rugi				*Items not to be reclassified to profit or loss*
Pengukuran kembali atas program imbalan pasti	(2.105.170)		2.001.031	*Remeasurement of liabilities for employee benefits*
Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi	408.841		(376.095)	*Income taxes related to items not to be reclassified to profit or loss*
Surplus revaluasi aset tetap	543.712	16	9.670	*Revaluation surplus arising from premises and equipment*

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Ended December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)				***INCOME AND EXPENSES FROM OPERATIONS (continued)***
Akun-akun yang akan direklasifikasi ke laba rugi				*Items to be reclassified to profit or loss*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	431.691		49.112	*Differences arising from the translation of foreign currency financial statements*
Keuntungan yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	4.826.637		(145.799)	*Unrealized gain on fair value through other comprehensive income securities*
Cadangan kerugian penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain *income securities*	18.756		(86.410)	*Allowance for impairment losses on fair value through other comprehensive*
Beban keuangan dari kontrak asuransi yang diterbitkan	(361.281)		98.305	*Finance expense from insurance contract issued*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	(854.180)		14.658	*Income taxes related to items to be reclassified to profit or loss*
Penghasilan Komprehensif Lain Tahun Berjalan - Setelah Pajak	**2.909.006**		**1.564.472**	***Other Comprehensive Income for the year - After Tax***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**60.041.371**		**61.870.818**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	56.652.384		59.944.649	*Equity holders of the parent entity*
Kepentingan non-pengendali	479.981		361.697	*Non-controlling interest*
TOTAL	**57.132.365**		**60.306.346**	***TOTAL***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	59.265.589		61.620.303	*Equity holders of the parent entity*
Kepentingan non-pengendali	775.782		250.515	*Non-controlling interest*
TOTAL	**60.041.371**		**61.870.818**	***TOTAL***
LABA TAHUN BERJALAN PER SAHAM DASAR YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (dalam Rupiah penuh)		50		***EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)***
Dasar	376		398	*Basic*
Dilusian	376		398	*Diluted*

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid in capital*	Cadangan kerugian penurunan nilai atas efek-efek nilai wajar melalui penghasilan komprehensif lain/ *Allowance for Impairment losses on fair value through other comprehensive income securities*	Cadangan keuangan asuransi-setelah pajak penghasilan/ *Insurance finance reserve-net of deferred tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diukur melalui nilai wajar melalui penghasilan komprehensif lain setelah pajak tangguhan/ *Unrealized gain (loss) on fair value through other comprehensive income securities net of deferred tax*	Keuntungan (kerugian) pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan - net of deferred tax*	Saham Treasuri/ *Treasury stock*	Opsi saham dan cadangan kompensasi atas saham bonus/ *Stock option and provision for bonus shares compensation*	Surplus revaluasi aset tetap - setelah pajak/ *Revaluation surplus arising from premises and equipment - net of tax*	Dampak transaksi dengan kepentingan non-pengendali/ *Impact of transaction with non-controlling interest*	Saldo Laba/*Retained earning*		Total ekuitas pemilik entitas induk/ *Total equity attributable to equity holders of the parent entity*	Kepentingan non pengendali/ *Non-controlling interest*	Total ekuitas/ *Total Equity*	
													Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukn penggunaanya/ *Unappropriated*			
Saldo pada tanggal 31 Desember 2023		**7.577.950**	**75.853.127**	**128.230**	-	**(253.744)**	**(2.221.745)**	**(2.134.699)**	**(3.614.321)**	**342.251**	**20.216.505**	**1.758.580**	**3.022.685**	**210.688.737**	**311.363.556**	**5.108.586**	**316.472.142**	***Balance as of December 31, 2023***
Dampak penerapan awal PSAK 117	53	-	-	-	(47.420)	-	-	-	-	-	-	-	-	149.801	102.381	284.372	386.753	*Initial implementation of SFAS 117*
Saldo setelah penerapan awal PSAK 117		7.577.950	75.853.127	128.230	(47.420)	(253.744)	(2.221.745)	(2.134.699)	(3.614.321)	342.251	20.216.505	1.758.580	3.022.685	210.838.538	311.465.937	5.392.958	316.858.895	*Balance after Initial implementation of SFAS 117*
Laba tahun berjalan		-	-	-		-	-	-	-	-	-	-	-	59.944.649	59.944.649	361.697	60.306.346	*Income for the year*
Penghasilan komprehensif lainnya		-	-	(76.299)	42.370	49.112	25.685	1.628.912	-	-	5.874	-	-	-	1.675.654	(111.182)	1.564.472	*Other comprehensive income*
Total penghasilan komprehensif untuk tahun berjalan		-	-	(76.299)	42.370	49.112	25.685	1.628.912	-	-	5.874	-	-	59.944.649	61.620.303	250.515	61.870.818	*Total other comprehensive income for the year*
Pembagian laba																		*Distribution of income*
- Dividen atas laba bersih tahun 2023		-	-	-	-	-	-	-	-	-	-	-	-	(35.435.851)	(35.435.851)	(68.294)	(35.504.145)	*- dividend on net income for the year 2023*
- Dividen interim atas laba bersih tahun 2024		-	-	-	-	-	-	-	-	-	-	-	-	(20.337.632)	(20.337.632)	-	(20.337.632)	*- interim dividend on net income for the year 2024*
Saham bonus	31f	-	27.096	-	-	-	-	-	141.072	382.507	-	-	-	-	550.675	-	550.675	*Bonus shares*
Opsi saham	30	-	-	-	-	-	-	-	-	40.677	-	-	-	-	40.677	-	40.677	*Stock option*
Saham Treasuri	1d	-	-	-	-	-	-	-	(875.758)		-	-	-	-	(875.758)	-	(875.758)	*Treasury stock*
Perubahan kepentingan non-pengendali pada entitas anak		-	-	-	-	-	-	-	-	-	-	-	-	-	-	(58.514)	(58.514)	*Change of non-controlling interest of subsidiaries*
Tambahan modal disetor		-	-	-	-	-	-	-	-	-	-	-	-	-	-	770.000	770.000	*Additional paid-in capital*
Saldo pada tanggal 31 Desember 2024*)		**7.577.950**	**75.880.223**	**51.931**	**(5.050)**	**(204.632)**	**(2.196.060)**	**(505.787)**	**(4.349.007)**	**765.435**	**20.222.379**	**1.758.580**	**3.022.685**	**215.009.704**	**317.028.351**	**6.286.665**	**323.315.016**	***Balance as of December 31, 2024**)*

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

** After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid in capital*	Cadangan kerugian penurunan nilai atas efek-efek nilai wajar melalui penghasilan komprehensif lain/ *Allowance for Impairment losses on fair value through other comprehensive income securities*	Cadangan keuangan asuransi-setelah pajak penghasilan/ *Insurance finance reserve-net of deferred tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diukur melalui nilai wajar melalui penghasilan komprehensif lain setelah pajak tangguhan/ *Unrealized gain (loss) on fair value through other comprehensive income securities net of deferred tax*	Keuntungan (kerugian) pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan - net of deferred tax*	Saham Treasuri/ *Treasury stock*	Opsi saham dan cadangan kompensasi atas saham bonus/ *Share option and provision for bonus shares compensation*	Surplus revaluasi aset tetap - setelah pajak/ *Revaluation surplus arising from premises and equipment - net of tax*	Dampak transaksi dengan kepentingan non-pengendali/ *Impact of transaction with non-controlling interest*	Saldo Laba/*Retained earning*		Total ekuitas pemilik entitas induk/ *Total equity attributable to equity holders of the parent entity*	Kepentingan non pengendali/ *Non-controlling interest*	Total ekuitas/ *Total Equity*	
													Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*			
Saldo pada tanggal 31 Desember 2024*)		**7.577.950**	**75.880.223**	**51.931**	**(5.050)**	**(204.632)**	**(2.196.060)**	**(505.787)**	**(4.349.007)**	**765.435**	**20.222.379**	**1.758.580**	**3.022.685**	**215.009.704**	**317.028.351**	**6.286.665**	**323.315.016**	***Balance as of December 31, 2024**)*
Laba tahun berjalan		-	-	-	-	-	-	-	-	-	-	-	-	56.652.384	56.652.384	479.981	57.132.365	*Income for the year*
Penghasilan komprehensif lainnya		-	-	9.035	(152.297)	431.691	3.485.212	(1.692.308)	-	-	531.872	-	-	-	2.613.205	295.801	2.909.006	*Other comprehensive income*
Total penghasilan komprehensif untuk tahun berjalan		-	-	9.035	(152.297)	431.691	3.485.212	(1.692.308)	-	-	531.872	-	-	56.652.384	59.265.589	775.782	60.041.371	*Total other comprehensive income for the year*
Pembagian laba																		*Distribution of income*
- Dividen atas laba bersih tahun 2024		-	-	-	-	-	-	-	-	-	-	-	-	(31.389.140)	(31.389.140)	(154.871)	(31.544.011)	*- dividend on net income in 2024*
- Dividen Interim atas laba bersih tahun 2025		-	-	-	-	-	-	-	-	-	-	-	-	(20.632.255)	(20.632.255)	-	(20.632.255)	*-interim dividend on net income in 2025*
Saham bonus	31f	-	65.972	-	-	-	-	-	374.110	(312.204)	-	-	-	-	127.878	-	127.878	*Bonus shares*
Opsi saham	30	-	-	-	-	-	-	-	-	121.808	-	-	-	-	121.808	-	121.808	*Stock option*
Saham treasuri	1d	-	-	-	-	-	-	-	(488.373)	-	-	-	-	-	(488.373)	-	(488.373)	*Treasury stock*
Perubahan kepentingan non-pengendali pada entitas anak		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*Change of non-controlling interest*
Saldo pada tanggal 31 Desember 2025		**7.577.950**	**75.946.195**	**60.966**	**(157.347)**	**227.059**	**1.289.152**	**(2.198.095)**	**(4.463.270)**	**575.039**	**20.754.251**	**1.758.580**	**3.022.685**	**219.640.693**	**324.033.858**	**6.907.576**	**330.941.434**	***Balance as of Desember 31, 2025***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

** After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT
OF CASH FLOWS
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
ARUS KAS DARI KEGIATAN OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Pendapatan yang diterima				*Income received*
Penerimaan bunga dan investasi	188.133.607		191.363.148	*Interest and investment income*
Pendapatan syariah	14.733.244		13.891.084	*Sharia income*
Pendapatan penjualan emas	61.566.593		18.192.082	*Revenue from gold sold*
Pendapatan jasa asuransi	6.383.438		8.760.610	*Insurance service income*
Beban yang dibayar				*Expense paid*
Beban bunga	(56.224.677)		(55.680.976)	*Interest expense*
Beban syariah	(1.252.495)		(993.686)	*Sharia expense*
Beban harga pokok penjualan emas	(59.167.627)		(17.488.885)	*Cost of revenue from gold sold*
Beban jasa asuransi	(6.322.597)		(5.547.858)	*Insurance service expenses*
Penerimaan kembali aset yang telah dihapusbukukan	20.952.308		25.363.951	*Recovery of written-off assets*
Pendapatan operasional lainnya	32.563.546		27.775.215	*Other operating income*
Beban operasional lainnya	(80.928.270)		(85.574.645)	*Other operating expenses*
Beban lain-lain	(555.267)		(1.108.735)	*Other expense*
Pembayaran atas pajak penghasilan badan	(10.543.662)		(13.742.335)	*Payment of corporate income tax*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	**109.338.141**		**105.208.970**	***Cash flows before changes in operating assets and liabilities***
Perubahan dalam aset dan liabilitas operasi:				*Changes in operating assets and liabilities:*
(Kenaikan) penurunan aset operasi:				*(Increase) decrease in in operating assets:*
Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain	(544.175)		1.273.810	*Placement with Bank Indonesia and Other Financial Institutions*
Efek-efek yang diukur pada nilai wajar melalui laba rugi	(1.594.522)		(976.011)	*Securities measured at fair value through profit or loss*
Wesel ekspor dan tagihan lainnya	(7.595.261)		13.473.275	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.821.238		16.749.541	*Securities purchased under agreement to resell*
Kredit yang diberikan	(203.205.917)		(127.686.861)	*Loans*
Pinjaman syariah	(10.658.658)		(4.133.183)	*Sharia loans*
Piutang pembiayaan	2.027.451		1.479.857	*Finance receivables*
Aset lain-lain	(1.213.587)		1.562.240	*Other assets*

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN ARUS KAS KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF CASH FLOWS (continued) For the Year Ended December 31, 2025 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
ARUS KAS DARI KEGIATAN OPERASI (lanjutan)				***CASH FLOWS FROM OPERATING ACTIVITIES (continued)***
Kenaikan (penurunan) liabilitas operasi:				*Increase (decrease) in operating liabilities:*
Liabilitas segera	2.997.084		6.169.854	*Liabilities due immediately*
Simpanan:				*Deposits:*
Giro	73.649.330		28.429.968	*Demand deposits*
Tabungan	43.158.915		16.481.397	*Saving deposits*
Deposito berjangka	(15.414.510)		(37.790.022)	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	2.921.954		2.721.163	*Deposits from other banks and other financial institutions*
Efek-efek yang dijual dengan janji dibeli kembali	2.889.032		5.964.259	*Securities sold under agreement to repurchase*
Liabilitas lain-lain	1.040.508		(4.645.149)	*Others liabilities*
Kas neto yang diperoleh dari kegiatan operasi	**14.617.023**		**24.283.108**	***Net cash provided by operating activities***
ARUS KAS DARI KEGIATAN INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aset tetap	100.205		129.827	*Proceeds from sales of premises and equipment*
Penerimaan dividen	166.422	15	137.035	*Dividend income*
Penjualan penyertaan saham	-		(4.912)	*Sale of investment in shares*
Perolehan aset tetap	(6.344.276)		(10.334.588)	*Acquisition of premises and equipments*
(Kenaikan) penurunan efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan diamortisasi	(40.012.932)		9.884.449	*(Increase) decrease in securities measured at fair value through other comprehensive income and amortized cost*
Kas neto yang digunakan untuk kegiatan investasi	**(46.090.581)**		**(188.189)**	***Net cash used in investing activities***
ARUS KAS DARI KEGIATAN PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman yang diterima	37.570.676	51	42.489.276	*Proceeds from fund borrowing*
Pembayaran pinjaman yang diterima	(36.492.679)	51	(13.300.712)	*Payments of fund borrowing*
Saham yang dibeli kembali	(488.373)		(875.758)	*Treasury stock*
Pembagian laba untuk dividen	(51.881.643)		(48.102.283)	*Distribution of income for dividend*
Penerimaan dari surat berharga yang diterbitkan	28.395.963	24,51	10.905.923	*Proceeds from marketable securities issued*
Pembayaran atas surat berharga yang jatuh tempo	(19.724.136)	24,51	(28.578.477)	*Payments of matured marketable securities issued*
Kas neto yang digunakan untuk kegiatan pendanaan	**(42.620.192)**		**(37.462.031)**	***Net cash used in financing activities***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT
OF CASH FLOWS (continued)
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
PENURUNAN NETO KAS DAN SETARA KAS	**(74.093.750)**		**(13.367.112)**	***DECREASE IN CASH AND CASH EQUIVALENTS***
PENGARUH PERUBAHAN KURS MATA UANG ASING	**1.085**		**17.758**	***EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES***
KAS DAN SETARA KAS AWAL TAHUN	**205.328.380**		**218.677.734**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**131.235.715**		**205.328.380**	***CASH AND CASH EQUIVALENTS AT END OF THE YEAR***
Kas dan setara kas akhir tahun terdiri dari:				*Cash and cash equivalents at the end of the year consist of:*
Kas	32.044.482	3	29.783.642	*Cash*
Giro pada Bank Indonesia	31.929.608	4	88.878.969	*Current accounts with Bank Indonesia*
Giro pada bank lain	42.444.581	5	25.582.825	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan lembaga keuangan lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	19.240.525	6	56.601.825	*Placement with Bank Indonesia and other financial institutions - maturing within three months or less since the acquisition date*
Sertifikat Bank Indonesia - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	5.576.519		4.481.119	*Bank Indonesia Certificates - maturing within three months or less since the acquisition date*
Total Kas dan Setara Kas	**131.235.715**		**205.328.380**	***Total Cash and Cash Equivalent***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM

a. Pendirian

PT Bank Rakyat Indonesia (Persero) Tbk (selanjutnya disebut "BRI" atau "Bank") didirikan dan mulai beroperasi secara komersial pada tanggal 18 Desember 1968 berdasarkan Undang-Undang No. 21 Tahun 1968. Pada tanggal 29 April 1992, berdasarkan Peraturan Pemerintah Republik Indonesia ("Pemerintah") No. 21 Tahun 1992, bentuk badan hukum BRI diubah menjadi Perusahaan Perseroan (Persero). Pengalihan BRI menjadi Persero didokumentasikan dengan Akta No. 133 tanggal 31 Juli 1992 Notaris Muhani Salim, S.H. dan telah disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-6584.HT.01.01.TH.92 tanggal 12 Agustus 1992, serta diumumkan dalam Berita Negara Republik Indonesia No. 73, Tambahan No. 3A tanggal 11 September 1992. Anggaran Dasar BRI kemudian diubah dengan Akta No. 7 tanggal 4 September 1998 Notaris Imas Fatimah, S.H., pasal 2 tentang "Jangka Waktu Berdirinya Perseroan" dan pasal 3 tentang "Maksud dan Tujuan serta Kegiatan Usaha" untuk menyesuaikan dengan ketentuan Undang-Undang Republik Indonesia No. 1 Tahun 1995 tentang "Perseroan Terbatas" dan telah disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-24930.HT.01.04.TH.98 tanggal 13 November 1998 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 86, Tambahan No. 7216 tanggal 26 Oktober 1999 dan Akta No. 7 tanggal 3 Oktober 2003 Notaris Imas Fatimah, S.H., antara lain tentang status perusahaan dan penyesuaian dengan Undang-Undang Pasar Modal dan telah disahkan oleh Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. C-23726 HT.01.04.TH.2003 tanggal 6 Oktober 2003 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 88, Tambahan No. 11053 tanggal 4 November 2003.

Berdasarkan Surat Keputusan Bank Indonesia No. 5/117/DPwB2/PWPwB24 tanggal 15 Oktober 2003, tentang "SK Penunjukan BRI sebagai Bank Umum Devisa", BRI telah ditetapkan sebagai bank devisa melalui Surat Dewan Moneter No. SEKR/BRI/328 tanggal 25 September 1956.

1. GENERAL

a. Establishment

PT Bank Rakyat Indonesia (Persero) Tbk (hereinafter referred to as "BRI" or "Bank") was established and started its commercial operations on December 18, 1968 based on Law No. 21 Year 1968. On April 29, 1992, based on Government of the Republic of Indonesia (the "Government") Regulation No. 21 Year 1992, the legal status of BRI was changed to a limited liability company (Persero). The change into a limited liability corporation was documented by Notarial Deed No. 133 dated July 31, 1992 of Notary Muhani Salim, S.H., approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. C2-6584.HT.01.01.TH.92 dated August 12, 1992 and published in Supplement No. 3A of the Republic of Indonesia State Gazette No. 73 dated September 11, 1992. BRI's Articles of Association was then amended by Notarial Deed No. 7 dated September 4, 1998 of Notary Imas Fatimah, S.H., pertaining to Article 2 on "Term of Corporate Establishment" and Article 3 on "Purpose, Objectives and Business Activities" to comply with the provisions of Law No. 1 Year 1995 on "Limited Liability Company", approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. C2-24930.HT.01.04.TH.98 dated November 13, 1998 and published in Supplement No. 7216 of the Republic of Indonesia State Gazette No. 86 dated October 26, 1999 and notarial deed No. 7 dated October 3, 2003 of Notary Imas Fatimah, S.H., among others, regarding BRI's status and compliance with the Capital Market Laws approved by the Minister of Justice and Human Rights of the Republic of Indonesia in its Decision Letter No. C-23726 HT.01.04.TH.2003 dated October 6, 2003 and published in Supplement No. 11053 of the Republic of Indonesia State Gazette No. 88 dated November 4, 2003.

Based on Bank Indonesia's Decision Letter No. 5/117/DPwB2/PWPwB24 dated October 15, 2003, regarding "SK Appointment of BRI as a Foreign Exchange Commercial Bank", BRI has been designated as a foreign exchange bank through Letter of Monetary Board No. SEKR/BRI/328 dated September 25, 1956.

1. UMUM (lanjutan)

a. Pendirian (lanjutan)

Berdasarkan Akta No. 51 tanggal 26 Mei 2008 Notaris Fathiah Helmi, S.H., telah dilakukan perubahan terhadap Anggaran Dasar BRI, antara lain untuk penyesuaian dengan ketentuan Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang "Perseroan Terbatas" dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK") (fungsinya sejak 1 Januari 2013 dialihkan kepada Otoritas Jasa Keuangan ("OJK")), No. IX.J.I tentang "Pokok-pokok Anggaran Dasar Perseroan yang Melakukan Penawaran Umum Efek Bersifat Ekuitas dan Perusahaan Publik", yang telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-48353.AH.01.02.Tahun 2008 tanggal 6 Agustus 2008 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 68, Tambahan No. 23079 tanggal 25 Agustus 2009.

Berdasarkan Akta No. 32 tanggal 22 April 2024 yang dibuat di hadapan Notaris Fathiah Helmi, S.H., di Jakarta yang telah mendapat Penerimaan Perubahan Anggaran Dasar dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0092097 tanggal 23 April 2024. Perubahan dilakukan dalam rangka penyesuaian dengan Peraturan OJK ("POJK") No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham ("RUPS") Perusahaan Terbuka dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan RUPS Perusahaan Terbuka Secara Elektronik, serta modal disetor.

Selanjutnya, Anggaran Dasar BRI dimuat dalam Akta No. 15 tanggal 22 April 2025 yang dibuat di hadapan Notaris Fathiah Helmi, S.H., di Jakarta yang telah mendapat Penerimaan Perubahan Anggaran Dasar dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0126510 tanggal 8 Mei 2025. Perubahan dilakukan dalam rangka penyesuaian dengan Peraturan OJK ("POJK") No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham ("RUPS") Perusahaan Terbuka.

1. GENERAL (continued)

a. Establishment (continued)

Based on Notarial Deed No. 51 dated May 26, 2008 of Notary Fathiah Helmi, S.H., BRI amended its Articles of Association, among others, to comply with the provisions of Law No. 40 Year 2007 on "Limited Liability Company" and Capital Market and Financial Institution Supervisory Agency's ("Bapepam-LK") Regulation, (whose function has been transferred to the Financial Services Authority ("OJK") since January 1, 2013), No. IX.J.I on "The Main Principles of the Articles of Association of a Company that Conduct Public Offering of Shares and Public Company", which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-48353.AH.01.02 Year 2008, dated August 6, 2008 and was published in Supplement No. 23079 of the Republic of Indonesia State Gazette No. 68 dated August 25, 2009.

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

Furthermore, BRI's Articles of Association are documented in Notarial Deed No. 15 dated April 22, 2025, of Notary Fathiah Helmi, S.H., in Jakarta regarding amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0126510 dated May 8, 2025. The changes were made in the context of compliance to the OJK Regulation ("POJK") No. 15/POJK.04/2020 regarding the Plan and Organizing of Public Companies' General Meeting of Shareholders ("GMS").

1. UMUM (lanjutan)

a. Pendirian (lanjutan)

Berdasarkan pasal 3 Anggaran Dasar BRI, ruang lingkup kegiatan BRI adalah melakukan usaha di bidang perbankan serta optimalisasi pemanfaatan sumber daya yang dimiliki BRI untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapat keuntungan guna meningkatkan nilai perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Pemerintah Republik Indonesia merupakan entitas induk terakhir BRI.

b. Program Rekapitalisasi

Sebagai realisasi dari Program Rekapitalisasi Bank Umum sesuai Peraturan Pemerintah No. 52 Tahun 1999 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Bank Pemerintah, BRI telah menerima seluruh jumlah rekapitalisasi sebesar nominal Rp29.149.000 dalam bentuk Obligasi Rekapitalisasi Pemerintah yang diterbitkan dalam 2 (dua) tahap yaitu sebesar nominal Rp20.404.300 pada tanggal 25 Juli 2000 dan Rp8.744.700 pada tanggal 31 Oktober 2000.

Lebih lanjut, seperti yang disebutkan dalam Kontrak Manajemen tanggal 28 Februari 2001 antara Negara Republik Indonesia c.q. Pemerintah melalui Menteri Keuangan dan BRI, Pemerintah telah menetapkan bahwa total kebutuhan rekapitalisasi BRI untuk mencapai Liabilitas Penyediaan Modal Minimum 4% adalah sebesar Rp29.063.531. Oleh karena itu, BRI telah mengembalikan kelebihan total rekapitalisasi sebesar Rp85.469 dalam bentuk Obligasi Rekapitalisasi Pemerintah kepada Negara Republik Indonesia pada tanggal 5 November 2001.

Pada tanggal 30 September 2003, Menteri Keuangan mengeluarkan Surat Keputusan No. 427/KMK.02/2003 tanggal 30 September 2003 tentang besarnya nilai akhir dan pelaksanaan hak-hak Pemerintah yang timbul sebagai akibat penambahan penyertaan modal Negara Republik Indonesia ke dalam modal BRI dalam rangka program rekapitalisasi bank umum. Berdasarkan Surat Keputusan tersebut, Menteri Keuangan menetapkan bahwa nilai akhir kebutuhan rekapitalisasi BRI adalah sebesar Rp29.063.531.

1. GENERAL (continued)

a. Establishment (continued)

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.

Government of the Republic of Indonesia is the ultimate parent entity of BRI.

b. Recapitalization Program

As a realization of the Recapitalization Program for Commercial Banks, set forth in Government Regulation No. 52 Year 1999, regarding the Addition of Capital Investment by the Republic of Indonesia in State-Owned Banks, BRI has received in full the recapitalization with a nominal amount of Rp29,149,000 in the form of Government Recapitalization Bonds issued in 2 (two) phases, that is at the nominal amounts of Rp20,404,300 on July 25, 2000 and Rp8,744,700 on October 31, 2000.

Furthermore, as stated in the Management Contract dated February 28, 2001 between the Republic of Indonesia represented by the Government through the Minister of Finance and BRI, the Government determined that in order to achieve a Minimum Capital Adequacy Liability of 4%, BRI's recapitalization requirement is Rp29,063,531. Therefore, BRI has returned the excess recapitalization of Rp85,469 in the form of Government Recapitalization Bonds to the Republic of Indonesia on November 5, 2001.

On September 30, 2003, the Minister of Finance issued Decision Letter No. 427/KMK.02/2003 dated September 30, 2003 regarding the final amount and implementation of Government's rights, which arose as a result of the addition in capital investment by Republic of Indonesia during the Recapitalization Program for Commercial Banks. Based on the Decision Letter, the Minister of Finance determined that the final amount of BRI's recapitalization requirement is Rp29,063,531.

1. UMUM (lanjutan)

c. Penawaran Umum Saham Perdana, Pemecahan Saham dan Penawaran Umum Terbatas Saham

Dalam rangka penawaran umum saham perdana BRI, berdasarkan pernyataan pendaftaran tanggal 31 Oktober 2003, Pemerintah, melalui Menteri Badan Usaha Milik Negara (BUMN), menyetujui untuk melakukan penawaran umum saham perdana (*Initial Public Offering* (IPO)) sebesar 3.811.765.000 lembar saham biasa BRI atas nama seri B, yang terdiri dari 2.047.060.000 lembar milik Negara Republik Indonesia (divestasi) dan 1.764.705.000 lembar atas nama Seri B baru, serta bersamaan dengan opsi pemesanan lebih dan opsi penjatahan lebih.

Penawaran umum saham perdana meliputi penawaran kepada masyarakat internasional (Peraturan 144A dari Perundang-undangan Sekuritas dan peraturan "S") dan penawaran kepada masyarakat Indonesia. BRI menyerahkan pendaftarannya kepada Bapepam-LK dan pernyataan pendaftaran tersebut telah menjadi efektif berdasarkan Surat Ketua Bapepam-LK No. S-2646/PM/2003 tanggal 31 Oktober 2003.

Penawaran umum saham perdana BRI meliputi 3.811.765.000 lembar saham dengan nilai nominal Rp500 (nilai penuh) per lembar saham dengan harga jual Rp875 (nilai penuh) per lembar saham. Selanjutnya, opsi pemesanan lebih sejumlah 381.176.000 lembar saham dan opsi penjatahan lebih sejumlah 571.764.000 lembar saham masing-masing dengan harga Rp875 (nilai penuh) setiap lembar saham telah dilaksanakan masing-masing pada tanggal 10 November 2003 dan 3 Desember 2003. Setelah IPO BRI dan opsi pemesanan lebih dan opsi penjatahan lebih dilaksanakan oleh Penjamin Pelaksana Emisi, Negara Republik Indonesia memiliki 59,50% saham di BRI. Saham yang ditawarkan tersebut mulai diperdagangkan di Bursa Efek Jakarta dan Bursa Efek Surabaya (sekarang Bursa Efek Indonesia) pada tanggal 10 November 2003 dan pada saat yang bersamaan seluruh saham BRI juga telah dicatatkan (Catatan 31b).

1. GENERAL (continued)

c. Initial Public Offering of Shares, Stock Split and Limited Public Offering

In relation to BRI's Initial Public Offering (IPO), based on the registration statement dated October 31, 2003, the Government, through the Minister of State-Owned Enterprises agreed to conduct an IPO of 3,811,765,000 Series B common shares of BRI, consisting of 2,047,060,000 Series B common shares owned by the Republic of Indonesia (divestment) and 1,764,705,000 new Series B common shares, alongside over-subscription option and over-allotment option.

The IPO consists of the international public offering (under Rule 144A of the Securities Act and "S" Regulation) and the Indonesian public offering. BRI submitted its registration to Bapepam-LK and the registration statement became effective based on the Chairman of Bapepam-LK Letter No. S-2646/PM/2003 dated October 31, 2003.

BRI's IPO consists of 3,811,765,000 shares with a nominal value of Rp500 (full amount) per share and a sale price of Rp875 (full amount) per share. Subsequently, over-subscription option of 381,176,000 shares and over-allotment option of 571,764,000 shares were exercised at Rp875 (full amount) per share on November 10, 2003 and December 3, 2003, respectively. After BRI's IPO and the underwriters' exercise of the over-subscription option and the over-allotment option, the Republic of Indonesia owns 59.50% of BRI shares. On November 10, 2003, the offered shares started to be traded on Jakarta and Surabaya Stock Exchanges (currently the Indonesia Stock Exchange). At the same time, all BRI shares were also listed (Note 31b).

1. UMUM (lanjutan)

c. Penawaran Umum Saham Perdana, Pemecahan Saham dan Penawaran Umum Terbatas Saham (lanjutan)

Berdasarkan Akta No. 38 tanggal 24 November 2010, Notaris Fathiah Helmi, S.H. dilakukan pemecahan nilai nominal saham dari Rp500 (nilai penuh) per lembar saham menjadi Rp250 (nilai penuh) per saham. Akta tersebut telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam suratnya No. AHU.AH.01.10-33481 tanggal 29 Desember 2010. Pemecahan saham dilakukan pada tahun 2011 dan BRI menjadwalkan bahwa akhir perdagangan saham dengan nilai nominal lama atau Rp500 (nilai penuh) per lembar saham di Pasar Reguler dan Pasar Negosiasi adalah tanggal 10 Januari 2011 dan tanggal dimulainya perdagangan sah dengan nilai nominal baru atau Rp250 (nilai penuh) per lembar saham adalah tanggal 11 Januari 2011.

Berdasarkan Akta No. 54 tanggal 27 Oktober 2017, Notaris Fathiah Helmi, S.H. dilakukan pemecahan nilai nominal saham dari Rp250 (nilai penuh) per saham menjadi Rp50 (nilai penuh) per saham. Akta tersebut telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam suratnya No. AHU.AH.01.03-0187521 tanggal 3 November 2017. Pemecahan saham dilakukan pada tahun 2017 dan BRI menjadwalkan bahwa akhir perdagangan saham dengan nilai nominal lama atau Rp250 (nilai penuh) per lembar saham di Pasar Reguler dan Pasar Negosiasi adalah tanggal 9 November 2017 dan tanggal dimulainya perdagangan sah dengan nilai nominal baru atau Rp50 (nilai penuh) per lembar saham adalah tanggal 10 November 2017.

Dalam rangka pembentukan *Holding* Ultra Mikro, BRI meningkatkan modal ditempatkan dan disetor melalui Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu I (PMHMETD I), sesuai hasil keputusan RUPSLB tanggal 22 Juli 2021 sebagaimana tercantum dalam Akta No. 61 tanggal 22 Juli 2021, Notaris Fathiah Helmi S.H., serta telah mendapat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) pada tanggal 30 Agustus 2021 sesuai dengan Surat OJK No. S-152/D.04/2021 tanggal 30 Agustus 2021.

1. GENERAL (continued)

c. Initial Public Offering of Shares, Stock Split and Limited Public Offering (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 amount) per share to Rp250 (full amount) per share. The deed had been received and recorded in the Legal Entity Administration System database in accordance with the Ministry of Law and Human Rights of the Republic of Indonesia Letter No. AHU.AH.01.10-33481 dated December 29, 2010. The stock split was performed in 2011 and BRI scheduled the last day on which shares with a nominal value of Rp500 (full amount) would be traded in Regular Market and Negotiated Market was January 10, 2011 and the date of commencement of legitimate trade for shares with new nominal value of Rp250 (full amount) was January 11, 2011.

Based on Notarial Deed No. 54 dated October 27, 2017 of Notary Fathiah Helmi, S.H., stock split was performed from a nominal value of Rp250 (full amount) per share to Rp50 (full amount) per share. The deed had been received and recorded in the Legal Entity Administration System database in accordance with the Ministry of Law and Human Rights of the Republic of Indonesia Letter No. AHU.AH.01.03-0187521 dated November 3, 2017. The stock split was performed in 2017 and BRI scheduled the last day on which shares with a nominal value of Rp250 (full amount) would be traded in Regular Market and Negotiated Market was November 9, 2017 and the date of commencement of legitimate trade for shares with new nominal value of Rp50 (full amount) was November 10, 2017.

Due to the establishment of Ultra Micro Holding, BRI increased additional paid-in capital through Right Issue with Pre-Emptive Rights ("PMHMETD") I, in accordance with the results of the Extraordinary General Meeting of Shareholder dated July 22, 2021 was documented in Notarial Deed No. 61 dated July 22, 2021 of Notary Fathiah Helmi, S.H. in Jakarta and had received an effective statement from the Financial Services Authority (OJK) on August 30, 2021 through its letter No. S-152/D.04/2021 dated August 30, 2021.

1. UMUM (lanjutan)

c. Penawaran Umum Saham Perdana, Pemecahan Saham dan Penawaran Umum Terbatas Saham (lanjutan)

Dalam PMHMETD I tersebut, BRI menawarkan sebanyak-banyaknya 28.213.191.604 saham baru Seri B dengan nilai nominal per lembar saham Rp50 (nilai penuh) dalam bentuk Hak Memesan Efek Terlebih Dahulu (HMETD) dengan harga pelaksanaan per lembar saham Rp3.400 (nilai penuh). Tanggal perdagangan dan eksekusi HMETD tersebut mulai dari 13 September 2021 sampai dengan 22 September 2021.

Dari penawaran umum terbatas ini, BRI telah meningkatkan jumlah modal sahamnya sebanyak 28.213.191.604 lembar saham sehingga mengakibatkan komposisi kepemilikan saham BRI adalah 56,82% dimiliki oleh Pemerintah Republik Indonesia dan 43,18% dimiliki oleh publik.

d. Modal Saham Diperoleh Kembali (Saham Treasuri)

Pada tanggal 5 Februari 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 84.600 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara total Rp184.597.481 (nilai penuh), harga wajar program diskresi saham bonus sebesar Rp3.240 (nilai penuh) atau setara Rp274.104.000 (nilai penuh), selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp89.506.518 (nilai penuh)

Pada tanggal 31 Maret 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebesar 2.096.400 lembar saham dengan harga perolehan Rp2.182 (nilai penuh) per lembar saham atau setara total Rp4.574.351.773 (nilai penuh), dimana implementasi ini terdiri dari ESA 1 sebanyak 831.000 lembar saham dengan harga wajar Rp3.630 (nilai penuh) per lembar saham atau setara Rp3.016.530.000 (nilai penuh) dan ESA 2 sebanyak 1.265.400 lembar saham dengan harga wajar Rp4.410 (nilai penuh) per lembar saham atau setara Rp5.580.414.000 (nilai penuh).

1. GENERAL (continued)

c. Initial Public Offering of Shares, Stock Split and Limited Public Offering (continued)

In PMHMETD I, BRI offered for as many as 28,213,191,604 new Series B shares with a nominal value of Rp50 (full amount) per share in the form of Pre-Emptive Rights ("HMETD") with exercised price of Rp3,400 (full amount). HMETD would be traded and exercised from September 13 to September 22, 2021.

From this limited public offering, BRI has increased its share capital by 28,213,191,604 shares, resulting the composition of BRI's share ownership become 56.82% owned by the Government of the Republic of Indonesia and 43.18% owned by the public.

d. Treasury Stock

On February 5, 2021, there was implementation of a bonus share program for BRI employees (note 31f) sourced from treasury stock. This resulted to a reduction in treasury stocks of 84,600 shares with an acquisition price per share of Rp2,182 (full amount) or equivalent to a total of Rp184,597,481 (full amount), bonus share discretion program fair price of Rp3,240 (full amount) or equivalent to Rp274,104,000 (full amount), the difference between the value of treasury stocks and the total of implementation cost based on the fair price is recorded in additional paid-in capital amounting to Rp89,506,518 (full amount).

On March 31, 2021, there was implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This resulted to a reduction in treasury stock of 2,096,400 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to a total of Rp4,574,351,773 (full amount), where this implementation consisted of ESA 1 of 831,000 shares with fair price of Rp3,630 (full amount) per share or equivalent to Rp3,016,530,000 (full amount) and ESA 2 of 1,265,400 shares with a fair price of Rp4,410 (full amount) per share or equivalent to Rp5,580,414,000 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp4.022.592.226 (nilai penuh).

Pada tanggal 7 Oktober 2021 sampai dengan 17 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 11.613.900 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp25.341.568.431 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp26.015.136.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp4.680.363.069 (nilai penuh).

Pada tanggal 25 Oktober 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 590.000 lembar saham dengan harga perolehan Rp2.182 (nilai penuh) per lembar saham atau setara total Rp1.287.381.963 (nilai penuh), harga wajar *Discretionary Pool* sebesar Rp3.750 (nilai penuh) per lembar saham atau setara Rp2.212.500.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp925.118.037 (nilai penuh).

Pada tanggal 27 Oktober 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 263.904.800 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara total Rp575.841.151.426 (nilai penuh), harga wajar ESA 3 sebesar Rp4.020 (nilai penuh) atau setara Rp1.060.897.296.000 (nilai penuh), selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp485.056.144.574 (nilai penuh).

1. GENERAL (continued)

d. Treasury Stock (continued)

The difference between the value of the treasury stock and the total of implementation costs based on the fair price is recorded in additional paid-in capital amounting to Rp4,022,592,226 (full amount).

On October 7, 2021 up to December 17, 2021, there was implementation of the stock option program for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 11,613,900 shares with an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp25,341,568,431 (full amount), the ESOP 1 and 2 programs grant price of Rp2,240 (full amount) or equivalent to Rp26,015,136,000 (full amount). The difference between the value of treasury stock and the total implementation costs based on the fair price was recorded in additional paid-in capital amounting to Rp4,680,363,069 (full amount).

On October 25, 2021, there was the implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 590,000 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp1,287,381,963 (full amount), the fair price of the Discretionary Pool of Rp3,750 (full amount) per share or equivalent to Rp2,212,500,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp925,118,037 (full amount).

On October 27, 2021, there was implementation of a bonus share program for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 263,904,800 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp575,841,151,426 (full amount), the grant price of ESA 3 of Rp4,020 (full amount) or equivalent to Rp1,060,897,296,000 (full amount), the difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp485,056,144,574 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 5 November 2021 sampai dengan 6 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 124.565.200 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp271.801.680.741 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp279.026.048.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp7.224.367.259 (nilai penuh).

Pada tanggal 17 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 282.159.300 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara total Rp615.672.531.146 (nilai penuh), harga wajar ESA 4 sebesar Rp3.926 (nilai penuh) atau setara Rp1.107.757.411.800 (nilai penuh), selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp492.084.880.654 (nilai penuh).

Pada tanggal 17 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 11.004.400 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp24.011.637.404 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp24.649.856.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp4.660.603.096 (nilai penuh).

1. GENERAL (continued)

d. Treasury Stock (continued)

On November 5, 2021 up to December 6, 2021, the stock option program was implemented on BRI employees (Note 30) sourced from treasury stock. This resulted in a reduction in treasury stock of 124,565,200 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp271,801,680,741 (full amount), the ESOP 1 and 2 programs grant price of Rp2,240 (full amount) or equivalent to Rp279,026,048,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp7,224,367,259 (full amount).

On December 17, 2021, there was implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 282,159,300 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp615,672,531,146 (full amount), the fair price of ESA 4 of Rp3,926 (full amount) or equivalent to Rp1,107,757,411,800 (full amount), the difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp492,084,880,654 (full amount).

On December 17, 2021, there was implementation of the stock option program for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 11,004,400 shares at an acquisition price of of Rp2,182 (full amount) at an acquisition price of or equivalent to Rp24,011,637,404 (full amount), ESOP 1 and 2 fair price of Rp2,240 (full amount) or the equivalent of Rp24,649,856,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp4,660,603,096 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 27 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 6.049.800 lembar saham terdiri dari ESA 1 sebanyak 16.000 lembar saham dengan harga wajar Rp3.630 (nilai penuh) per lembar saham atau setara Rp58.080.000 (nilai penuh), ESA 2 sebanyak 266.400 lembar saham dengan harga wajar Rp4.410 (nilai penuh) per lembar saham atau setara Rp1.174.824.000 (nilai penuh), ESA 3 sebanyak 4.813.700 lembar saham dengan harga wajar Rp4.020 (nilai penuh) per lembar saham atau setara Rp19.351.074.000 (nilai penuh), dan ESA 4 sebanyak 953.700 lembar saham dengan harga wajar Rp3.926 (nilai penuh) per lembar saham atau setara Rp3.744.226.200 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp11.127.520.477 (nilai penuh).

Pada tanggal 28 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 1.742.600 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp3.802.358.996 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp3.903.424.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp732.402.204 (nilai penuh).

Pada tanggal 30 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 30.720.900 lembar saham dengan rincian sebanyak 30.252.500 lembar dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp66.011.055.629 (nilai penuh) dan sebanyak 468.400 lembar dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp1.349.460.400 (nilai penuh), harga wajar ESA Khusus sebesar Rp4.080 (nilai penuh) atau setara Rp125.341.272.000 (nilai penuh).

1. GENERAL (continued)

d. Treasury Stock (continued)

On December 27, 2021, there was implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 6,049,800 shares consisting of 16,000 ESA 1 shares fair price of Rp3,630 (full amount) per share or equivalent to Rp58,080,000 (full amount), ESA 2 of 266,400 shares fair price of Rp4,410 (full amount) per share or equivalent to Rp1,174,824,000 (full amount), ESA 3 of 4,813,700 shares at fair price of Rp4,020 (full amount) per share or equivalent to Rp19,351,074,000 (full amount), and ESA 4 of 953,700 shares at fair price of Rp3,926 (full amount) per share or equivalent to Rp3,744,226,200 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp11,127,520,477 (full amount).

On December 28, 2021, the stock option program was implemented for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 1,742,600 shares with an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp3,802,358,996 (full amount), the implementation price of the ESOP 1 and 2 programs of Rp2,240 (full amount) or equivalent to Rp3,903,424,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp732,402,204 (full amount).

As of December 30, 2021, there was the implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 30,720,900 shares with details of 30,252,500 shares with an acquisition price per share of Rp2,182 (full amount) per share or equivalent to Rp66,011,055,629 (full amount) and 468,400 shares with an acquisition price per share of Rp2,881 (full amount) per share or equivalent to Rp1,349,460,400 (full amount), the fair price of Special ESA is Rp4,080 (full amount) or equivalent to Rp125,341,272,000 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp57.980.755.971 (nilai penuh). Atas transaksi yang terjadi pada tahun 2021, total saham treasuri yang dimiliki oleh BRI adalah sebanyak 15.931.900 lembar saham.

BRI melalui surat No. R.0034-DIR/ALM/ 01/2022 tanggal 24 Januari 2022 mengajukan permohonan persetujuan pembelian kembali saham BRI kepada OJK sebanyak-banyaknya Rp3.000.000. Pembelian kembali saham BRI tersebut telah disetujui oleh OJK melalui Surat No. S-29/PB.31/2022 tanggal 21 Februari 2022 dan telah mendapatkan persetujuan pada Rapat Umum Pemegang Saham Tahunan 2022 yang diselenggarakan pada tanggal 1 Maret 2022.

BRI juga telah menyampaikan keterbukaan informasi kepada Otoritas Jasa Keuangan (OJK) sehubungan dengan rencana pembelian kembali saham yang telah dikeluarkan dan tercatat di BEI sebanyak-banyaknya sebesar Rp3.000.000 melalui surat No. B.7-CSC/CSM/ CGC/01/2022 tanggal 21 Januari 2022. Pembelian kembali tersebut secara bertahap dalam periode 1 Maret 2022 sampai dengan 31 Agustus 2023.

Pada bulan April hingga Juli 2022, BRI telah melakukan pembelian saham sebanyak 184.245.400 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp818.380 dengan rata-rata harga pembelian Rp4.442 (nilai penuh) per lembar saham.

Pada tanggal 12 Agustus 2022 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 7.064.100 lembar saham dengan harga perolehan per lembar saham Rp4.440 (nilai penuh) atau setara Rp31.363 per lembar saham. Harga pelaksanaan program sebesar Rp4.250 (nilai penuh) atau setara Rp30.022. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp1.341 (Catatan 31b).

1. GENERAL (continued)

d. Treasury Stock (continued)

The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp57,980,755,971 (full amount). For transactions that occurred in 2021, the total treasury stock owned by BRI were 15,931,900 shares.

BRI, through its letter No. R. 0034-DIR/ALM/ 01/2022 dated January 24, 2022, submitted a request for OJK's approval on BRI's shares buyback for at most Rp3,000,000, and it was approved by OJK through its letter No. S-29/PB.31/2022 dated February 21, 2022 and approved by Annual General Meeting of Shareholders held on March 1, 2022.

BRI conveyed its information disclosure to the Financial Services Authority (OJK) in regards to the buyback plan for shares previously issued and listed on the Stock Exchange for as many as Rp3,000,000 through its letter No. B. 7-CSC/CSM/CGC/01/2022 dated January 21, 2022. The buyback is carried out within a period between March 1, 2022 until August 31, 2023.

In April to July 2022, BRI has repurchased 184,245,400 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp818,380 with an average purchase price of Rp4,442 (full amount) per share.

On August 12, 2022, there was implementation of BRI's bonus share program originating from the treasury stocks repurchased in 2022. This has resulted in a reduction of treasury stock by 7,064,100 shares with an acquisition price per share of Rp4,440 (full amount), or equivalent to Rp31,363. The program implementation price is Rp4,250 (full amount) per share, or the equivalent of Rp30,022. The difference between the acquisition value of treasury stock and the program costs based on fair prices recorded in additional paid-in capital amounting to Rp1,341 (Note 31b).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada bulan Agustus hingga Desember 2022, BRI telah melakukan pembelian saham sebanyak 295.208.700 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp1.365.888 dan rata-rata harga pembelian sebesar Rp4.627 (nilai penuh) per lembar saham.

Pada bulan Januari 2023, BRI melanjutkan pembelian saham sebanyak 167.931.800 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp815.732 dan rata-rata harga pembelian sebesar Rp4.858 (nilai penuh) per lembar saham.

Pada tanggal 14 Juli 2023 terdapat implementasi program kepemilikan saham kepada pekerja BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2020. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 501.600 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp1.445. Pelaksanaan program ini terdiri dari ESA 1 sebanyak 21.100 lembar saham dengan nilai wajar Rp3.630 (nilai penuh), ESA 2 sebanyak 32.300 lembar saham dengan nilai wajar Rp4.410 (nilai penuh), ESA 3 sebanyak 33.900 lembar saham dengan nilai wajar Rp4.020 (nilai penuh), dan ESA 4 sebanyak 414.300 lembar saham dengan nilai wajar Rp3.926 (nilai penuh), dimana secara total harga pelaksanaan program setara dengan Rp1.982. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp537 (Catatan 31b).

Pada tanggal 18 Agustus 2023 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 6.440.500 lembar saham dengan harga perolehan per lembar saham Rp4.636 (nilai penuh) atau setara Rp29.860. Harga pelaksanaan program sebesar Rp5.450 (nilai penuh) atau setara Rp35.101. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp5.241 (Catatan 31b).

1. GENERAL (continued)

d. Treasury Stock (continued)

In August to December 2022, BRI has repurchased 295,208,700 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp1,365,888 with an average purchase price of Rp4,627 (full amount) per share.

In January 2023, BRI continued to repurchase 167,931,800 shares (par value Rp50 (full amount) per share) at an acquisition price of Rp815,732 with an average purchase price of Rp4,858 (full amount) per share.

On July 14, 2023, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2020. This has resulted in a reduction in treasury stock of 501,600 shares with an acquisition price per share of Rp2,881 (full amount) per share or equivalent to Rp1,445. The implementation of this program consists of ESA 1 of 21,100 shares with fair price of Rp3,630 (full amount), ESA 2 of 32,300 shares with a grant price of Rp4,410 (full amount), ESA 3 of 33,900 shares with a grant price of Rp4,020 (full amount), and ESA 4 of 414,300 shares with fair price of Rp3,926 (full amount), where the total program implementation price is equivalent to Rp1,982. The difference between the acquisition value of treasury stock and the program costs based on fair prices recorded in additional paid-in capital amounting to Rp537 (Note 31b).

On August 18, 2023, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2022. This has resulted in a reduction in treasury stock of 6,440,500 shares at an acquisition price of of Rp4,636 (full amount) at an acquisition price of or equivalent to Rp29,860. The program implementation price of Rp5,450 (full amount) or equivalent to Rp35,101. The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp5,241 (Note 31b).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada bulan September sampai dengan Desember 2023, BRI telah melakukan pembelian saham sebanyak 118.833.600 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp625.555 dan rata-rata harga pembelian sebesar Rp5.264 (nilai penuh) per lembar saham.

Pada tanggal 3 April 2024 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2020. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 7.346.500 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp21.168. Harga pelaksanaan program sebesar Rp6.375 (nilai penuh) atau setara Rp46.835. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp25.667 (Catatan 31b).

Pada bulan April 2024, BRI telah melakukan pembelian saham sebanyak 28.900.000 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp154.514 dengan rata-rata harga pembelian Rp5.346 (nilai penuh) per lembar saham.

Pada tanggal 28 Mei 2024 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 25.606.600 lembar saham dengan harga perolehan per lembar saham Rp4.636 (nilai penuh) atau setara Rp118.716.

Pada bulan Mei 2024, BRI telah melakukan pembelian saham sebanyak 20.900.000 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp98.133 dan rata-rata harga pembelian sebesar Rp4.695 (nilai penuh) per lembar saham.

1. GENERAL (continued)

d. Treasury Stock (continued)

In September to December 2023, BRI has repurchased 118,833,600 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp625,555 with an average purchase price of Rp5,264 (full amount) per share.

On April 3, 2024, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2020. This has resulted in a reduction in treasury stock of 7,346,500 shares at an acquisition price of of Rp2,881 (full amount) at an acquisition price of or equivalent to Rp21,168. The program implementation price of Rp6,375 (full amount) or equivalent to Rp46,835. The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp25,667 (Note 31b).

In April 2024, BRI has repurchased 28,900,000 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp154,514 with an average purchase price of Rp5,346 (full amount) per share.

On May 28, 2024, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2022. This has resulted in a reduction in treasury stock of 25,606,600 shares at an acquisition price of of Rp4,636 (full amount) at an acquisition price of or equivalent to Rp118,716.

In May 2024, BRI has repurchased 20,900,000 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp98,133 with an average purchase price of Rp4,695 (full amount) per share.

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 9 Juli 2024 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 412.200 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp1.188. Harga pelaksanaan program sebesar Rp6.350 (nilai penuh) atau setara Rp2.617. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp1.429 (Catatan 31b).

Pada bulan Juli hingga September 2024, BRI telah melakukan pembelian saham sebanyak 125.298.700 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp621.798 dan rata-rata harga pembelian sebesar Rp4.963 (nilai penuh) per lembar saham.

Pada tanggal 24 Januari 2025 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2020. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 7.671.300 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp22.104. Harga pelaksanaan program sebesar Rp4.334 (nilai penuh) atau setara Rp33.247. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp11.143 (Catatan 31b).

Pada bulan April hingga Oktober 2025, BRI telah melakukan pembelian saham sebanyak 121.321.300 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp448.235 dan rata-rata harga pembelian sebesar Rp3.695 (nilai penuh) per lembar saham.

1. GENERAL (continued)

d. Treasury Stock (continued)

On July 9, 2024, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2022. This has resulted in a reduction in treasury stock of 412,200 shares at an acquisition price of of Rp2,881 (full amount) at an acquisition price of or equivalent to Rp1,188. The program implementation price of Rp6,350 (full amount) or equivalent to Rp2,617. The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp1,429 (Note 31b).

In July until September 2024, BRI has repurchased 125,298,700 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp621,798 with an average purchase price of Rp4,963 (full amount) per share.

On January 24, 2025, there was an implementation of BRI's share ownership program sourced from treasury shares from the 2020 buyback. This resulted in a reduction in treasury shares of 7,671,300 shares with an acquisition price per share of Rp2,881 (full value) or equivalent to Rp22,104. The program implementation price was Rp4,334 (full value) or equivalent to Rp33,247. The difference between the acquisition value of treasury shares and the program costs based on fair prices was recorded in additional paid-in capital of Rp11,143 (Note 31b).

In April until October 2025, BRI has repurchased 121,321,300 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp448,235 with an average purchase price of Rp3,695 (full amount) per share.

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 5 Desember 2025 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 75.926.100 lembar saham dengan harga perolehan per lembar saham Rp4.636 (nilai penuh) atau setara Rp352.006. Harga pelaksanaan program sebesar Rp4.334 (nilai penuh) atau setara Rp329.064. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp22.942 (Catatan 31b).

Pada bulan Desember 2025, BRI telah melakukan pembelian saham sebanyak 11.000.000 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp39.650 dan rata-rata harga pembelian sebesar Rp3.605 (nilai penuh) per lembar saham.

Adapun harga perolehan di atas merupakan harga perolehan dan tidak termasuk biaya yang dapat diatribusikan secara langsung terhadap pembelian saham treasuri.

Sehingga per tanggal 31 Desember 2025, total saham treasuri yang dimiliki oleh BRI sebanyak 958.602.200 lembar saham.

1. GENERAL (continued)

d. Treasury Stock (continued)

On December 5, 2025, there was an implementation of BRI's share ownership program sourced from treasury shares from the 2022 buyback. This resulted in a reduction in treasury shares of 75,926,100 shares with an acquisition price per share of Rp4,636 (full value) or equivalent to Rp352,006. The program implementation price was Rp4,334 (full value) or equivalent to Rp329,064. The difference between the acquisition value of treasury shares and the program costs based on fair prices was recorded in additional paid-in capital of Rp22,942 (Note 31b)

In December 2025, BRI has repurchased 11,000,000 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp39,650 with an average purchase price of Rp3,605 (full amount) per share.

The acquisition price above is the acquisition price and does not include costs that can be directly attributed to the purchase of treasury stock.

As of December 31, 2025, the total treasury stocks owned by BRI were 958,602,200 shares.

1. UMUM (lanjutan)

e. Struktur dan Manajemen

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI memiliki jaringan unit kerja dengan rincian sebagai berikut:

31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Kantor Wilayah	18	18	*Regional Offices*
Kantor Audit Intern Pusat	1	1	*Head Internal Audit Office*
Kantor Audit Intern Wilayah	18	18	*Regional Internal Audit Offices*
Kantor Cabang Dalam Negeri	454	453	*Domestic Branch Offices*
Kantor Cabang/Kantor Perwakilan di Luar Negeri	6	6	*Overseas Branch/Representative Offices*
Kantor Cabang Pembantu (KCP) Dalam Negeri*)	6.885	7.014	*Domestic Sub-branch Offices**)
Kantor Cabang Pembantu (KCP) di Luar Negeri	3	3	*Overseas Sub-branch Offices*
Teras Keliling	6	69	*Mobile Teras*
Teras Kapal	4	4	*Floating Teras*

*) Sesuai dengan POJK No. 12/POJK.03/2021 tanggal 30 Juli 2021 tentang Bank Umum, penyajian Unit Kerja Kantor Kas, BRI Unit dan Teras Kantor dicatatkan sebagai Kantor Cabang Pembantu (KCP) Dalam Negeri

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI memiliki 5 (lima) Kantor Cabang di luar negeri yang berlokasi di New York, Cayman Islands, Singapura, Timor-Leste dan Taipei, serta 1 (satu) Kantor Perwakilan di luar negeri yang berlokasi di Hong Kong.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI memiliki 10 (sepuluh) entitas anak yaitu PT Bank Raya Indonesia Tbk, BRI Global Financial Services Co. Ltd. Hong Kong, PT Asuransi BRI Life, PT BRI Multifinance Indonesia, PT BRI Danareksa Sekuritas, PT BRI Ventura Investama, PT BRI Asuransi Indonesia, PT Pegadaian, PT Permodalan Nasional Madani, dan PT BRI Manajemen Investasi.

Berdasarkan kebijakan akuntansi BRI, manajemen kunci BRI cakupannya adalah anggota komisaris, direksi, *senior executive vice president*, komite audit, komite remunerasi, kepala *group*, kepala satuan kerja audit intern dan kepala audit intern wilayah, pemimpin wilayah, pemimpin cabang khusus dan pemimpin cabang.

1. GENERAL (continued)

e. Structure and Management

As of December 31, 2025 and 2024 BRI has the following networks of work unit:

**) According to POJK No.12/POJK.03/2021 dated July 30, 2021 regarding Commercial Banks, Presentation of Cash Office, BRI Units and Teras Offices are listed as Domestic Sub-Branch Offices (KCP)*

As of December 31, 2025 and 2024, BRI has 5 (five) overseas branch offices located in New York, Cayman Islands, Singapore, Timor-Leste, Taipei and 1 (one) overseas representative office located in Hong Kong.

As of December 31, 2025 and 2024, BRI has 10 (ten) subsidiaries, which are PT Bank Raya Indonesia Tbk, BRI Global Financial Services Co. Ltd Hong Kong, PT Asuransi BRI Life, PT BRI Multifinance Indonesia, PT BRI Danareksa Sekuritas, PT BRI Ventura Investama, PT BRI Asuransi Indonesia, PT Pegadaian, PT Permodalan Nasional Madani, and PT BRI Manajemen Investasi.

Based on the accounting policies of BRI, the coverage of BRI's key management are members of boards of commissioners, directors, senior executive vice president, audit committee, remuneration committee, group head, head of internal audit work unit and head of regional internal audits, head of regional officer, head of special branch and head of branches.

1. UMUM (lanjutan)

e. Struktur dan Manajemen (lanjutan)

Total pekerja BRI dan entitas anak masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut (tidak diaudit):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
PT Bank Rakyat Indonesia (Persero) Tbk	59.714	59.495	*PT Bank Rakyat Indonesia (Persero) Tbk*
Entitas Anak	22.478	21.676	*Subsidiaries*
	82.192	81.171	

Susunan Dewan Komisaris BRI pada tanggal 31 Desember 2025 ditetapkan berdasarkan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) BRI yang dimuat dalam Berita Acara RUPSLB dalam Akta No.19 tanggal 17 Desember 2025. Adapun Susunan Dewan Komisaris BRI pada tanggal 31 Desember 2024 ditetapkan berdasarkan RUPS Tahunan BRI yang Akta No. 31 tanggal 22 April 2024 yang dibuat oleh Notaris Fathiah Helmi, S.H.:

		31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*		
Komisaris Utama/Komisaris	:	Kartika Wirjoatmodjo	Kartika Wirjoatmodjo	:	*President Commissioner/Commissioner*
Wakil Komisaris Utama/ Komisaris Independen	:	Parman Nataatmadja	Rofikoh Rokhim	:	*Vice President Commissioner/ Independent Commissioner*
Komisaris Independen	:	Lukmanul Hakim	Heri Sunaryadi	:	*Independent Commissioner*
Komisaris Independen	:	Edi Susianto	Agus Riswanto	:	*Independent Commissioner*
Komisaris Independen	:	-	Dwi Ria Latifa	:	*Independent Commissioner*
Komisaris Independen	:	-	Nurmaria Sarosa	:	*Independent Commissioner*
Komisaris Independen	:	-	Haryo Baskoro W	:	*Independent Commissioner*
Komisaris Independen	:	-	Paripurna Poerwoko Sugarda	:	*Independent Commissioner*
Komisaris	:	Helvi Yuni Moraza	Rabin Indrajad Hattari	:	*Commissioner*
Komisaris	:	Awan Nurmawan Nuh	Awan Nurmawan Nuh	:	*Commissioner*

Susunan Direksi BRI pada tanggal 31 Desember 2025 ditetapkan berdasarkan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) BRI yang dimuat dalam Berita Acara RUPSLB dalam Akta No.19 tanggal 17 Desember 2025. Adapun Susunan Direksi BRI pada tanggal 31 Desember 2024 ditetapkan berdasarkan RUPS Tahunan BRI yang dimuat dalam Akta No. 31 tanggal 22 April 2024 yang dibuat oleh Notaris Fathiah Helmi, S.H.:

1. GENERAL (continued)

e. Structure and Management (continued)

The number of BRI and subsidiaries employees as of December 31, 2025 and 2024 are (unaudited):

The composition of BRI's Board of Commissioners as of December 31, 2025 was appointed based on Extraordinary General Meeting of Shareholders of BRI, each of which was stated in the Notarial Deed No. 19 dated December 17, 2025. The composition of the Board of Commissioners of BRI as of December 31, 2024 was appointed based on the Extraordinary and Annual GMS of BRI stated in the Notarial Deed of Fathiah Helmi, S.H., No. 31 dated April 22, 2024:

The composition of BRI's Directors as of December 31, 2025 was appointed based on Extraordinary General Meeting of Shareholders of BRI, each of which was stated in the Notarial Deed No. 19 dated December 17, 2025. The composition of BRI's Directors as of December 31, 2024 was appointed based on the Extraordinary and Annual GMS of BRI stated in the Notarial Deed of Fathiah Helmi, S.H., No. 31 dated April 22, 2024:

1. UMUM (lanjutan)

e. Struktur dan Manajemen (lanjutan)

1. GENERAL (continued)

e. Structure and Management (continued)

		31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***		
Direktur Utama	:	Hery Gunardi	Sunarso	:	*President Director*
Wakil Direktur Utama	:	Viviana Dyah Ayu R.K*	Catur Budi Harto	:	*Vice President Director*
Direktur	:	Achmad Royadi*	Viviana Dyah Ayu R.K	:	*Director*
Direktur	:	Alexander Dippo Paris Y.S	Amam Sukriyanto	:	*Director*
Direktur	:	Aquarius Rudianto	Andrijanto	:	*Director*
Direktur	:	Aris Hartanto*	Handayani	:	*Director*
Direktur	:	Akhmad Purwakajaya	Supari	:	*Director*
Direktur	:	Saladin Dharma Nugraha Effendi	Arga Mahanana Nugraha	:	*Director*
Direktur	:	Ety Yuniarti*	Agus Sudiarto	:	*Director*
Direktur	:	Farida Thamrin	Agus Noorsanto	:	*Director*
Direktur	:	Riko Adythia	Agus Winardono	:	*Director*
Direktur	:	Mahdi Yusuf*	Ahmad Solichin Lutfiyanto	:	*Director*
Direktur	:	Hakim Putratama	-	:	*Director*

*) Baru dapat melaksanakan tugas dan fungsi dalam jabatannya setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan atas Penilaian Kemampuan dan Kepatutan (*Fit & Proper Test*) serta memenuhi ketentuan peraturan perundang-undangan yang berlaku.

*) *The appointee shall commence duties and responsibilities in the position only upon receiving approval from the Financial Services Authority following the Fit and Proper Test Assessment and compliance with all applicable laws and regulations*

Susunan Komite Audit BRI pada tanggal 31 Desember 2025 ditetapkan berdasarkan Surat Keputusan Direksi No. Kep: 1719-DIR/HBS/04/2025 tanggal 17 April 2025. Adapun susunan Komite Audit BRI pada tanggal 31 Desember 2024 ditetapkan berdasarkan Surat Keputusan Direksi No. Kep 1786-DIR/HBS/09/2024 tanggal 9 September 2024:

The composition of BRI's Audit Committee as of December 31, 2025 determined based on Directors' Decision Letter No. Kep: 1719-DIR/HBS/04/2025 dated April, 17, 2025 and December 31, 2024 was appointed based on Directors' Decision Letter No. Kep 1786-DIR/HCB/09/2024 dated September 9, 2024:

		31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***		
Ketua	:	Edi Susianto	Rofikoh Rokhim	:	*Chairman*
Anggota	:	Parman Nataatmadja	Heri Sunaryadi	:	*Member*
Anggota	:	Loethano Boy Meizardi	Agus Riswanto	:	*Member*
Anggota	:	Thauriq Anwar	Haryo Baskoro W	:	*Member*
Anggota	:	Maria Ulpah	Bintoro Nurcahyo	:	*Member*
Anggota	:	-	Irwanto	:	*Member*
Anggota	:	-	Loethano Boy Meizardi	:	*Member*
Anggota	:	-	Donny Himawan	:	*Member*
Anggota	:	-	Thauriq Anwar	:	*Member*

Sekretaris Perusahaan BRI pada tanggal 31 Desember 2025 dijabat oleh Dhanny berdasarkan Surat Keputusan Direksi No. Kep 2915 DIR/HBS/09/2025 tanggal 1 September 2025 dan 31 Desember 2024 dijabat oleh Agustya Hendy Bernadi berdasarkan Surat Keputusan Direksi No. Kep 1616 DIR/HCB/08/2023 tanggal 1 Agustus 2023.

As of December 31, 2025 the BRI Corporate Secretary was Dhanny based on Directors' Decision Letter No. Kep 2915 DIR/HBS/09/2025 dated September 1, 2025 and December 31, 2024, the BRI Corporate Secretary was Agustya Hendy Bernadi based on Directors' Decision Letter No. Kep 1616 DIR/HCB/08/2023 dated August 1, 2023.

1. UMUM (lanjutan)

e. Struktur dan Manajemen (lanjutan)

Kepala Satuan Kerja Audit Intern BRI pada tanggal 31 Desember 2025 dan 2024 dijabat oleh Yulianto Setiawan (terhitung mulai tanggal 1 Desember 2024) sesuai Surat Keputusan Direksi BRI No. Kep. 4221-DIR/HBS/11 2024 tanggal 29 November 2024*).

*) Sebelumnya dijabat oleh Donny Permana sesuai Surat Keputusan Direksi BRI No. Kep: 1877 - DIR/HCB/06/2024 tanggal 3 Juni 2024 tentang Penugasan sebagai Pejabat Pengganti Sementara (PGS) Kepala Satuan Kerja Audit Internal PT Bank Rakyat Indonesia (Persero) Tbk.

f. Entitas Anak

Entitas Anak yang tercakup dalam laporan keuangan konsolidasian pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

1. GENERAL (continued)

e. Structure and Management (continued)

As of December 31, 2025 and 2024, Head of the BRI Internal Audit Unit was Yulianto Setiawan (effective from December 1, 2024) in accordance with the Decree of the Directors of BRI No. Kep. 4221-DIR/HBS/11/2024 dated November 29, 2024).*

**) Previously held by Donny Permana in accordance with the Decree of the BRI Board of Directors No. Kep: 1877 - DIR/HCB/06/2024 dated June 3, 2024 concerning the Assignment as Acting Head of the BRI Internal of PT Bank Rakyat Indonesia (Persero) Tbk.*

f. Subsidiaries

Subsidiaries included in the consolidated financial statements as of December 31, 2025 and 2024, are as follows:

Nama Entitas Anak	Bidang Usaha/ *Business Field*	Tahun Mulai Beroperasi Komersial/ *Year Started Commercial Operations*	Total Aset/ *Total Assets*		*Name of Subsidiaries*
			31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
PT Bank Raya Indonesia Tbk	Perusahaan Perbankan Konvensional/ *Conventional Banking*	1989	13.211.298	13.158.236	*PT Bank Raya Indonesia*
BRI Global Financial Services Co.,Ltd	Perusahaan Jasa Keuangan/ *Financial Service*	2005	62.546	42.145	*BRI Global Financial Services Co.,Ltd*
PT Asuransi BRI Life	Perusahaan Asuransi Jiwa/ *Life Insurance*	1987	28.177.449	26.520.605	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	Perusahaan Pembiayaan/ *Financing Company*	1983	5.419.420	7.689.464	*PT BRI Multifinance Indonesia*
PT BRI Ventura Investama	Perusahaan Modal Ventura/ *Venture Capital Company*	1998	2.118.362	2.471.125	*PT BRI Ventura Investama*
PT BRI Danareksa Sekuritas	Perusahaan Sekuritas/ *Securities Company*	1992	1.279.094	1.089.788	*PT BRI Danareksa Sekuritas*
PT BRI Asuransi Indonesia	Perusahaan Asuransi/ *General Insurance*	1989	8.158.065	7.721.019	*PT BRI Asuransi Indonesia*
PT Pegadaian	Perusahaan Pembiayaan/ *Financing Company*	1901	151.260.934	102.172.436	*PT Pegadaian*
PT Permodalan Nasional Madani	Perusahaan Pembiayaan/ *Financing Company*	1999	56.986.249	55.348.061	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi	Perusahaan Investasi/ *Investment Company*	1992	375.569	313.098	*PT BRI Manajemen Investasi*

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya)

Pada tanggal 19 Agustus 2010, BRI telah menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat (PPJB) dengan Dana Pensiun Perkebunan (Dapenbun) selaku pemegang 95,96% saham PT Bank Agroniaga Tbk ("Bank Agro") untuk mengakuisisi saham Bank Agro dengan total nominal sebesar Rp330.296 untuk 3.030.239.023 lembar saham dengan harga Rp109 (nilai penuh) per lembar saham.

Berdasarkan RUPS Luar Biasa BRI sesuai dengan akta No. 37 tanggal 24 November 2010 Notaris Fathiah Helmi, S.H., para pemegang saham telah menyetujui akuisisi terhadap Bank Agro. Selain itu, Bank Indonesia juga telah memberikan persetujuan melalui Surat No. 13/19/GBI/DPIP/Rahasia tanggal 16 Februari 2011. Akuisisi ini diselesaikan pada tanggal 3 Maret 2011 berdasarkan akta akuisisi No. 14 Notaris Fathiah Helmi, S.H., dimana BRI memiliki 88,65% dari seluruh saham yang ditempatkan dan disetor penuh dalam Bank Agro, sebagaimana dimuat dalam akta No. 68 tanggal 29 Desember 2009, Notaris Rusnaldy, S.H.. Hal tersebut di atas telah mempertimbangkan efek dari Waran Seri I yang dapat dieksekusi sampai dengan tanggal 25 Mei 2011.

Untuk memenuhi Peraturan Bapepam-LK No. IX.H.1, Lampiran Keputusan Ketua Bapepam-LK No. Kep-259/BL/2008, tanggal 30 Juni 2008, tentang "Pengambilalihan Perusahaan Terbuka", BRI sebagai pengendali baru Bank Agro diwajibkan untuk melaksanakan Penawaran Tender terhadap saham Bank Agro yang dimiliki pemegang saham publik. Pernyataan Penawaran Tender telah dinyatakan efektif pada tanggal 4 Mei 2011 berdasarkan Surat Ketua Bapepam-LK No. S-4985/BL/2011 dan telah diumumkan pada 2 (dua) surat kabar harian, yaitu Bisnis Indonesia dan Investor Daily, keduanya pada tanggal 5 Mei 2011. Masa Penawaran Tender dimulai pada tanggal 5 Mei 2011 dan berakhir pada tanggal 24 Mei 2011. Pada tanggal penutupan masa Penawaran Tender, terdapat 113.326.500 lembar saham (3,15% dari seluruh saham Bank Agro) yang dibeli oleh BRI. Harga Penawaran Tender yang digunakan adalah sebesar Rp182 (nilai penuh) per lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya)

On August 19, 2010, BRI entered into a Conditional Sale and Purchase of Shares Agreement (PPJB) with Dana Pensiun Perkebunan (Dapenbun), which holds 95.96% of PT Bank Agroniaga Tbk ("Bank Agro") shares, to acquire Bank Agro's shares at a total nominal value of Rp330,296 for 3,030,239,023 shares, with a price of Rp109 (full amount) per share.

According to BRI's Extraordinary General Meeting of Shareholders, in accordance with the Notarial Deed No. 37 dated November 24, 2010 of Notary Fathiah Helmi, S.H., the shareholders have approved the acquisition of Bank Agro. Furthermore, Bank Indonesia, in its Letter No. 13/19/GBI/DPIP/Rahasia dated February 16, 2011, also granted its approval for the acquisition of Bank Agro. The acquisition was completed on March 3, 2011 based on the Notarial Deed No. 14 of Notary Fathiah Helmi, S.H., where BRI owned 88.65% of Bank Agro's total issued and fully paid shares, as stated in the Notarial Deed No. 68 dated December 29, 2009, of Notary Rusnaldy, S.H.. The above mentioned matter has also considered the effects of Warrants Series I which are exercisable up to May 25, 2011.

In compliance with Bapepam-LK's Regulation No. IX.H.1, Appendix to the Decision Letter of Chairman of Bapepam-LK No. Kep-259/BL/2008 dated June 30, 2008 regarding the "Takeover of Public Company", BRI, as the new controlling shareholder of Bank Agro, obliged to execute Tender Offer on the remaining Bank Agro's shares which are owned by the public. The Tender Offer statement has become effective on May 4, 2011 based on the Chairman of Bapepam-LK's Letter No. S-4985/BL/2011 and was announced on May 5, 2011, in two daily newspapers, Bisnis Indonesia and Investor Daily. The Tender Offer period commenced on May 5, 2011 and concluded on May 24, 2011. At the end of the Tender Offer period, BRI purchased 113,326,500 shares (3.15% of the total shares of Bank Agro). The tender offer price is Rp182 (full amount) per share.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Pada tanggal 1 Juli 2011, telah dilaksanakan penjualan saham kepada Dapenbun sejumlah 256.375.502 lembar saham atas eksekusi opsi beli Dapenbun dengan harga Rp109 (nilai penuh) per lembar saham. Selanjutnya sesuai peraturan No. IX.H.1, jangka waktu pengembalian *tender offer* adalah selama 2 (dua) tahun. Namun, khusus untuk Bank Agro maka BRI wajib memenuhi kepemilikan saham publik minimal adalah sebesar 10% dan harus dipenuhi paling lambat pada tanggal 24 Mei 2013. Hal ini untuk memenuhi Surat Bursa Efek Indonesia No. S-06472/BEI.PPJ/09-2011 tanggal 23 September 2011.

Sampai dengan 31 Desember 2011, saham Bank Agro yang berhasil dijual ke publik sebesar 500.000 lembar saham sehingga kepemilikan saham BRI di Bank Agro per 31 Desember 2011 menjadi 79,78% dan Dapenbun 14%. Selama tahun 2012 dan 2013 tidak terdapat penjualan saham, kemudian pada tahun 2014 terdapat penjualan saham sebesar 130.000 lembar saham, sehingga per tanggal 31 Desember 2014, kepemilikan saham publik untuk memenuhi surat Bursa Efek Indonesia No. S-06472/BEI.PPJ/09-2011 tanggal 23 September 2011 sebesar 10% pada tanggal 24 Mei 2013 belum dapat dipenuhi BRI karena tidak aktifnya harga saham Bank Agro di pasar modal.

Berdasarkan akta Pernyataan Keputusan Rapat No. 30 tanggal 16 Mei 2012, Notaris Rusnaldy, S.H., dilakukan perubahan nama dari PT Bank Agroniaga Tbk menjadi PT Bank Rakyat Indonesia Agroniaga Tbk ("BRI Agro") dan telah mendapatkan persetujuan dari Bank Indonesia sesuai Surat Keputusan Gubernur Bank Indonesia No. 14/72/KEP.GBI/2012 tanggal 10 Oktober 2012.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

On July 1, 2011, Dapenbun exercised its option to buy 256,375,502 shares at a price of Rp109 (full amount) per share. Based on 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.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Pada tanggal 10 Mei 2013, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas IV ("PUT IV") kepada Dewan Komisioner OJK dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu. Hasil dari PUT IV menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 107 tanggal 30 Juli 2013, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro menjadi 80,43%, Dapenbun 14,02% dan publik 5,55%. Perubahan ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0074249.AH.01.09 tahun 2013 tanggal 1 Agustus 2013.

Pada tanggal 11 Mei 2015, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas V ("PUT V") kepada Dewan Komisioner OJK dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu. Hasil dari PUT V menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. 68 tanggal 14 Juli 2015, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro menjadi 87,23%, Dapenbun 9,10% dan publik 3,67%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0951264 tanggal 14 Juli 2015.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

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. 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.

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. As a result of PUT V, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement and Amendment of Articles of Association No. 68 dated July 14, 2015 of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, increasing BRI's ownership in BRI Agro to 87.23%, Dapenbun's to 9.10% and public's to 3.67%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0951264 dated July 14, 2015.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Pada tanggal 17 Oktober 2016, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas VI ("PUT VI") kepada Dewan Komisioner OJK dalam rangka Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) sebanyak-banyaknya 3.845.996.122 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham dan menerbitkan Waran Seri II sebanyak 616.908.103 lembar. Pada tanggal 25 November 2016, Dewan Komisioner OJK melalui surat No. S-695/D.04/2016 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran Penawaran Umum Terbatas VI, sehingga meningkatkan jumlah modal sahamnya sebanyak 3.845.996.122 lembar saham. Waran Seri II dapat dikonversi menjadi saham BRI Agro dengan nilai Rp130 (nilai penuh) per lembar saham dengan periode pelaksanaan dari 9 Juni 2017 sampai dengan 11 Juni 2018. Hasil dari PUT VI menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 58 tanggal 27 Desember 2016, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro tetap sebesar 87,23%, Dapenbun 7,08% dan publik 5,69%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0112637 tanggal 27 Desember 2016.

Sampai dengan tanggal 11 Juni 2018 (akhir dari konversi waran), jumlah waran yang telah dikonversi menjadi saham sejumlah 612.937.654 lembar sehingga meningkatkan modal saham BRI Agro sebesar Rp61.294.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

On October 17, 2016, BRI Agro submitted Registration Statement of Limited Public Offering VI ("PUT VI") to the Board of Commissioners of OJK in connection with the issuance of Additional Capital with Preemptive Rights of 3,845,996,122 Common Shares at most with nominal value of Rp100 (full amount) per share and the issuance of Warrants Series II of 616,908,103. On November 25, 2016, the Board of Commissioners of OJK through its letter No. S-695/D.04/2016 notified BRI Agro that its Registration Statement of Limited Public Offering VI has become effective, thus increasing the number of its issued capital stock by 3,845,996,122 shares. The period to convert Warrants Series II into BRI Agro shares at Rp130 (full amount) per share is from June 9, 2017 until June 11, 2018. As a result of PUT VI, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 58 dated December 27, 2016, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, resulting in BRI's ownership di BRI Agro to be at 87.23%, Dapenbun's to be at 7.08% and public's to be at 5.69%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0112637 dated December 27, 2016.

Up to June 11, 2018 (the ending period of warrants conversion), total warrants converted into shares are 612,937,654 shares, thereby increasing BRI Agro's capital stock by Rp61,294.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Pada tanggal 2 Mei 2017, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas VII ("PUT VII") kepada Dewan Komisioner OJK. Hasil dari PUT VII menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 19 tanggal 21 Juli 2017, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro sebesar 87,16%, Dapenbun 6,44% dan publik 6,39%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0154825 tanggal 21 Juli 2017.

Pada Akta RUPS Luar Biasa PT Bank Rakyat Indonesia Agroniaga Tbk No. 51 tanggal 26 Juni 2018 RUPS Luar Biasa telah memberikan Persetujuan untuk Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMTHMETD) sebagaimana diatur dalam POJK No. 38/POJK.04/2014 tanggal 29 Desember 2014 dalam rangka Program *Management and Employee Stock Options Plan* (MESOP), sebanyak-banyaknya 350.000.000 lembar saham dengan nominal Rp100 (nilai penuh) per lembar saham sehingga meningkatkan jumlah modal sahamnya sebanyak 249.376.451 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

On May 2, 2017, BRI Agro submitted Registration Statement of Limited Public Offering VII ("PUT VII") to the Board of Commissioners of OJK. As a result of PUT VII, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 19 dated July 21, 2017, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, therefore the ownership of BRI in BRI Agro to be at 87.16%, Dapenbun's to be at 6.44% and the public's to be at 6.39%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0154825 dated July 21, 2017.

In the Deed of the Extraordinary GMS of PT Bank Rakyat Indonesia Agroniaga Tbk No. 51 dated June 26, 2018 Extraordinary GMS has given approval for Additional Capital without Preemptive Rights (PMTHMETD) as regulated in POJK No. 38/POJK.04/2014 dated December 29, 2014 in the context of the Management and Employee Stock Options Plan (MESOP) Program, a maximum of 350,000,000 shares with a nominal value of Rp100 (full amount) per share thereby increasing the number of its issued capital stock by 249,376,451 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Pada tanggal 16 Juli 2018, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas VIII ("PUT VIII") kepada Dewan Komisioner OJK. Hasil dari PUT VIII menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 01 tanggal 2 Oktober 2018, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro sebesar 87,10%, Dapenbun 5,00% dan publik 7,90%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0249178 tanggal 4 Oktober 2018.

Hasil dari MESOP tahun 2021 dengan Periode Pelaksanaan yang terhitung 30 Hari Bursa sejak tanggal 1 Agustus sampai dengan 14 September 2021 menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 26 tanggal 27 September 2021 dibuat oleh Notaris M. Nova Faisal S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro sebesar 85,70% dan publik 14,30%.

Perubahan ini telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana tercantum dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0453530 tanggal 27 September 2021.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

On July 16, 2018, BRI Agro submitted Registration Statement of Limited Public Offering VIII ("PUT VIII") to the Board of Commissioners of OJK. As a result of PUT VIII, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 1 dated October 2, 2018, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital. Therefore the ownership of BRI in BRI Agro to be at 87.10%, Dapenbun to be at 5.00% and the public to be at 7.90%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0249178 dated October 4, 2018.

As a result of MESOP 2021 that started since 30 trading days from August 1 to September 14, 2021, Articles of Association of BRI Agro was amended as stated in Notarial Deed No. 26 dated September 27, 2021 of Notary M. Nova Faisal S.H., M.Kn., regarding the increase in issued and fully paid capital, therefore the ownership of BRI in BRI Agro to be at 85.70% and the public's to 14.30%.

This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0453530 date September 27, 2021.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Berdasarkan Akta Pernyataan Keputusan Rapat No. 24 tanggal 27 September 2021, Notaris M. Nova Faisal S.H., M.Kn., dilakukan perubahan nama dari PT Bank Rakyat Indonesia Agroniaga Tbk menjadi PT Bank Raya Indonesia Tbk ("Bank Raya") yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan Surat No. AHU0052731.AH.01.02 tahun 2021, tanggal 27 September 2021 dan telah mendapatkan persetujuan dari Otoritas Jasa Keuangan melalui Surat Keputusan No. Kep-65/PB.1/2021 tentang Penetapan Penggunaan Izin Usaha Atas Nama PT Bank Rakyat Indonesia Agroniaga Tbk menjadi Izin Usaha Atas Nama PT Bank Raya Indonesia Tbk pada tanggal 1 November 2021. Adapun struktur permodalan dan susunan pemegang saham Perseroan diterbitkan berdasarkan Akta No. 22 tanggal 17 Desember 2021. Pada Akta Risalah RUPS Luar Biasa PT Bank Raya Indonesia Tbk No. 23 tanggal 27 September 2021 yang dibuat oleh Notaris M. Nova Faisal, S.H., M.Kn., RUPS Luar Biasa telah memberikan Persetujuan untuk Penerbitan Saham Baru melalui Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") kepada para Pemegang Saham yang akan dilakukan melalui mekanisme Penawaran Umum Terbatas IX ("PUT IX").

Pada tanggal 30 September 2021 melalui surat No. B.562/DIR.01/SKP/09/2021, Bank Raya menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas dalam rangka PMHMETD IX kepada Dewan Komisioner OJK sebanyak-banyaknya 2.150.000.000 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 18 November 2021, Dewan Komisioner OJK melalui surat No. S-207/D.04/2021 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran sehingga meningkatkan jumlah modal sahamnya sebanyak 1.054.545.185 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

Based on the Deed of Meeting Decision Statement No. 24 dated September 27, 2021, Notary M. Nova Faisal S.H., M.Kn., the name was changed from PT Bank Rakyat Indonesia Agroniaga Tbk to PT Bank Raya Indonesia Tbk ("Bank Raya") which has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia in accordance with Letter No. AHU0052731.AH.01.02 Year 2021, dated September 27, 2021 and has received approval from the Financial Services Authority through Decree No. Kep-65/PB.1/2021 concerning Determination of the Use of a Business License in the Name of PT Bank Rakyat Indonesia Agroniaga Tbk to become a Business License in the Name of PT Bank Raya Indonesia Tbk on November 1, 2021. The capital structure and composition of the Company's shareholders are issued based on Deed No. 22 dated December 17, 2021. In the Deed of the Extraordinary GMS of PT Bank Raya Indonesia Tbk No. 23 dated September 27, 2021 of Notary M. Nova Faisal, S.H., M.Kn., Extraordinary GMS has given approval for the issuance of new shares through Additional Capital with Preemptive Rights ("PMHMETD") to shareholders which will be carried out through mechanism of Limited Public Offering IX ("PUT IX").

On September 30 ,2021 through letter No. B.562/DIR.01/SKP/09/2021, Bank Raya submitted Registration Statement for a Limited Public Offering in connection with the PMHMETD IX to the Board of Commissioners of OJK with of 2,150,000,000 common shares at most with nominal value of Rp100 (full amount) per share. On November 18, 2021, the Board of Commissioners of OJK through its letter No. S-207/D.04/2021 notified that its Registration Statement of Limited Public Offering has become effective, thus increasing the number of its issued capital stock 1,054,545,185 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PMHMETD IX menyebabkan Anggaran Dasar Bank Raya mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 22 tanggal 17 Desember 2021, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh, sehingga kepemilikan saham BRI di Bank Raya sebesar 85,72% dan publik 14,28%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0487031 tanggal 17 Desember 2021.

Berdasarkan Akta Pernyataan Keputusan Rapat No. 48 tanggal 30 September 2022, Notaris M. Nova Faisal S.H., M.Kn., dilakukan perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk tentang perubahan alamat kantor pusat Bank Raya dan perubahan Pasal 3 Anggaran Dasar Bank Raya guna menyesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KLBI 2020) yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan Surat No. AHU-0070827.AH.01.02 Tahun 2022, tanggal 30 September 2022.

Pada tanggal 5 Oktober 2022 melalui surat No. B.681/DIR.03/CSC/10/2022, Bank Raya menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas dalam rangka PMHMETD X kepada Dewan Komisioner OJK sebanyak-banyaknya 2.320.000.000 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 30 November 2022, Dewan Komisioner OJK melalui surat No. S-250/D.04/2022 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran sehingga meningkatkan jumlah modal sahamnya sebanyak 1.993.201.832 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

As a result of PMHMETD IX, Bank Raya's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 22 dated December 17, 2021, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, therefore the ownership of BRI in Bank Raya is 85.72% and the public is 14.28%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Raya Indonesia Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0487031 dated December 17, 2021.

Based on the Deed of Meeting Decision Statement No. 48 dated September 30 ,2022, Notary M. Nova Faisal S.H., M.Kn., changes were made to the Articles of Association of PT Bank Raya Indonesia Tbk regarding changes to the address of Bank Raya's head office and changes to Article 3 of Bank Raya's Articles of Association to conform to the 2020 Indonesian Standard Industrial Clasification (KLBI 2020) which has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia in accordance with Letter No. AHU-0070827.AH.01.02 Year 2022, September 30,2022.

On October 5, 2022 through letter No. B.681/DIR.03/CSC/10/2022, Bank Raya submitted Registration Statement for a Limited Public Offering in connection with the PMHMETD X to the Board of Commissioners of OJK with of 2,320,000,000 common shares at most with nominal value of Rp100 (full amount) per share. On November 30, 2022, the Board of Commissioners of OJK through its letter No. S-250/D.04/2022 notified that its Registration Statement of Limited Public Offering has become effective, thus increasing the number of its issued capital stock 1,993,201,832 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PMHMETD X menyebabkan Anggaran Dasar Bank Raya mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 41 tanggal 26 Desember 2022, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh dalam pasal 4 ayat (2) Anggaran Dasar Bank Raya berubah menjadi sebanyak 24.740.107.814 lembar saham sehingga kepemilikan saham BRI di Bank Raya meningkat menjadi 86,85% dan publik 13,15%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0410365 tanggal 26 Desember 2022.

Pada Akta RUPS Luar Biasa PT Bank Rakyat Indonesia Agroniaga Tbk No. 51 tanggal 26 Juni 2018, persetujuan telah diberikan untuk Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMTHMETD) sebagaimana diatur dalam POJK NO. 38/POJK.04/2014 tanggal 29 Desember 2014 dalam rangka Program Management and Employee Stock Options Plan (MESOP), sebanyak-banyaknya 350.000.000 (tiga ratus lima puluh juta) lembar saham dengan nominal Rp100 (Rupiah penuh) per lembar saham.

Berdasarkan Akta Pernyataan Keputusan Rapat PT Bank Raya Indonesia Tbk No. 14 tanggal 23 Mei 2023, RUPS telah memberikan persetujuan untuk PMTHMETD sebagaimana diatur dalam POJK No. 38/POJK.04/2014 tanggal 29 Desember 2014 dalam rangka program *Management and Employee Stock Options Plan* (MESOP), sebanyak-banyaknya 350.000.000 lembar saham dengan nominal Rp100 (nilai penuh) per lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

The results of PMHMETD X caused Bank Raya's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 41 dated December 26, 2022, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital in article 4 paragraph (2) of Bank Raya's Articles of Association changed to 24,740,107,814 shares so that BRI's share ownership in Bank Raya increased to 86.85% and the public's 13.15%.This amendment was accepted and recorded in the Legal Entity Administration System by the Ministry of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Raya Indonesia Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0410365 dated December 26, 2022.

In the Deed of Extraordinary GMS of PT Bank Rakyat Indonesia Agroniaga Tbk No. 51 dated June 26, 2018, approval was given for Capital Increase Without Pre-emptive Rights (PMTHMETD) as regulated in POJK NO. 38/POJK.04/2014 dated December 29, 2014 in the framework of the Management and Employee Stock Options Plan (MESOP) Program, a maximum of 350,000,000 (three hundred and fifty million) shares with a nominal value of Rp100 (full Rupiah) per share.

Based on Deed of PT Bank Raya Indonesia Tbk Meeting Decision Statement No. 14 dated May 23, 2023, GMS Acknowledgement has given approval for PMTHMETD as regulated in POJK No. 38/POJK.04/2014 dated December 29, 2014 in the framework of the Management and Employee Stock Options Plan (MESOP) program, a maximum of 350,000,000 shares with a nominal value of Rp100 (full amount) per share.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0066677 tanggal 23 Mei 2023. Atas PMTHMETD untuk program MESOP, jumlah modal ditempatkan dan disetor dalam pasal 4 ayat (2) Anggaran Dasar Bank Raya berubah menjadi sebanyak 24.740.494.294 lembar saham sehingga kepemilikan saham BRI di Bank Raya sebesar 86,85% dan publik 13,15%.

Perubahan Anggaran Dasar Bank Raya berdasarkan Akta Pernyataan Keputusan Rapat No. 13 tanggal 8 Mei 2024, Notaris M. Nova Faisal, S.H., M.Kn., mengenai penyesuaian beberapa pasal dalam Anggaran Dasar Perseroan yang relevan dengan kegiatan Perseroan. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan terdaftar pada Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0090893.AH.01.11 Tahun 2024 tanggal 13 Mei 2024.

Perubahan Anggaran Dasar telah mengalami beberapa perubahan. Perubahan terakhir berdasarkan Akta Pernyataan Keputusan Rapat No. 18 tanggal 17 Juli 2025, Notaris M. Nova Faisal, S.H., M.Kn., mengenai penyesuaian beberapa pasal dalam Anggaran Dasar Perseroan yang relevan dengan kegiatan Perseroan. Perubahan ini telah disetujui oleh Menteri Hukum Republik Indonesia dan terdaftar pada Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0161812.AH.01.11 Tahun 2025 tanggal 17 Juli 2025.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

This change has been received and recorded in the Legal Entity Administration System by the Ministry of Law and Human Rights of the Republic of Indonesia in the Letter of Acceptance of Notice of Changes to the Articles of Association of PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0066677 dated May 23, 2023. For PMTHMETD for the MESOP program, the total issued and paid-up capital in article 4 paragraph (2) of Bank Raya's Articles of Association changed to 24,740,494,294 shares so that BRI's share ownership in Bank Raya is 86.85% and public's 13.15%.

The amendment to Bank Raya's Articles of Association is based on the Deed of PT Bank Raya Indonesia Tbk Meeting Decision Statement No. 13 dated May 8, 2024, of Notary M. Nova Faisal, S.H., M.Kn., regarding adjustments to several articles in Bank Raya's Articles of Association that are relevant to the Company activities.These changes had been approved by the Minister of Law and Human Rights of the Republic of Indonesia and are registered in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0090893.AH.01.11 Year 2024, dated May 13, 2024.

The Articles of Association have undergone several changes. The latest amendment to Bank Raya's Articles of Association is based on the Deed of PT Bank Raya Indonesia Tbk Meeting Decision Statement No. 18 dated July 17, 2025, of Notary M. Nova Faisal, S.H., M.Kn., regarding adjustments to several articles in Bank Raya's Articles of Association that are relevant to the Company activities.These changes had been approved by the Minister of Law of the Republic of Indonesia and are registered in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0161812.AH.01.11 Year 2025, dated July 17, 2025.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Sesuai dengan pasal 3 Anggaran Dasar, ruang lingkup kegiatan Bank Raya adalah menjalankan kegiatan umum di bidang perbankan. Bank Raya berdasarkan Surat Bank Indonesia No. 22/1037/UUps/Ps6D tanggal 26 Desember 1989, telah mendapat izin usaha sebagai Bank Umum.

Kantor pusat Bank Raya berlokasi di Menara BRILiaN, Jl. Gatot Subroto No. 177A, Jakarta, dan memiliki 19 kantor cabang, 4 kantor cabang pembantu dan 2 kantor kas.

BRI Global Financial Services Co. Ltd. Hong Kong

Pada tanggal 16 Desember 2011, BRI telah menandatangani *Instrument of Transfer* dan *Bought and Sold Notes* untuk mengakuisisi 100% atau 1.600.000 lembar saham BRIngin Remittance Co. Ltd. (BRC) Hong Kong dengan harga pembelian sebesar HKD1.911.270 (nilai penuh). Akuisisi ini telah disahkan oleh *Inland Revenue Department* (IRD) Hong Kong dengan *stamp duty* pada tanggal 28 Desember 2011 dan telah mendapat persetujuan dari Bank Indonesia melalui surat No. 13/32/DPB1/TPB1-3/Rahasia pada tanggal 1 Desember 2011.

Berdasarkan Keputusan Rapat Umum Tahunan BRIngin Remittance Company Limited tanggal 2 Juli 2012, serta dengan diterbitkannya Certificate of Change Name No. 961091 tanggal 11 Oktober 2012 oleh Registrar of Companies Hong Kong Special Administrative Region, maka nama BRIngin Remittance Company Limited secara resmi berubah menjadi BRI Remittance Company Limited Hong Kong.

Berdasarkan Keputusan RUPS BRIngin Remittance Company Limited tanggal 14 November 2019, serta dengan diterbitkannya Certificate of Change of Name No. 961091 tanggal 31 Oktober 2023 oleh Registrar of Companies Hong Kong Special Administrative Region, maka nama BRI Remittance Company Limited Hong Kong secara resmi berubah menjadi BRI Global Financial Services Company Limited Hong Kong (BRI Global Financial Services).

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

According to Article 3 of its Articles of Association, Bank Raya's scope of business is to conduct commercial banking activities. Bank Raya has obtained its license as a commercial bank based on Bank Indonesia Letter No. 22/1037/UUps/Ps6D dated December 26, 1989, has obtained a business license as a Commercial Bank.

Bank Raya's head office is located in BRILiaN Tower, Jl. Gatot Subroto No. 177A, Jakarta, and the entity has 19 branch offices, 4 sub-branch offices and 2 cash offices.

BRI Global Financial Services Co. Ltd. Hong Kong

On December 16, 2011, BRI signed the 'Instrument of Transfer' and the 'Bought and Sold Notes' to acquire 100% or 1,600,000 of BRIngin Remittance Co. Ltd (BRC) Hong Kong's shares at a purchase price of HKD1,911,270 (full amount). This acquisition was legalized by the Hong Kong Inland Revenue Department (IRD) with stamp duty dated December 28, 2011 and approved by Bank Indonesia in its letter No. 13/32/DPB1/TPB1-3/Rahasia dated December 1, 2011.

According to the Annual General Meeting of BRIngin Remittance Company Limited dated July 2, 2012, and the issuance of a Certificate of Change of Name No. 961091 dated October 11, 2012 by the Registrar of Companies Hong Kong Special Administrative Region, the name of BRIngin Remittance Company Limited was officially changed to BRI Remittance Company Limited Hong Kong.

Based on the decision of the BRIngin Remittance Company Limited General Meeting of Shareholers dated 14 November 2019, as well as the issuance of Certificate of Change of Name No. 961091 dated 31 October 2023 by the Registrar of Companies Hong Kong Special Administrative Region, the name BRI Remittance Company Limited Hong Kong officially changed to BRI Global Financial Services Company Limited Hong Kong (BRI Global Financial Services).

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

BRI Global Financial Services Co. Ltd. Hong Kong (lanjutan)

Sesuai dengan izin usaha resmi dari Regulator Hong Kong sebagai *Money Service Operator* (MSO) dan *Money Lender Business*, maka ruang lingkup kegiatan BRI Global Financial Services adalah menjalankan layanan remitansi, *money exchange*, dan *financing* (baik untuk perusahaan maupun perorangan, dalam hal ini pekerja migran Indonesia) serta lingkup layanan operasional lain terkait dengan BRI *Group* yang dimiliki oleh nasabah BRI *Group* yang berdomisili di Hong Kong sesuai dengan ketentuan yang diperkenankan oleh otoritas Hong Kong.

BRI Global Financial Services *Local Management Office* (LMO)/Kantor pusat berlokasi di RM1202, 12/F, Park Avenue Tower, No 5 Moreton Terrace, Causeway Bay, Hong Kong dan memiliki 4 (empat) kantor cabang yang tersebar di wilayah Causeway Bay, Mongkok, Yuen Long dan Tsuen Wan.

PT Asuransi BRI Life (BRI Life)

Pada tanggal 6 Oktober 2015, BRI telah menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJB") dengan pemegang saham PT Asuransi Jiwa Bringin Jiwa Sejahtera ("BRI Life") untuk mengakuisisi 91,001% saham BRI Life dengan harga pembelian sebesar Rp1.626.643. Berdasarkan RUPS Luar Biasa BRI sesuai dengan akta No. 14 tanggal 14 Desember 2015 Notaris Fathiah Helmi, S.H., para pemegang saham telah menyetujui akuisisi terhadap BRI Life tersebut dan juga telah mendapat persetujuan dari OJK melalui surat No. S-151/PB.31/2015 tanggal 23 Desember 2015. Akuisisi ini diselesaikan pada tanggal 29 Desember 2015 berdasarkan akta Pengambilalihan Saham dalam PT Asuransi Jiwa Bringin Jiwa Sejahtera No. 41 Notaris Fathiah Helmi, S.H., dimana BRI memiliki 91,001% dari total saham yang dikeluarkan BRI Life dan sebesar 8,999% diserahkan kepada Yayasan Kesejahteraan Pekerja BRI.

1. GENERAL (continued)

f. Subsidiaries (continued)

BRI Global Financial Services Co. Ltd. Hong Kong (continued)

In accordance with the official business license from the Hong Kong Regulator as a Money Service Operator (MSO) and Money Lender Business, BRI Global Financial Services scope of business is to conduct remittance services, money exchange, and financing for Indonesian migrant workers and other operational services related to BRI's accounts owned by BRI customers domiciled in Hong Kong in accordance with stipulations permitted by Hong Kong authorities.

BRI Global Financial Services's Local Management Office (LMO) / head office is located in RM1202, 12/F, Park Avenue Tower, No. 5 Moreton Terrace, Causeway Bay, Hong Kong, and the entity has 4 (four) branch offices which are spread across the region of Causeway Bay, Mongkok, Yuen Long and Tsuen Wan.

PT Asuransi BRI Life (BRI Life)

On October 6, 2015, BRI signed a Sale and Purchase of Shares Agreement with the shareholders of PT Asuransi Jiwa Bringin Jiwa Sejahtera ("BRI Life") to acquire 91.001% shares of BRI Life at a purchase price of Rp1,626,643. Based on BRI's Extraordinary General Meeting of Shareholders in accordance with Deed No. 14 dated December 14, 2015 of Notary Fathiah Helmi, S.H., the shareholders have approved the acquisition of BRI Life and has also received approval from Financial Services Authority (OJK) through its letter No. S-151/PB.31/2015 dated December 23, 2015. The acquisition was completed on December 29, 2015 based on Acquisition of PT Asuransi Jiwa Bringin Jiwa Sejahtera Shares Deed No. 41 of Notary Fathiah Helmi, S.H., where BRI has 91.001% of BRI Life issued shares and 8.999% of it was granted to the Yayasan Kesejahteraan Pekerja BRI.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Berdasarkan Akta No. 31 tanggal 23 Februari 2017, yang dibuat di hadapan Dahlia, S.H., notaris pengganti dari Notaris Fathiah Helmi, S.H., di Jakarta, dilakukan perubahan nama dari PT Asuransi Jiwa Bringin Jiwa Sejahtera menjadi PT Asuransi BRI Life dan sesuai Keputusan Dewan Komisioner OJK No.KEP-140/NB.11/2017 tanggal 20 Maret 2017, BRI Life memperoleh pemberlakuan izin usaha di bidang asuransi jiwa sehubungan perubahan nama perusahaan.

Berdasarkan Akta No. 8 tanggal 2 Maret 2021, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., di Jakarta yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0013073.AH.01.02 Tahun 2021 tanggal 2 Maret 2021, diatur mengenai perubahan nomenklatur, susunan Pengurus, dan perubahan Anggaran Dasar yang salah satunya terkait dengan adanya peningkatan modal dan perubahan struktur kepemilikan BRI Life melalui penerbitan sebanyak 936.458 lembar saham baru untuk diambil bagian oleh FWD Financial Services Pte. Ltd.

Sebagai akibat dari penerbitan saham baru tersebut, maka terhitung sejak tanggal 2 Maret 2021 susunan kepemilikan saham BRI Life menjadi BRI 63,83%, Yayasan Kesejahteraan Pekerja BRI 6,31%, dan FWD Financial Services Pte. Ltd 29,86%. Adapun Perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK melalui surat No. S-12/NB.1/2021 tanggal 4 Februari 2021.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

Based on Notarial Deed No. 31 dated February 23, 2017, of Notary Dahlia, S.H., surrogate of Fathiah Helmi, S.H., a notary in Jakarta, the name of PT Asuransi Jiwa Bringin Jiwa Sejahtera was changed into PT Asuransi BRI Life and according to the Decision of the Board of Commissioners of OJK No. KEP-140/NB.11/2017 dated March 20, 2017, BRI Life obtained the business license in life insurance in relation to the change of company name.

Based on Deed No. 8 dated March 2, 2021, of Jose Dima Satria, S.H., M.Kn., Notary in Jakarta has received approval from the Ministry of Law and Human Rights of the Republic of Indonesia in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0013073.AH.01.02 Year 2021 dated March 2, 2021, which is regulated regarding the changes in nomenclature, composition of the Management, and changes of the Articles of Association, one of which is related to an increase in capital and changes in the ownership structure of BRI Life through the issuance of 936,458 new shares to be subscribed by FWD Financial Services Pte. Ltd.

As a result of the new share issuance, as of March 2, 2021, the composition of BRI Life's share ownership become: BRI 63.83%, BRI Employee Welfare Foundation 6.31%, and FWD Financial Services Pte. Ltd. 29.86%. The change in ownership structure was previously approved by OJK through its letter No. S-12/NB.1/2021 dated February 4, 2021.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Berdasarkan Akta No. 59 tanggal 13 Oktober 2021 tentang Pernyataan Keputusan Pemegang Saham PT Asuransi BRI Life Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT Asuransi BRI Life No. AHU.AH.01.03-0460422 tanggal 13 Oktober 2021, Pemegang Saham BRI Life menyetujui Pengalihan Saham FWD Financial Services Pte. Ltd. kepada FWD Management Holdings Limited. Dengan demikian, terhitung sejak tanggal 13 Oktober 2021 susunan kepemilikan saham BRI Life menjadi: BRI 63,83%, Yayasan Kesejahteraan Pekerja BRI 6,31%, dan FWD Management Holding Limited 29,86%. Adapun perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK IKNB melalui Surat No S.93/NB.1/2021 tanggal 29 September 2021 tentang Persetujuan Atas Perubahan Kepemilikan BRI Life.

Berdasarkan Akta No. 11 tanggal 2 Maret 2023 tentang Pernyataan Keputusan Pemegang Saham PT Asuransi BRI Life yang telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT Asuransi BRI Life No. AHU.AH.01.03-0033868 tanggal 2 Maret 2023, Pemegang Saham BRI Life memutuskan dan menyetujui peningkatan modal ditempatkan dan disetor dari Rp339.200 menjadi Rp365.559, dengan mengeluarkan saham baru sebanyak 263.580 lembar saham atau dalam nilai nominal yaitu sebesar Rp26.359 yang diambil seluruhnya oleh FWD Management Holdings Limited. Dengan demikian, terhitung sejak tanggal 2 Maret 2023 susunan kepemilikan saham BRI Life menjadi BRI 54,77%, Yayasan Kesejahteraan Pekerja BRI 5,42% dan FWD Management Holdings Limited 39,82%. Adapun perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK IKNB melalui Surat No. S.315/NB.02/2023 tanggal 26 Februari 2023 tentang Persetujuan Atas Perubahan Kepemilikan BRI Life.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

Based on Notarial Deed No. 59 dated October 13, 2021, regarding the Decision Meeting Statement of PT Asuransi BRI Life. The amendment has obtained approval and notice of acceptance in the Legal Entity Administration System in accordance with the Minister of Law and Human Rights of the Republic of Indonesia's Letters No. AHU.AH.01.03-0460422 dated October 13, 2021, BRI Life Shareholders approved the Transfer of Shares of FWD Financial Services Pte. Ltd. to FWD Management Holding Limited. Thus, starting from October 13, 2021, BRI Life's shareholders composition becomes: BRI 63.83%, BRI Employee Welfare Foundation 6.31%, and FWD Management Holding Limited 29.86%. The change in ownership structure has previously been approved by Non-Bank Financial Industry of Financial Services Authority (OJK IKNB) through its letter No. S.93/NB.1/2021 dated September 29, 2021, regarding approval the change of BRI Life ownership.

Based on Notarial Deed No. 11 dated March 2, 2023 regarding the Decision Meeting Statement of PT Asuransi BRI Life. The amendment has obtained approval and notice of acceptance in the Legal Entity Administration System in accordance with the Minister of Law and Human Rights of the Republic of Indonesia's Letters No. AHU.AH.01.03-0033868 dated March 2, 2023, the Shareholders of BRI Life decided and agreed to increase the issued and paid-up capital from Rp339,200 to Rp365,559, by issuing new shares of 263,580 shares or in the nominal value of Rp26,359 which was taken entirely by FWD Management Holdings Limited. Thus, as of March 2, 2023, the composition of BRI Life's shareholdings become: BRI 54.77%, BRI Employee Welfare Foundation 5.42%, and FWD Management Holdings Limited 39.82%. The change in ownership structure has previously approved by OJK IKNB through its letter No. S.315/NB.02/2023 dated February 26, 2023 regarding approval the change of BRI Life ownership.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Struktur Kepemilikan BRI Life mengalami perubahan berdasarkan Akta No. 1 tanggal 1 Maret 2024 tentang Pernyataan Keputusan Pemegang Saham PT Asuransi BRI Life. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi BRI Life No. AHU.AH.01.03-0051691 tanggal 1 Maret 2024, Pemegang Saham BRI Life memutuskan dan menyetujui peningkatan modal ditempatkan dan disetor dari Rp365.559 menjadi Rp392.553, dengan mengeluarkan saham baru sebanyak 269.946 lembar saham atau dalam nilai nominal yaitu sebesar Rp26.994 yang diambil seluruhnya oleh FWD Management Holdings Limited.

Dengan demikian, terhitung sejak tanggal 1 Maret 2024 susunan kepemilikan saham BRI Life menjadi BRI 51,00%, Yayasan Kesejahteraan Pekerja BRI 5,04% dan FWD Management Holdings Limited 43,96%. Adapun perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK IKNB melalui Surat No. S-2/PD.02/2024 tanggal 22 Januari 2024 tentang Persetujuan Atas Perubahan Kepemilikan PT Asuransi BRI Life.

Anggaran Dasar telah diubah berdasarkan Akta No. 25 tanggal 8 Juni 2023 tentang Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Asuransi BRI Life, yang dibuat di hadapan notaris Jose Dima Satria, S.H., M.Kn. Perubahan Anggaran Dasar tersebut telah diterima dan dicatat di dalam Sistem Administrasi badan Hukum oleh Menteri Hukum dan Hak Asasi manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi BRI Life No. AHU-AH.01.03-9978922 tanggal 16 Juni 2023 serta telah mendapat persetujuan Perubahan Anggaran Dasar berdasarkan Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0033982.AH.01.02. Tahun 2023 tanggal 16 Juni 2023.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

BRI Life's Ownership Structure was changed based on Notarial Deed No. 1 dated March 1, 2024 regarding the Decision Meeting Statement of PT Asuransi BRI Life. The amendment has obtained approval and notice of acceptance in the Legal Entity Administration System in accordance with the Ministry of Law and Human Rights of the Republic of Indonesia's Letters No. AHU.AH.01.03-0051691 dated March 1, 2024, the Shareholders of BRI Life decided and agreed to increase the issued and paid-up capital from Rp365,559 to Rp392,553, by issuing new shares of 269,946 shares or in the nominal value of Rp26,994 which was taken entirely by FWD Management Holdings Limited.

Thus, as of March 1, 2024, the composition of BRI Life's shareholdings become: BRI 51.00%, BRI Employee Welfare Foundation 5.04%, and FWD Management Holdings Limited 43.96%. The change in ownership structure has previously approved by OJK IKNB through its letter No. S-2/PD.02/2024 dated January 22, 2024 regarding approval the change of BRI Life ownership.

The Articles of Association has been amended based on Deed No. 25 dated June 8, 2023 concerning the Statement of Meeting Resolutions on Amendments to the Articles of Association of PT Asuransi BRI Life, made before notary Jose Dima Satria, S.H., M.Kn. The amendments to the Articles of Association have been received and recorded in the Legal Entity Administration System by the Ministry of Law and Human Rights of the Republic of Indonesia in the Letter of Acceptance of Notification of Changes to the Articles of Association of PT Asuransi BRI Life No. AHU-AH.01.03-9978922 dated June 16, 2023 and has received approval for the Amendment to the Articles of Association based on the Decree of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0033982.AH.01.02. 2023 dated June 16, 2023.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Anggaran Dasar BRI Life telah mengalami beberapa kali perubahan dan perubahan Anggaran Dasar terakhir dituangkan dalam Akta No. 96 tanggal 12 Desember 2024 tentang Pernyataan Keputusan Pemegang Saham Perubahan Anggaran Dasar, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn. Perubahan Anggaran Dasar tersebut telah diterima dan dicatat di dalam Sistem Administrasi badan Hukum oleh Menteri Hukum dan Hak Asasi manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi BRI Life No. AHU-AH.01.03-0221584 tanggal 13 Desember 2024.

Berdasarkan pasal 3 Anggaran Dasar BRI Life yang terakhir, ruang lingkup kegiatan BRI Life adalah melakukan usaha di bidang perasuransian sesuai dengan ketentuan perundang-undangan.

BRI Life mulai beroperasi sejak tanggal 1 Januari 1989 berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. KEP-181/KMK.13/1988 tanggal 10 Oktober 1988.

BRI Life mendapatkan izin pembukaan kantor cabang dan unit Syariah sesuai dengan Surat Keputusan Menteri Keuangan No. KEP-007/KM.6/2003 tanggal 21 Januari 2003.

Kantor pusat BRI Life berlokasi di Gedung Graha Irama Lantai 15, Jl. H.R. Rasuna Said Blok X-1 Kav. 1 dan 2, Jakarta, dan memiliki 26 kantor pelayanan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

BRI Life's Articles of Association have undergone several changes and the latest amendment to the Articles of Association is stated in Deed No. 96 dated December 12, 2024 concerning the Statement of Meeting Resolutions on Amendments to the Articles of Association of PT Asuransi BRI Life, made before notary Jose Dima Satria, S.H., M.Kn. The amendments to the Articles of Association have been received and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in the Letter of Acceptance of Notification of Changes to the Articles of Association of PT Asuransi BRI Life No. AHU-AH.01.03-0221584 dated December 13, 2024.

Based on the Article 3 of BRI Life's latest Articles of Association, the scope of BRI Life's business is to conduct business in the insurance sector in accordance with statutory provisions.

BRI Life started its operation on January 1, 1989 based on the Decision Letter of the Minister of Finance of the Republic of Indonesia No. KEP-181/KMK.13/1988 dated October 10, 1988.

BRI Life obtained its license to open its branches and sharia-principled units based on the Minister of Finance Decision Letter No. KEP-007/KM.6/2003 dated Januari 21, 2003.

BRI Life's head office is located at Graha Irama Building 15th floor, Jl. H.R. Rasuna Said Blok X-1 Kav. 1 and 2, Jakarta, and it has 26 Customer Care offices.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Multifinance Indonesia (BRI Finance)

Pada tanggal 12 Juli 2016, BRI menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJB") dengan The Bank of Tokyo-Mitsubishi UFJ, Ltd ("BTMU") dalam rangka peningkatan kepemilikan saham BRI pada PT BTMU-BRI Finance ("BBF") dari semula sebesar 45% menjadi 99%, dengan harga pembelian sebesar Rp378.548, dan telah mendapatkan persetujuan dari OJK melalui surat No. S-102/PB.31/2016 tanggal 21 September 2016. Pengalihan saham ini diselesaikan pada tanggal 30 September 2016, berdasarkan akta No. 75 Notaris Fathiah Helmi, S.H., dimana BRI memiliki 99% dari total saham yang dikeluarkan PT BRI Multifinance Indonesia ("BRI Finance") dan sebesar 1% dimiliki oleh Yayasan Kesejahteraan Pekerja BRI.

Berdasarkan Akta Pernyataan Tentang Keputusan Di Luar Rapat Umum Pemegang Saham No. 67 tanggal 15 September 2016, yang dibuat di hadapan Notaris I Gede Buda Gunamanta, S.H., Notaris di Jakarta, telah dilakukan perubahan nama dari PT BTMU-BRI Finance menjadi PT BRI Multifinance Indonesia, dan sesuai Keputusan Dewan Komisioner OJK No. KEP-771/NB.11/2016 tanggal 17 Oktober 2016, sehubungan dengan perubahan nama tersebut maka BRI Finance memperoleh pemberlakuan Izin usaha di bidang perusahaan pembiayaan atas izin usaha yang sebelumnya telah diberikan kepada PT Sanwa-BRI Finance, yang selanjutnya berubah nama menjadi PT UFJ-BRI Finance dan PT BTMU-BRI Finance.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance)

On July 12, 2016, BRI signed a Conditional Shares Sale and Purchase Agreement ("PPJB") with The Bank of Tokyo-Mitsubishi UFJ, Ltd. ("BTMU") to increase BRI's share ownership in PT BTMU-BRI Finance ("BBF") from 45% to 99%. The transaction was executed with a purchase price of Rp378,548. The agreement has been approved by OJK through its letter No. S-102/PB.31/2016 dated September 21, 2016. This transfer of shares was completed on September 30, 2016 as stated in Notarial Deed No. 75, of Fathiah Helmi, S.H., where BRI owned 99% of the total shares issued by PT BRI Multifinance Indonesia ("BRI Finance") and BRI's Employee Welfare Foundation (Yayasan Kesejahteraan Pekerja BRI) owned the remaining 1%.

Based on the Notarial Deed Statement of Decision of the Annual General Meeting of Shareholders No. 67, dated September 15, 2016, made before I Gede Buda Gunamanta, S.H., a notary in Jakarta, the name PT BTMU-BRI Finance was changed into PT BRI Multifinance Indonesia, and in accordance with Board of Commissioners of OJK Decision No. KEP-771/NB.11/2016 dated October 17, 2016, with regards to the change of name, BRI Finance obtained the business license in financing industry for the Business License previously granted to PT Sanwa-BRI Finance, which afterwards changed its name to PT UFJ-BRI Finance and PT BTMU-BRI Finance.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Multifinance Indonesia (BRI Finance) (lanjutan)

Anggaran Dasar BRI Finance telah mengalami beberapa kali perubahan. Perubahan selanjutnya sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat PT BRI Multifinance Indonesia No. 237 tanggal 23 April 2019, yang dibuat di hadapan Notaris I Gede Buda Gunamanta, S.H., berkedudukan di Jakarta Selatan, yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. AHU-0023113.AH.01.02 Tahun 2019 tanggal 29 April 2019, dan pemberitahuan perubahannya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia berdasarkan Surat No. AHU-AH.01.03-0223685 tanggal 29 April 2019, dan telah diumumkan dalam Berita Negara Republik Indonesia No. 81 tanggal 8 Oktober 2019, Tambahan Berita Negara No. 35668/2019, antara lain berkaitan dengan perubahan tempat kedudukan BRI Finance dari semula di Jakarta Pusat menjadi di Jakarta Selatan, perubahan ketentuan-ketentuan dalam Anggaran Dasar Perseroan dalam rangka memenuhi ketentuan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan Otoritas Jasa Keuangan No. 35/POJK.05/2018 tentang Penyelenggaraan Usaha Perusahaan Pembiayaan, dan tindak lanjut atas arahan dari Pemegang Saham Pengendali untuk penyesuaian terhadap Anggaran Dasar Perseroan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Perubahan anggaran dasar sebagaimana dituangkan dalam Akta No. 24 tanggal 16 Juni Tahun 2023 tentang Pernyataan Keputusan Para Pemegang Saham PT BRI Multifinance Indonesia, yang dibuat di hadapan Notaris Arry Supratno, S.H., M.Kn., di Jakarta, yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-0034000.AH.01.02 Tahun 2023 tanggal 16 Juni 2023. Perubahan Anggaran Dasar tersebut dalam rangka penyesuaian pasal 3 Anggaran Dasar BRI Finance dengan Klasifikasi Baku Lapangan Usaha Indonesia tahun 2020.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance) (continued)

BRI Finance's Articles of Association has been amended several times. The latest amendment as set forth in the Deed of the Decision of the Meeting of PT BRI Multifinance Indonesia No. 237 dated April 23, 2019, made before I Gede Buda Gunamanta, S.H., a Notary domiciled in South Jakarta, was approved by the Ministry of Law and Human Rights in its Decision Letter No. AHU-0023113.AH.01.02 Year 2019 dated April 29, 2019, and was received and recorded in the Legal Entity Administration System Ministry of Law and Human Rights in its Decision Letter No. AHU-AH.01.03-0223685 dated April 29, 2019, and has been announced in State Gazette of the Republic of Indonesia No. 81 dated October 8, 2019, Additional State Gazette Number 35668/2019, regarding changes in the location of BRI Finance from Central Jakarta to South Jakarta, the provisions in the Company's Articles of Association in order to comply with the provisions of Law No. 40 of 2007 concerning Limited Liability Companies, Financial Services Authority Regulation No. 35/POJK.05/2018 concerning the Operation of a Financing Company Business, and the follow up of the directives of the Controlling Shareholders for adjustments to the Company's Articles of Association in accordance with the provisions of the prevailing laws and regulations.

The amendments to the articles of association are stated in the Deed of Statement of Shareholder's Resolutions No. 24 dated June 16, 2023, made before Arry Supratno, S.H., M.Kn., *Notary in Jakarta, which has been approved by the Minister of Law and Human Rights based on Decree No. AHU-0034000.AH.01.02 Year 2023 dated June 16, 2023. The amendments to the Articles of Association has a purpose to adjust article 3 of BRI Finance's Articles of Association with the 2020 Indonesian Standard Industrial Classification.*

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Multifinance Indonesia (BRI Finance) (lanjutan)

Perubahan anggaran dasar dituangkan dalam Akta No. 16 tanggal 2 Juli 2024 tentang Pernyataan Keputusan Pemegang Saham PT BRI Multifinance Indonesia, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., di Jakarta, yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia (Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-AH.0109-0221104 tanggal 2 Juli 2024).

Perubahan anggaran dasar dituangkan dalam Akta No. 1 tanggal 3 Januari 2025 tentang Pernyataan Keputusan Para Pemegang Saham PT BRI Multifinance Indonesia, yang dibuat di hadapan Notaris Arry Supratno, S.H., M.Kn., di Jakarta, yang telah diterima dan dicatat di dalam Sistem Administrasi badan Hukum oleh Menteri Hukum dan Hak Asasi manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Multifinance Indonesia No. AHU-AH.01.03-0004409 tanggal 13 Januari 2025.

Perubahan anggaran dasar terakhir dituangkan dalam Akta No. 16 tanggal 30 Juni 2025 tentang Berita Acara Rapat Umum Pemegang Saham Tahunan PT BRI Multifinance Indonesia, yang dibuat di hadapan Notaris Arry Supratno, S.H., M.Kn., di Jakarta, yang telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Multifinance Indonesia No. AHU-AH.01.09-0305596 tanggal 2 Juli 2025.

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan BRI Finance adalah melakukan usaha dalam bidang pembiayaan.

Kantor pusat BRI Finance berlokasi di Menara BRILiaN Lantai 22, 21 & 1, Jalan Gatot Subroto No. 177A Kav. 64 Jakarta Selatan dan memiliki 26 kantor cabang.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance) (continued)

The amendment to the articles of association is stated in Deed No. 16 dated July 2, 2024 regarding the Statement of Shareholders' Decision of PT BRI Multifinance Indonesia, made before Notary Jose Dima Satria, S.H., M.Kn., in Jakarta, which has received approval from the Minister of Law and Human Rights (Decree of the Minister Law and Human Rights No. AHU-AH.0109-0221104 dated July 2, 2024).

The amendment to the articles of association is stated in Deed No. 1 dated January 3, 2025 regarding the Statement of Shareholders' Decision of PT BRI Multifinance Indonesia, made before Notary Arry Supratno, S.H., M.Kn., in Jakarta, which has received approval from the Minister of Law and Human Rights Republic of Indonesia in the Letter of Acceptance of Notification of Changes to the Articles of Association of PT BRI Multifinance Indonesia No. AHU-AH.01.03-0004409 dated January 13, 2025.

The latest amendment to the articles of association is stated in Deed No. 16 dated June 30, 2025 regarding the Minutes of the Annual General Meeting of Shareholders of PT BRI Multifinance Indonesia, made before Notary Arry Supratno, S.H., M.Kn., in Jakarta, which has been received and recorded in the Legal Entity Administration System by the Minister of Law of the Republic of Indonesia in the Letter of Acceptance of Notification of Amendments to the Articles of Association of PT BRI Multifinance Indonesia No. AHU-AH.01.09-0305596 dated July 2, 2025.

According to Article 3 of its Articles of Association, BRI Finance's scope of business is to conduct financing activities.

BRI Finance's head office is located at BRILiaN Tower 22nd, 21st and 1st floor, Jl. Gatot Subroto No. 177A Kav. 64, South Jakarta, and has 26 branches.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Ventura Investama (BRI Ventures)

Pada tanggal 29 Juni 2018, BRI telah menandatangani Perjanjian Jual Beli Saham Bersyarat Dalam PT Sarana Nusa Tenggara Timur Ventura (”Sarana NTT Ventura”) dengan PT Bahana Artha Ventura (”BAV”) dalam rangka pengambilalihan seluruh kepemilikan saham BAV dalam Sarana NTT Ventura menjadi milik BRI sebanyak 97,61%, dengan harga pembelian sebesar Rp3.090, dan telah mendapatkan persetujuan masing-masing dari Dewan Komisaris BRI selaku wakil dari pemegang saham lewat suratnya No. R. 67-KOM/09/2018 tanggal 26 September 2018 serta persetujuan dari OJK melalui surat No. S-112/PB.31/2018 tanggal 25 September 2018.

Pengalihan saham ini telah dilaksanakan secara efektif pada tanggal 20 Desember 2018, sebagaimana dituangkan dalam Akta Jual Beli Saham No. 70 yang dibuat di hadapan Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta Selatan, dimana BRI memiliki 97,61% dari total saham yang dikeluarkan oleh PT BRI Ventura Investama (dahulu Sarana NTT Ventura).

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 74 tanggal 14 November 2018, yang dibuat di hadapan Notaris Zantje Mathilda Voss Tomasowa, S.H., M.Kn., di Kupang, telah dilakukan perubahan nama dari PT Sarana Nusa Tenggara Timur Ventura menjadi PT BRI Ventura Investama (“BRI Ventures”), beserta perubahan tempat kedudukan Perusahaan dari semula di kota Kupang menjadi di kota Jakarta. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0030398.AH. 01.02 Tahun 2018 tanggal 14 Desember 2018. Sesuai dengan Keputusan Anggota Dewan Komisioner OJK No. KEP-189/NB.11/2019 tanggal 1 April 2019, sehubungan dengan perubahan nama tersebut, BRI Ventures telah memperoleh pemberlakuan Izin Usaha di bidang perusahaan modal ventura atas izin usaha yang sebelumnya telah diberikan kepada PT Sarana Nusa Tenggara Timur Ventura.

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 resulting BRI’s share ownership to become 97.61% with a purchase price of Rp3,090, and have obtained the approval of the Board of Commisioners of BRI as the representative of the shareholders through its Letter No. R. 67-KOM/09/2018, dated September 26, 2018, as well as the approval from OJK through its Letter No. S-112/PB.31/2018 dated September 25, 2018.

The shares takeover was effective on December 20, 2018 as stated in the Deed Sale and Purchase of Shares No. 70, made before Ashoya Ratam, S.H., M.Kn., Notary in South Jakarta, where BRI owned 97.61% of the total shares issued by PT BRI Ventura Investama (formerly known as Sarana NTT Ventura).

Based on the Deed of Declaration on the Extraordinary General Meeting of Shareholders Decision No. 74, dated November 14, 2018, made before Zantje Mathilda Voss Tomasowa, S.H., M.Kn., Notary in Kupang, the name of PT Sarana Nusa Tenggara Timur Ventura was changed into PT BRI Ventura Investama (“BRI Ventures”), along with the change of Company’s domicile from Kupang to Jakarta, This amendment has been approved by the Ministry of Laws and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0030398.AH.01.02 Year 2018, dated December 14, 2018. In accordance with Members of the Board of OJK Commissioners’ Decision No. KEP-189/NB.11/2019 dated April 1, 2019, with regard to the change in the company name, BRI Ventures obtained the enactment of business license in venture capital business previously granted to PT Sarana Nusa Tenggara Timur Ventura.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Ventura Investama (BRI Ventures) (lanjutan)

Anggaran Dasar BRI Ventures diubah dan dinyatakan kembali melalui Akta No. 65 tanggal 25 April 2022 oleh Notaris Ashoya Ratam, S.H., M.Kn., antara lain dalam rangka penyesuaian Pasal 3 Ayat (1) Anggaran Dasar BRI Ventures dengan Klasifikasi Baku Lapangan Usaha Indonesia (KLBI 2020) dan dicatat sesuai dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0030721.AH.01.02 Tahun 2022 tanggal 27 April 2022.

Anggaran Dasar BRI Ventures diubah berdasarkan Pernyataan Keputusan di Luar Rapat Umum Pemegang Saham tanggal 31 Maret 2023 terkait dengan peningkatan modal dasar dan modal ditempatkan dan disetor penuh. Keputusan ini telah dicatat dalam Akta Notaris No. 45 Tanggal 31 Maret 2023 oleh Notaris Ashoya Ratam, S.H., M.Kn. Akta perubahan ini telah diterima dan dicatat sesuai dengan Surat Penerimaan Pemberitahuan perubahan Anggaran Dasar oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0048199 tanggal 31 Maret 2023.

Anggaran Dasar BRI Ventures diubah dan dinyatakan kembali melalui Akta No. 5 tanggal 4 Juni 2024 oleh Notaris Ashoya Ratam, S.H., M.Kn., dan dicatat sesuai dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0036382.AH.01.02 Tahun 2024 tanggal 20 Juni 2024.

Anggaran Dasar terakhir BRI Ventures diubah dan dinyatakan kembali melalui Akta No. 5 tanggal 7 Juli 2025 oleh Notaris Titik Krisna Murti Wikaningsih Hastuti, S.H., M.Kn., dan dicatat sesuai dengan Surat Keputusan Menteri Hukum Republik Indonesia No. AHU 0155076.AH.01.11 Tahun 2025 tanggal 10 Juli 2025.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Ventura Investama (BRI Ventures) (continued)

BRI Ventures' Articles of Association amended and restated through Deed No. 65 dated April 25, 2022 by Notary Ashoya Ratam, S.H., M.Kn., among others, in order to adjust Article 3 Paragraph (1) of the Articles of Association of BRI Ventures with the 2020 Indonesian Standard Industrial Clasification and recorded in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0030721.AH.01.02. Year 2022 dated April 27, 2022.

BRI Ventures' Articles of Association have been amended related to the increase in the Company's capital stock based on a Resolution Outside the General Meeting of Shareholders dated March 31, 2023. This decision has been recorded in Notarial Deed No. 45 dated March 31, 2023 by Notary Ashoya Ratam, S.H., M.Kn. This amendment deed has been received and recorded in accordance with the Letter of Acceptance of Notification of Changes to the Articles of Association by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03.-0048199 dated March 31, 2023.

BRI Ventures' Articles of Association amended and restated through Deed No. 5 dated June 4, 2024 by Notary Ashoya Ratam, S.H., M.Kn., and recorded in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0036382.AH.01.02 Year 2024 dated June 20, 2024.

BRI Ventures' latest Articles of Association amended and restated through Deed No. 5 dated June 7, 2025 by Notary Titik Krisna Murti Wikaningsih Hastuti, S.H., M.Kn., and recorded in accordance with the Decree of the Minister of Law of the Republic of Indonesia No. AHU-0155076.AH.01.11 Year 2025 dated July 10, 2025

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Ventura Investama (BRI Ventures) (lanjutan)

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar yang terakhir, ruang lingkup kegiatan BRI Ventures adalah menyelenggarakan usaha modal ventura konvensional termasuk mengelola dana ventura, kegiatan jasa berbasis fee dan kegiatan usaha lain dengan persetujuan OJK serta kegiatan modal ventura dalam bentuk penyertaan modal ke dalam suatu pasangan usaha dan atau debitur yang memiliki usaha produktif dan atau memiliki ide-ide untuk pengembangan usaha produktif.

Kantor pusat BRI Ventures berlokasi di District 8 Office SCBD, Prosperity Tower Lantai 16 Unit F, Jalan Jenderal Sudirman No 52-53, Kebayoran Baru, Jakarta Selatan.

PT BRI Danareksa Sekuritas (BRIDS)

Pada tanggal 27 September 2018, BRI menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJB") dengan PT Danareksa (Persero) dalam rangka pengambilalihan sebagian kepemilikan saham PT Danareksa Sekuritas ("Danareksa Sekuritas") dari PT Danareksa (Persero) menjadi milik BRI sebanyak 67%, dengan harga pembelian sebesar Rp446.888, dan telah mendapatkan persetujuan dari OJK melalui surat No. S-1496/PM.21/2018 tanggal 21 Desember 2018. Pengalihan saham ini telah dilaksanakan secara efektif pada tanggal 21 Desember 2018, sebagaimana dituangkan dalam Akta Pengambilalihan Saham No. 53 yang dibuat di hadapan Notaris Masjuki, S.H., pengganti dari Notaris M. Nova Faisal, S.H., M.Kn., di Jakarta, dimana BRI memiliki 67% dari total saham Danareksa Sekuritas dan sebesar 33% dimiliki oleh PT Danareksa (Persero).

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Ventura Investama (BRI Ventures) (continued)

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.

BRI Ventures' head office is located at District 8 Office SCBD, Prosperity Tower 16th floor Unit F, Jenderal Sudirman Street No 52-53, Kebayoran Baru, South Jakarta.

PT BRI Danareksa Sekuritas (BRIDS)

On September 27, 2018, BRI signed a Conditional Sale and Purchase of Shares Agreement with PT Danareksa (Persero) to takeover part of the shares ownership of PT Danareksa Sekuritas ("Danareksa Sekuritas") from PT Danareksa (Persero) and to gain 67% ownership, with a purchase price of Rp446,888, and has obtained the approval from OJK based on its Letter No. S-1496/PM.21/2018 dated December 21, 2018. The takeover was effective on December 21, 2018, as stated in the Deed of Shares Takeover No. 53, of Masjuki, S.H., surrogate of M. Nova Faisal, S.H., M.Kn., Notary in Jakarta, where BRI owned 67% and PT Danareksa (Persero) owned 33% of Danareksa Sekuritas' total shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Danareksa Sekuritas (BRIDS)

Anggaran Dasar BRIDS telah mengalami beberapa kali perubahan. Perubahan untuk menyesuaikan Anggaran Dasar BRIDS dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan peningkatan modal dasar dan modal ditempatkan dan disetor BRIDS yang dituangkan dalam Akta No. 91 Notaris Imas Fatimah, S.H., tanggal 12 Agustus 2008. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-83282.AH.01.02 Tahun 2008 tanggal 10 November 2008 serta telah diumumkan dalam Berita Negara Republik Indonesia No. 28 Tambahan No. 9870 tanggal 7 April 2009.

Pada tahun 2017 terdapat perubahan pada maksud dan tujuan BRIDS sesuai ketentuan Pasal 3 Anggaran Dasar yang dituangkan dalam Akta No. 1 Notaris Fifidiana, S.H., S.S., M.Kn., tanggal 5 Juli 2017. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0013998.AH.01.02 Tahun 2017 tanggal 7 Juli 2017.

Pada tahun 2020 terdapat perubahan nama BRIDS sebagaimana dituangkan dalam Akta No. 27 tanggal 9 Oktober 2020 yang dibuat di hadapan Notaris Jose Dima Satria, S.H., di Jakarta, yaitu perubahan nama PT Danareksa Sekuritas menjadi PT BRI Danareksa Sekuritas. Perubahan ini telah mendapatkan persetujuan perubahan anggaran dasar dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0069706.AH.01.02 Tahun 2020. Sehubungan dengan perubahan nama PT BRI Danareksa Sekuritas telah dicatatkan dalam administrasi Otoritas Jasa Keuangan (OJK) berdasarkan Surat No. S-1210/PM.212/2020 tanggal 26 Oktober 2020.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS)

BRIDS' Articles of Association has been amended several times. The amendment adjusting its Articles of Association with Law No. 40 year 2007 regarding the Limited Liability Company and the increase in authorized capital and issued and paid-up capital of Danareksa Sekuritas, was stated in the Notarial Deed No. 91 dated August 12, 2008, of Notary Imas Fatimah, S.H. This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-83282.AH.01.02 Year 2008, dated November 10, 2008 and has been published in Supplement No. 9870 of the Republic of Indonesia State Gazette No. 28, dated April 7, 2009.

In 2017, there were amendments to the purposes and objectives of BRIDS in accordance with Article 3 of the Articles of Association as stated in the Notarial Deed No. 1, dated July 5, 2017 of Fifidiana, S.H., S.S., M.Kn. This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0013998.AH.01.02 Year 2017 dated July 7, 2017.

In 2020, based on Deed No. 27 dated October 9, 2020, which was made before Jose Dima Satria, S.H., Notary in Jakarta, the name of PT Danareksa Sekuritas was changed into PT BRI Danareksa Sekuritas. This amendment has received approval for amendment to the Articles of Association from the Minister of Law and Human Rights Republic of Indonesia No. AHU-0069706.AH.01.02 Year 2020. The amendment has been registered in the Financial Services Authority (OJK) based on Letter No. S-1210/PM.212/2020 dated October 26, 2020.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Danareksa Sekuritas (BRIDS) (lanjutan)

Berdasarkan Akta No. 168 tanggal 27 Juni 2022 yang dibuat di hadapan Notaris Jose Dima Satria, S.H., di Jakarta, terdapat penambahan modal ditempatkan dan disetor oleh BRI sesuai dengan persetujuan dari OJK melalui surat OJK No. S-555/PM.21/2022 tanggal 24 Juni 2022 dan telah dilaksanakan secara efektif pada tanggal 27 Juni 2022 sehingga kepemilikan saham BRI menjadi 71% dari total saham BRIDS dan sebesar 29% dimiliki oleh PT Danareksa (Persero). Perubahan ini diberitahukan pada Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0256545 tanggal 27 Juni 2022.

Berdasarkan Akta No. 86 tanggal 17 April 2023, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., di Jakarta. Perubahan tersebut telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0024267.AH.01.02 Tahun 2023, serta pemberitahuan perubahannya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia berdasarkan Surat No. AHU-AH.01.03-0058587 tanggal 2 Mei 2023 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Danareksa Sekuritas.

Perubahan terakhir Anggaran Dasar BRIDS dituangkan dalam Akta No. 71 tanggal 18 April 2024, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.KN., berkedudukan di Jakarta Selatan. Perubahan tersebut telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0090655 Tahun 2024 tanggal 22 April 2024 perihal perbaikan dan penghapusan beberapa pasal.

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan BRIDS adalah sebagai penjamin emisi efek, perantara pedagang efek serta kegiatan usaha penunjang lainnya yang ditetapkan dan/atau disetujui oleh OJK.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS) (continued)

Based on Deed No. 168 dated June 27, 2022, which was made before Jose Dima Satria, S.H., Notary in Jakarta, there is additional issued and paid-up capital by BRI that has received approval from Financial Services Authority (OJK) through its letter No. S-555/PM.21/2022 dated June 24, 2022. The additional issued and paid-up capital has become effective on June 27, 2022 so that BRI's share ownership to be at 71% of the total BRIDS shares and 29% was owned by PT Danareksa (Persero). This has been announced through the amendment of Articles of Association Acknowledgement of No. AHU-AH.01.03.0256545 dated June 27, 2022.

Based on Deed No. 86 dated April 17, 2023, which was made before Jose Dima Satria, S.H., Notary in Jakarta. The amendment has received approval from the Minister of Law and Human Rights based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0024267.AH.01.02 Year 2023, and announcement of changes has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights based on Letter No. AHU-AH.01.03-0058587 dated May 2, 2023 regarding Receipt of Notification of Changes to PT BRI Danareksa Sekuritas' Articles of Association.

The latest amendment to BRIDS' Articles of Association is stated in Deed No. 71 dated April 18, 2024, which was made before Jose Dima Satria, S.H., Notary in Jakarta. The amendment has received approval from the Minister of Law and Human Rights based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-01.03-0090655 Year 2024, and dated April 22, 2024 regarding correction and deletion of several articles.

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.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Danareksa Sekuritas (BRIDS) (lanjutan)

BRIDS memperoleh izin usaha sebagai perantara pedagang efek dan penjamin emisi efek dari Ketua Badan Pengawas Pasar Modal berdasarkan Surat Keputusan No. KEP-291/PM/1992 tanggal 16 Oktober 1992 dan No. KEP-292/PM/1992 tanggal 16 Oktober 1992.

Sebagai bagian dari perizinan yang telah dimiliki, BRIDS juga telah memperoleh persetujuan kegiatan usaha penunjang sebagai Penatalaksana (*Arranger*) *Medium Term Notes* (MTN), *Negotiable Certificate of Deposit* (NCD), *Hybrid Product* seperti *Perpetuity Notes*, pinjaman sindikasi, *Global Medium Term Notes* (GMTN), *Global Bond* dan Penasihat Keuangan (*Financial Advisory*) dari Otoritas Jasa Keuangan (OJK) berdasarkan Surat No. S-143/PM.21/2017 tanggal 16 Maret 2017.

Kantor pusat BRIDS berlokasi di Gedung BRI II Lt. 23, Jl. Jend. Sudirman Kav.44-46, Jakarta dan memiliki 7 cabang, 59 Gerai dan 3 kemitraan.

PT BRI Asuransi Indonesia (BRI Insurance)

Pada tanggal 20 Juni 2019, BRI menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJBSB") dengan Dana Pensiun BRI dalam rangka pengambilalihan kepemilikan saham Dana Pensiun BRI dalam PT BRI Asuransi Indonesia (dahulu bernama PT Asuransi Bringin Sejahtera Artamakmur) menjadi milik BRI sebanyak 90%, dengan harga pembelian sebesar Rp1.041.000 dan telah mendapatkan persetujuan dari OJK melalui surat No. S-135/NB.1/2019 tanggal 16 September 2019. Pengalihan saham ini telah dilaksanakan secara efektif pada tanggal 26 September 2019, sebagaimana dituangkan dalam Akta Akuisisi Saham No. 31 yang dibuat di hadapan Notaris Dina Chozie, SH., pengganti dari Fathiah Helmi, S.H., di Jakarta, dimana BRI memiliki 90% dari total saham PT BRI Asuransi Indonesia ("BRI Insurance") dan sebesar 10% dimiliki oleh Yayasan Kesejahteraan Pekerja (YKP) BRI.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS) (continued)

BRIDS obtained its business license as a securities broker and an underwriter from the Chairman of the Capital Market Supervisory Agency in accordance with its Decision Letters No. KEP-291/PM/1992 dated October 16, 1992 and No. KEP-292/PM/1992 dated October 16, 1992.

As part of its licensing, BRIDS has obtained approval of supporting business activities as Arranger of Medium Term Notes (MTN), Negotiable Certificates of Deposit (NCD), Hybrid Product as Perpetuity Notes, syndicated loans, Global Medium Term Notes (GMTN), Global Bonds and Financial Advisory from Financial Services Authority (OJK) based on its Letter No. S-143/PM.21/2017 dated March 16, 2017.

BRIDS' head office is located in BRI Tower II 23th floor, Jenderal Sudirman Street Kav. 44-46, Jakarta and has 7 branches, 59 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 Dana Pensiun BRI in order to acquire 90% shares of Dana Pensiun BRI in PT BRI Asuransi Indonesia (BRI Insurance) (formerly PT Asuransi Bringin Sejahtera Artamakmur), at a purchase price of Rp1,041,000 and has received approval from OJK through letter No. S-135/NB.1/2019 dated September 16, 2019. This transfer of shares was completed on September 26, 2019, as stated in the Deed of Shares Takeover No. 31 made before Dina Chozie, S.H., a replacement notary from Fathiah Helmi, S.H., Notary in Jakarta, where BRI owns 90% of the total shares of BRI Insurance and 10% is owned by the Yayasan Kesejahteraan Pekerja (YKP) BRI.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Asuransi Indonesia (BRI Insurance)

Anggaran Dasar BRI Insurance mengalami beberapa kali perubahan dan perubahan Anggaran Dasar terakhir tertuang dalam Akta No. 26 tanggal 26 Juni 2023 yang dibuat di hadapan Notaris Hj. Zun Nur Ain Fauzia, S.H., MKn, di Jakarta. Perubahan Anggaran Dasar tersebut telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-00388682.AH.01.02 Tahun 2023 tanggal 10 Juli 2023, serta pemberitahuan perubahannya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia berdasarkan Surat No. AHU-AH.01.03-0089063 tanggal 6 Juli 2023 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Asuransi Indonesia.

Anggaran Dasar BRI Insurance telah mengalami beberapa kali perubahan. Perubahan terakhir sebagaimana dituangkan dalam Akta No. 04, tanggal 17 Juli 2024 yang dibuat oleh Tri Wahyuwidayati, Sarjana Hukum, Magister Kenotariatan Notaris di Jakarta Selatan. Perubahan Anggaran Dasar ini telah memperoleh persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat No. AHU-0038862.AH.01.02 Tahun 2023 Tanggal 10 Juli 2023 dan telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT. BRI Asuransi Indonesia Nomor: AHU-AH.01.03-0173154 Tanggal 17 Juli 2024.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Asuransi Indonesia (BRI Insurance)

BRI Insurance's Articles of Association has undergone several changes and the latest amendment to the Articles of Association is contained in Deed No. 26 dated June 26, 2023 made before Hj. Zun Nur Ain Fauzia, S.H., M.Kn., Notary in Jakarta. The amendment to the Articles of Association has received approval from the Minister of Law and Human Rights based on the Decree of the Minister of Law and Human Rights No. AHU-00388682. AH.01.02 Year 2023 dated July 10, 2023, and announcement of the amendment has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights based on Letter No. AHU-AH.01.03-0089063 dated July 6, 2023 regarding Receipt of Notification of Changes to PT BRI Asuransi Indonesia's Articles of Association.

BRI Insurance's Articles of Association has undergone several changes and the latest amendment to the Articles of Association is contained in Deed No. 04 dated July 17, 2024 made before Tri Wahyuwidayati, Sarjana Hukum, Magister Kenotariatan Notary in Jakarta. 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-0038862. AH.01.02 of 2023 dated July 10, 2023 and has been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0173154 dated July 17, 2024 regarding Receipt of Notification of Changes to PT BRI Asuransi Indonesia's Articles of Association

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Asuransi Indonesia (BRI Insurance) (lanjutan)

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar ruang lingkup kegiatan usaha PT. BRI Asuransi Indonesia, yaitu:

a. Menjalankan usaha di bidang Asuransi Umum Konvensional (Kode KBLI 2020: 65121), mencakup usaha asuransi umum yang diselenggarakan secara konvensional, dengan kegiatan usaha meliputi penyelenggaraan usaha jasa pertanggungan risiko yang memberikan penggantian kepada tertanggung atau pemegang polis karena kerugian, kerusakan, biaya yang timbul, kehilangan keuntungan, atau tanggung jawab hukum kepada pihak ketiga yang mungkin diderita tertanggung atau pemegang polis karena terjadinya suatu peristiwa yang tidak pasti.

b. Menjalankan usaha di bidang Unit Syariah Asuransi Umum (Kode KBLI 2020: 65123), Kelompok ini mencakup kegiatan unit kerja dari kantor pusat perusahaan asuransi umum konvensional yang berfungsi sebagai Kantor Induk dari Kantor di luar Kantor Pusat yang melaksanakan kegiatan usaha asuransi umum berdasar prinsip syariah.

BRI Insurance memperoleh izin usaha di bidang asuransi kerugian pada tanggal 26 Agustus 1989 berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. Kep.-128/KM.13/1989. Sesuai Keputusan Anggota Dewan Komisioner OJK No. KEP-105/NB.11/2020 tanggal 6 Maret 2020, BRI Insurance memperoleh pemberlakuan izin usaha di bidang asuransi umum atas izin usaha yang sebelumnya telah diberikan kepada PT Asuransi Bringin Sejahtera Artamakmur yang selanjutnya berubah nama menjadi PT BRI Asuransi Indonesia.

BRI Insurance mendapatkan izin pembukaan kantor cabang dengan prinsip Syariah sesuai dengan Surat Keputusan Menteri Keuangan No. KEP-006/KM.6/2003 tanggal 21 Januari 2003.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Asuransi Indonesia (BRI Insurance) (continued)

In accordance with the provisions of Article 3 of the Articles of Association, the scope of business activities of PT. BRI Asuransi Indonesia, namely:

a. Carrying out business in the field of Conventional General Insurance (2020 KBLI Code: 65121), includes general insurance business carried out conventionally, with business activities including carrying out risk insurance services which provide compensation to the insured or policy holder due to loss, damage, costs incurred, loss of profits, or legal liability to third parties that the insured or policyholder may suffer due to the occurrence of an uncertain event.

b. Carrying out business in the General Insurance Sharia Unit sector (2020 KBLI Code: 65123), this group includes work unit activities from the head office of a conventional general insurance company which functions as the Main Office of an Office outside the Head Office which carries out general insurance business activities based on sharia principles.

BRI Insurance obtained its license to do general insurance business on August 26, 1989 through the Decree of the Ministry of Finance of the Republic of Indonesia No. Kep-128/KM.13/1989. In accordance with the Decree of Board of Commissioners of OJK No. KEP-105/NB.11/2020 dated March 6, 2020, BRI Insurance obtained the enforcement of business license in general insurance on the basis of business that had previously been given to PT Asuransi Bringin Sejahtera Artamakmur which changed its name to PT BRI Asuransi Indonesia.

BRI Insurance obtained permission to open a branch office with Sharia principles in accordance with the Decree of the Minister of Finance No. KEP-006/KM.6/2003 dated January 21, 2003.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Asuransi Indonesia (BRI Insurance) (lanjutan)

Kantor pusat BRI Insurance berlokasi di Graha BRI Insurance, Jl. Mampang Prapatan Raya No.18, Jakarta Selatan dan memiliki 21 Kantor Cabang Konvensional, 2 Kantor Cabang Syariah, 19 Kantor Perwakilan Pemasaran Konvensional, 3 Kantor Perwakilan Pemasaran Syariah, 50 *Marketing Channel* (MC) Konvensional dan 21 *Marketing Office Sharia* (MOS).

PT Pegadaian (Pegadaian)

Pada tanggal 13 September 2021, Negara Republik Indonesia yang diwakili oleh Menteri BUMN dan BRI menandatangani perjanjian pengalihan hak atas saham Negara Republik Indonesia pada PT Pegadaian (Persero) (Pegadaian) dalam rangka penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham BRI, yang kemudian dituangkan dalam Akta No. 13 tanggal 13 September 2021. Melalui perjanjian tersebut, Negara Republik Indonesia mengalihkan kepada BRI berupa hak atas seluruh saham Seri B milik Negara Republik Indonesia pada Pegadaian dengan jumlah sebanyak 6.249.999 saham seri B yang seluruhnya senilai Rp48.670.528. Dengan demikian, sejak tanggal 13 September 2021, BRI adalah pemilik saham yang dialihkan dan berhak menjalankan hak-hak sebagai pemilik dari saham-saham yang dialihkan.

Anggaran Dasar Pegadaian telah mengalami beberapa kali perubahan. Perubahan terakhir sebagaimana dituangkan dalam Akta No. 15 tanggal 23 September 2021, yang dibuat di hadapan Notaris Nanda Fauz Iwan, S.H., M.Kn., di Jakarta. Perubahan anggaran dasar tersebut telah mendapat persetujuan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0053287.AH.01.02 Tahun 2021 tanggal 29 September 2021 serta telah mendapat Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Pegadaian No. AHU-AH.01.03-0454524, tanggal 29 September 2021.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Asuransi Indonesia (BRI Insurance) (continued)

BRI Insurance head office is located in Graha BRI Insurance, Jl. Mampang Prapatan Raya No. 18, South Jakarta, and it has 21 Conventional Branches, 2 Sharia Branches, 19 Marketing Representative Offices (MRO) Conventional, 3 Representative Office Sharia (ROS), 50 Marketing Channels (MC) Conventional and 21 Marketing Offices Sharia (MOS).

PT Pegadaian (Pegadaian)

On September 13, 2021, The Government of Indonesia, as represented by the Minister of SOEs, signed the Sale and Purchase of Shares Agreement with BRI to transfer its shares in PT Pegadaian (Pegadaian) to increase the ownership in BRI, it was documented in Notarial Deed No. 13 dated September 13, 2021. Through the agreement, The Government of Indonesia transferred its right of all Series B shares in Pegadaian to BRI amounting to 6,249,999 series B shares with nominal value of Rp48,670,528. Thus, starting September 13, 2021, BRI owned Pegadaian' shares and has the right as the owner of the transferred shares.

Pegadaian' Articles of Association has been amended several times. The latest amendment was documented in the Deed of Declaration No. 15 dated September 23, 2021, of Nanda Fauz Iwan, S.H., M.Kn., a Notary in Jakarta. The amendment to the articles of association has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0053287.AH.01.02 dated September 29, 2021 and has received a Letter of Acceptance of Notification of Amendment to the Articles of Association of PT Pegadaian No. AHU-AH.01.03-0454524, September 29, 2021.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Pegadaian (Pegadaian)

Berdasarkan Ketentuan Pasal 3 Anggaran Dasar, maksud dan tujuan Pegadaian adalah melakukan usaha penyaluran pinjaman lainnya berupa usaha pergadaian, secara konvensional dan berdasarkan prinsip syariah, berbasis teknologi informasi/*platform digital* (untuk selanjutnya disebut "TI") dan non-TI, serta optimalisasi pemanfaatan sumber daya yang dimiliki Pegadaian untuk menghasilkan jasa bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Pegadaian dengan prinsip-prinsip Perseroan Terbatas.

Kantor pusat Pegadaian berlokasi di Jl. Kramat Raya No.162 Jakarta Pusat 10430 dan mempunyai 12 kantor wilayah, 61 kantor area, 642 kantor cabang, dan 3.446 kantor unit pelayanan cabang.

PT Permodalan Nasional Madani (PNM)

Pada tanggal 13 September 2021, BRI menandatangani perjanjian pengalihan hak atas saham Negara Republik Indonesia pada PT Permodalan Nasional Madani (PNM) dalam rangka penambahan penyertaan Modal Negara Republik Indonesia ke dalam modal saham BRI. Negara Republik Indonesia yang diwakili oleh Menteri BUMN mengalihkan kepada BRI berupa hak atas seluruh saham Seri B milik Negara Republik Indonesia pada PNM dengan jumlah sebanyak 3.799.999 saham seri B yang seluruhnya senilai Rp6.100.068. Dengan demikian, sejak tanggal 13 September 2021, BRI adalah pemilik saham yang dialihkan dan berhak menjalankan hak-hak sebagai pemilik dari saham-saham yang dialihkan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Pegadaian (Pegadaian)

According to Article 3 of its Articles of Association, Pegadaian's scope of business is to conduct loan disbursement businesses in the form of pawnshops, both conventional and sharia, based on information technology/digital platforms (IT) and non-IT, optimize the utilization of Pegadaian's resources to produce high quality and highly competitive services to gain benefits in order to increase Pegadaian's value by implementing the principles of limited liability company.

Pegadaian's head office is located in Jl. Kramat Raya No.162 Central Jakarta 10430 and has 12 regional offices, 61 area offices, 642 branches, and 3,446 branch service unit offices.

PT Permodalan Nasional Madani (PNM)

On September 13, 2021, BRI signed the Sale and Purchase of Shares Agreement to receive The Government of Indonesia shares in PT Permodalan Nasional Madani (PNM) to increase the ownership of Government of Indonesia in BRI. The Government of Indonesia, as represented by the Minister of SOEs, transferred its Series B shares in PNM to BRI amounting to 3,799,999 series B shares with nominal value of Rp6,100,068. Thus, starting September 13, 2021, BRI owned PNM's shares of the transferred shares and has the right as the owner of the transferred shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Permodalan Nasional Madani (PNM) (lanjutan)

Perusahaan didirikan berdasarkan Peraturan Pemerintah Republik Indonesia No. 38 tahun 1999 tanggal 25 Mei 1999 tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan (Persero) Dalam Rangka Pengembangan Koperasi, Usaha Kecil Dan Menengah, yang pendiriannya dituangkan dalam Akta Pendirian No. 1 tanggal 1 Juni 1999 dibuat dihadapan Ida Sofia, S.H., Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. C-11.609.HT.01.01.TH.99 tanggal 23 Juni 1999, dan telah didaftarkan pada Kantor Pendaftaran Perusahaan Kodya Jakarta Pusat di bawah Nomor: 4758/BH.09.05/VIII/99 tanggal 27 Agustus 1999, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor: 73 tanggal 10 September 1999, Tambahan No. 5681 ("Akta No. 1").

Akta No.1 tersebut telah diubah beberapa kali, dengan perubahan terakhir yang dimuat dalam Akta Pernyataan Keputusan Pemegang Saham Nomor: 18 tanggal 7 Juni 2023 dibuat di hadapan Hadijah, S.H., Notaris di Jakarta, yang telah memperoleh persetujuan Menteri Hukum dan Hak Asasi Manusia sebagaimana Keputusan No. AHU-0037792.AH.01.02 Tahun 2023 tanggal 5 Juli 2023. Pemberitahuan perubahannya telah dicatat pada database Sistem Administrasi Badan Hukum Mentri Hukum dan Hak Asasi Manusia tentang Persetujuan Perubahan Anggaran Dasar PT Permodalan Nasional Madani No. AHU-AH.01.09-0134474 tertanggal 5 Juli 2023.

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan PNM adalah jasa pembiayaan termasuk tetapi tidak terbatas pada kredit program dan/atau pembiayaan sistem tanggung renteng, penyertaan kepada Lembaga Keuangan Mikro/Syariah (LKM/S) dan Bank Perkreditan Rakyat (BPR/S) serta jasa manajemen dan kemitraan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Permodalan Nasional Madani (PNM) (continued)

The company was established based on Republic of Indonesia Government Regulation No. 38 of 1999 dated May 25, 1999 concerning State Capital Inclusion of the Republic of Indonesia for the Establishment of Companies (Persero) in the Context of the Development of Cooperatives, Small and Medium Enterprises, the establishment of which is stated in the Deed of Establishment No. 1 dated June 1, 1999, made before Ida Sofia, S.H., Notary in Jakarta, which has received approval from the Minister of Law and Human Rights based on Decree No. C-11.609.HT.01.01.TH.99 dated June 23, 1999, and has been registered at the Central Jakarta Kodya Company Registration Office under Number: 4758/BH.09.05/VIII/99 dated August 27, 1999, and has been published in the State Gazette of the Republic of Indonesia under Number: 73 dated September 10, 1999, Supplement No. 5681 ("Deed No. 1").

Deed No. 1 has been amended several times, with the latest amendment contained in the Deed of Shareholder Decision Statement Number: 18 dated June 7, 2023, made before Hadijah, S.H., M.Kn., Notary in Jakarta, which has obtained the approval of the Minister of Law and Human Rights as stated in Decree Number: AHU-0037792.AH.01.02. Year 2023 dated July 5, 2023. Notification of the changes has been recorded in the Legal Entity Administration System database of the Ministry of Law and Human Rights regarding Approval of Changes to the Articles of Association of PT Permodalan Nasional Madani Number: AHU-AH.01.09-0134474 dated July 5, 2023.

According to Article 3 of its Articles of Association, PNM's scope of business is financing services but not limited to program loan and/or joint responsibility financing, participation in Lembaga Keuangan Mikro/Syariah (LKM/S) and Bank Perkreditan Rakyat (BPR/S) alongride with management and partnership services.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Permodalan Nasional Madani (PNM) (lanjutan)

Kantor pusat PNM berlokasi di Menara PNM, Jalan Kuningan Mulia, Menteng Atas, Setiabudi, Jakarta Selatan, DKI Jakarta dan memiliki 58 kantor cabang, 3.977 kantor unit Mekaar, 620 kantor unit ULaMM (termasuk 2 kantor unit representatif).

PT BRI Manajemen Investasi (BRI-MI)

Pada tanggal 27 September 2018, BRI telah menandatangani Perjanjian Jual Beli Saham Bersyarat ("PJBS") dengan PT Danareksa (Persero) dalam rangka pengambilalihan sebagian kepemilikan saham PT Danareksa Investment Management ("DIM") dari PT Danareksa (Persero) menjadi milik BRI sebanyak 10.500.000 lembar saham atau setara dengan 35% dari keseluruhan saham beredar DIM, dengan harga pembelian sebesar Rp371.959 yang telah mendapat persetujuan dari OJK melalui surat No. S-1453/PM.21/2018 tanggal 14 Desember 2018. Transaksi jual beli saham ini telah dilaksanakan pada tanggal 20 Desember 2018, sebagaimana dituangkan dalam Akta Jual Beli Saham No. 47 tanggal 20 Desember 2018 yang dibuat di hadapan Masjuki, S.H., Notaris pengganti dari M. Nova Faisal, S.H., M.Kn.

Selanjutnya, pada tanggal 19 Juli 2022, BRI telah menandatangani PJBS kembali dengan PT Danareksa (Persero) dalam rangka pengambilalihan sebagian kepemilikan saham DIM dari PT Danareksa (Persero) menjadi milik BRI sebanyak 9.000.000 lembar saham atau setara dengan 30% dari keseluruhan saham beredar DIM, dengan harga pembelian sebesar Rp360.000 yang telah mendapat persetujuan dari OJK melalui surat No. S-889/PM.21/2022 tanggal 5 Oktober 2022 perihal Persetujuan Atas Rencana Perubahan Komposisi Kepemilikan Pemegang Saham PT Danareksa Investment Management. Transaksi jual beli saham ini telah dilaksanakan pada tanggal 30 November 2022, sebagaimana dituangkan dalam Akta Jual Beli Saham No. 32 tanggal 30 November 2022 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta sehingga BRI memiliki 19.500.000 lembar saham atau setara dengan 65% dari total saham beredar DIM.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Permodalan Nasional Madani (PNM) (continued)

PNM's head office is located in PNM Tower, Jl. Kuningan Mulia, Menteng Atas, Setiabudi, South Jakarta, DKI Jakarta and has 58 branches PNM, 3,977 unit offices Mekaar, and 620 unit offices ULaMM (include of 2 representative unit offices).

PT BRI Manajemen Investasi (BRI-MI)

On September 27, 2018, BRI signed a Conditional Sale and Purchase of Shares Agreement ("PJBS") with PT Danareksa (Persero) to acquire PT Danareksa Investment Management ("DIM") shares from PT Danareksa (Persero) to BRI in the amount of 10,500,000 shares or equivalent to 35% of all DIM shares, with a purchase price of Rp371,959 which has granted its approval from OJK through letter No. S-1453/PM.21/2018 dated December 14, 2018. This share sale and purchase transaction was carried out on December 20, 2018, stated in the Deed of Sale and Purchase of Shares No. 47 dated December 20, 2018 made before Masjuki, S.H., Substitute Notary of M. Nova Faisal, S.H., M.Kn.

Furthermore, on July 19, 2022, BRI has signed another PJBS with PT Danareksa (Persero) to acquire DIM's share ownership from PT Danareksa (Persero) to BRI with 9,000,000 shares or equivalent to 30% of DIM's total outstanding shares, with a purchase price of Rp360,000 which has granted its approval from OJK through letter No. S-889/PM.21/2022 dated October 5, 2022 regarding Approval of the Planned Change in the Ownership Composition of PT Danareksa Investment Management Shareholders. This share sale and purchase transaction was carried out on November 30, 2022, as stated in the Deed of Sale and Purchase of Shares No. 32 dated November 30, 2022 made before Fathiah Helmi, S.H., Notary in Jakarta, thereby BRI owns 19,500,000 shares or equivalent to 65% of the total outstanding shares of DIM.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Manajemen Investasi (BRI-MI) (lanjutan)

Perubahan secara keseluruhan anggaran dasar DIM telah dimuat dalam akta tertanggal 1 Februari 2019 No. 01 dibuat di hadapan M. Nova Faisal S.H., M,Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya tanggal 11 Februari 2019 No. AHU-0006825. AH.01.02 Tahun 2019 serta pemberitahuan Perubahan Anggaran Dasarnya telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan suratnya tanggal 11 Februari 2019 No. AHU-AH.01.03-0079597 dan telah diumumkan dalam Berita Negara Republik Indonesia tertanggal 29 Maret 2019 No. 26, Tambahan No. 10084.

Berdasarkan Akta No. 2 tanggal 16 Oktober 2019, yang dibuat di hadapan Notaris Fifidiana, S.H., S.S., M.Kn. Perubahan anggaran dasar tersebut telah mendapat persetujuan oleh Kementerian hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0083200.AH.01.02 Tahun 2019 tanggal 16 Oktober 2019.

Berdasarkan Akta Pernyataan tentang Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Danareksa Investment Management No. 4 tanggal 4 Juli 2023, yang dibuat di hadapan Notaris Fifidiana, S.H., S.S., M.Kn., di Jakarta Pusat, telah dilakukan perubahan Anggaran Dasar Perseroan meliputi perubahan nama Perseroan dari sebelumnya bernama PT Danareksa Investment Management menjadi bernama PT BRI Manajemen Investasi ("BRI-MI"), perubahan tempat kedudukan Perseroan, yang semula berkedudukan dan berkantor pusat di Jakarta Selatan dan beralamat di Plaza BP Jamsostek Lantai 11, Jl. H.R. Rasuna Said Kav. 112 Blok B Jakarta 12910, berubah menjadi berkedudukan dan berkantor pusat di Jakarta Pusat, yang beralamat di Gedung BRI II Lantai 22, Jl. Jend. Sudirman Kav. 44-46 Jakarta Pusat 10210 dan perubahan Pasal 3 Anggaran Dasar Perseroan tentang Maksud dan Tujuan Serta Kegiatan Usaha dalam rangka penyesuaian berdasarkan Klasifikasi Baku Lapangan Usaha Indonesia (KLBI) 2020.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Manajemen Investasi (BRI-MI) (continued)

DIM's Articles of Association have been amended several times. The overall changes to the articles of association have been contained in the deed dated February 1, 2019 No. 01 made before M. Nova Faisal S.H., M,Kn., Notary in South Jakarta and has received approval from the Minister of Law and Human Rights of the Republic of Indonesia with a Decree dated February 11, 2019 No. AHU-0006825.AH.01.02 Year 2019 and notification of Amendments to its Articles of Association have been received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia in a letter dated February 11, 2019 No. AHU-AH.01.03-0079597 and has been announced in the State Gazette of the Republic of Indonesia dated March 29, 2019 No. 26, Supplement No. 10084.

Based on Deed No. 2 dated October 16, 2019, made before Notary Fifidiana, S.H., S.S., M.Kn. The amendment to the articles of association has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0083200.AH.01.02 Year 2019 dated October 16, 2019.

Based on the Deed of Statement regarding Shareholder Decisions Outside the General Meeting of Shareholders of PT Danareksa Investment Management Limited Liability Company No. 4 dated July 4, 2023, made before Notary Fifidiana, S.H., S.S., M.Kn., in Central Jakarta, include changes to the company's Articles of Association, including change of the company's name from formerly named PT Danareksa investment management to PT BRI investment management ("BRI-MI"), change of location of the Company, which was originally domiciled and headquartered in South Jakarta and had its address at Plaza BP Jamsostek Floor 11, Jl. H.R. Rasuna Said Kav. 112 Blok B Jakarta 12910, changed to having its domicile and head office in Central Jakarta, which is located at BRI II Building, 22nd Floor, Jl. Jend. Sudirman Kav. 44-46 Central Jakarta 10210, and amendments to Article 3 of the Company's Articles of Association concerning Aims and Objectives and Business Activities in the context of adjustments based on the 2020 Standard Classification of Indonesian Business Fields (KLBI).

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Manajemen Investasi (BRI-MI) (lanjutan)

Anggaran Dasar BRI-MI kemudian diubah dan disusun kembali sebagaimana termaktub dalam Akta Notaris No. 25 tanggal 15 Oktober 2025 oleh Leolin Jayayanti, S.H., M.Kn., Notaris di Jakarta, yang mengatur tindakan yang perlu dilakukan Perusahaan apabila jabatan anggotan Dewan Komisaris lowong. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Manajemen Investasi Nomor AHU-AH.01.03-0243245 tanggal 15 Oktober 2025.

Berdasarkan Akta Anggaran Dasar, maksud dan tujuan BRI-MI adalah menjalankan usaha dalam bidang Aktivitas Manajemen Investasi. Untuk mencapai maksud dan tujuan tersebut di atas Perseroan dapat melaksanakan kegiatan usaha sebagai berikut: Manajer Investasi - kode KBLI 66311; mencakup kegiatan usaha pihak yang mengelola portofolio efek untuk para nasabah atau mengelola portofolio investasi kolektif untuk sekelompok nasabah, kecuali perusahaan asuransi, dana pensiun, dan bank yang melakukan sendiri kegiatan usahanya berdasarkan peraturan perundang-undangan yang berlaku.

BRI-MI berkedudukan di Gedung BRI II Lantai 25, Jl. Jend. Sudirman Kav. 44-46 Jakarta Pusat 10210.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Manajemen Investasi (BRI-MI) (continued)

BRI-MI's Articles of Association were then amended and rearranged as stated on Notarial Deed No. 25 dated October 15, 2025 by Leolin Jayayanti, S.H., M.Kn., Notary in Jakarta, regulates the actions that the Company must take if a position on the Board of Commissioners becomes vacant. This change has been received and recorded in the Legal Entity Administration System by the Minister of Law of the Republic of Indonesia in the Letter of Acceptance of Notice of Changes to the Articles of Association of PT BRI Manajemen Investasi Number AHU-AH.01.03-0243245 dated October 15, 2025.

Based on the Deed of Articles of Association, the purposes and objectives of BRI-MI are running a business in the field of Investment Management Activities. To achieve the aims and objectives above, the Company can carry out the following business activities:Investment Manager - KBLI code 66311; includes the business activities of parties who manage securities portfolios for customers or manage collective investment portfolios for a group of customers, except for insurance companies, pension funds and banks which carry out their own business activities based on applicable laws and regulations.

BRI-MI is located in BRI Tower II, 25th Floor, Jl. Jend Sudirman Kav. 44-46, Central Jakarta 10210.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Pernyataan Kepatuhan

Laporan keuangan konsolidasian pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (”SAK”) Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (”PSAK”) dan Interpretasi Standar Akuntansi Keuangan (”ISAK”) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (”BAPEPAM-LK”) No. VIII.G.7 lampiran keputusan Ketua BAPEPAM-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang “Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.”

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian disusun sesuai dengan PSAK No. 201, ”Penyajian Laporan Keuangan”.

Laporan keuangan konsolidasian telah disajikan berdasarkan nilai historis, kecuali untuk beberapa akun yang dinilai menggunakan dasar pengukuran lain sebagaimana dijelaskan pada kebijakan akuntansi dari akun tersebut. Laporan keuangan konsolidasian disusun dengan dasar akrual, kecuali laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas berdasarkan aktivitas operasi, investasi dan pendanaan. Untuk keperluan laporan arus kas konsolidasian, yang termasuk kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, Sertifikat Bank Indonesia yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

Statement of Compliance

The consolidated financial statements as of December 31, 2025, and for year then ended are prepared and presented in accordance with Indonesian Financial Accounting Standards (“FAS”), which include the Statements (“SFAS”) and Interpretations (“IFAS”) issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants and BAPEPAM-LK’s Regulation No. VIII.G.7, Appendix of the Decision of the Chairman of BAPEPAM-LK No. KEP-347/BL/2012 dated June 25, 2012 regarding the “Guidelines on Financial Statements Presentations and Disclosures for Issuers or Public Companies”.

a. Basis of preparation of the consolidated financial statement

The consolidated financial statements have been prepared in accordance with SFAS No. 201, “Presentation of Financial Statements”.

The consolidated financial statements have been presented on a historical cost basis, except for some accounts that were assessed using another measurement basis as explained in the accounting policies of the account. The consolidated financial statements have been prepared on accrual basis, except the consolidated statement of cash flows.

The consolidated statement of cash flows has been prepared using the direct method by classifying cash flows into operating, investing and financing activities. For the purposes of the consolidated statement of cash flows, cash and cash equivalents consists of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with Bank Indonesia and other financial institutions, and Bank Indonesia Certificates maturing within 3 (three) months from the date of acquisition, provided they are neither pledged as collateral for fund borrowings nor restricted.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Mata uang pelaporan yang digunakan dalam laporan keuangan konsolidasian adalah mata uang Rupiah (Rp) yang juga merupakan mata uang fungsional setiap entitas dalam grup kecuali entitas anak dan kantor cabang tertentu yang memiliki mata uang fungsional Dolar Amerika Serikat, Dolar Singapura, Dolar Hongkong dan Dolar Taiwan Baru. Angka-angka yang disajikan dalam laporan keuangan konsolidasian, kecuali dinyatakan lain, dibulatkan dalam jutaan Rupiah.

b. Prinsip konsolidasian

Laporan keuangan konsolidasian meliputi laporan keuangan BRI dan entitas anak yang mayoritas sahamnya dimiliki atau dikendalikan oleh BRI.

Dalam hal pengendalian terhadap entitas anak dimulai atau diakhiri dalam suatu periode berjalan maka hasil usaha entitas anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

Pengendalian diperoleh ketika BRI terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan entitas anak dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas anak.

BRI mengendalikan entitas anak jika dan hanya jika BRI memiliki hal berikut ini:

a) Kekuasaan atas entitas anak (hak yang ada saat ini yang memberi kemampuan kini untuk mengarahkan aktivitas relevan yang secara signifikan mempengaruhi imbal hasil entitas anak).
b) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan entitas anak.
c) Kemampuan untuk menggunakan kekuasaannya atas entitas anak untuk mempengaruhi jumlah imbal hasil BRI.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

a. Basis of preparation of the consolidated financial statement (continued)

The presentation currency used in the consolidated financial statement is the Indonesian Rupiah (Rp) which is also the functional currency of every entity in the group except the entity certain subsidiaries and branch office that have a functional currency of the United States Dollar, Singaporean Dollar, Hong Kong Dollar and New Taiwan Dollar. Unless otherwise stated, all figures presented in the consolidated financial statements are rounded off to millions of Rupiah.

b. Principles of consolidation

The consolidated financial statements include the financial statements of BRI and its subsidiaries whose majority of shares are owned or controlled by BRI.

When control over a subsidiary began or ceased during the period, the results of operations of a subsidiary are included in the consolidated financial statement limited only to the results from the date that control was acquired or up to the date that control has ceased.

Control is acquired when BRI is exposed or has the rights of variable returns from its involvement in a subsidiary and has the ability to affect those returns through its power over the subsidiary.

BRI controls a subsidiary if, and only if, BRI has the following:

a) Power over a subsidiary (existing rights that provide the current ability to direct the relevant activities that significantly affect the returns of a subsidiary).
b) Exposure or right of variable returns from its involvement in a subsidiary.
c) The ability to use its power over the subsidiary to affect BRI's returns.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip konsolidasian (lanjutan)

Transaksi kombinasi bisnis antara entitas sepengendali dicatat berdasarkan PSAK No. 338, "Kombinasi Bisnis Entitas Sepengendali" dimana selisih harga perolehan yang dibayar dengan nilai tercatat aset neto yang diperoleh dicatat sebagai bagian akun tambahan modal disetor di ekuitas.

Seluruh saldo dan transaksi antar perusahaan yang signifikan termasuk keuntungan atau kerugian yang belum direalisasi, dieliminasi untuk mencerminkan posisi keuangan dan hasil usaha BRI dan entitas anak sebagai satu kesatuan usaha.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk peristiwa dan transaksi sejenis dalam kondisi yang sama. Apabila laporan keuangan entitas anak menggunakan kebijakan akuntansi yang berbeda dari kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, maka dilakukan penyesuaian yang diperlukan terhadap laporan keuangan entitas anak tersebut.

Kepentingan non-pengendali dinyatakan sebesar proporsi pemegang saham minoritas atas laba neto dan ekuitas entitas anak tersebut sesuai dengan persentase kepemilikan pemegang saham minoritas pada entitas anak tersebut.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas.

c. Aset keuangan dan liabilitas keuangan

Aset keuangan terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, efek-efek, wesel ekspor dan tagihan lainnya, efek-efek yang dibeli dengan janji dijual kembali, tagihan derivatif, kredit yang diberikan, pinjaman syariah, piutang sewa pembiayaan, tagihan akseptasi, penyertaan saham dan aset lain-lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Principles of consolidation (continued)

Business combination transactions between entities under common control are recorded based on SFAS No. 338, "Business Combination of Entities Under Common Control", where the difference between the acquisition cost and the carrying value of net assets acquired is recorded in additional paid-in capital in equity.

All significant intercompany balances and transactions, including unrealized gain or loss, are eliminated to reflect the financial position and results of BRI and subsidiaries' operations as a single entity.

The consolidated financial statements are prepared using accounting policies for similar events and transactions in identical circumstances. If the subsidiaries' financial statements use accounting policies that are different from those adopted in the consolidated financial statements, then appropriate adjustments are made to the subsidiaries' financial statements.

The non-controlling interest are stated at the non-controlling shareholders' proportionate share in the net income and equity of the subsidiaries based on the percentage of ownership of the non-controlling shareholders in the subsidiaries.

Changes in the parent entity's share of ownership in subsidiaries that do not result in loss of control are recorded as equity transactions.

c. Financial assets and financial liabilities

Financial assets consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other financial institutions, securities, export bills and other receivables, securities purchased under agreement to resell, derivative receivables, loans, sharia loans, finance lease receivables, acceptance receivables, investment in shares, and other assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

Liabilitas keuangan terdiri dari liabilitas segera, simpanan nasabah, simpanan dari bank lain dan lembaga keuangan lain, efek-efek yang dijual dengan janji dibeli kembali, liabilitas derivatif, liabilitas akseptasi, surat berharga yang diterbitkan, pinjaman yang diterima, liabilitas lain-lain serta pinjaman dan surat berharga subordinasi.

(i) Klasifikasi

Untuk menentukan kategori dan klasifikasi, BRI dan entitas anak menilai seluruh aset keuangan, kecuali instrumen ekuitas dan derivatif, berdasarkan kombinasi dari model bisnis pengelolaan aset dan karakteristik arus kas kontraktual instrumen terkait. Berikut klasifikasi aset keuangan pada saat pengakuan awal:

- Aset keuangan yang diukur pada biaya perolehan diamortisasi;
- Aset keuangan, dalam hal ini instrumen utang, yang diukur pada nilai wajar melalui penghasilan komprehensif lain, dengan keuntungan/kerugian diakui pada laba rugi pada saat pelepasan;
- Aset keuangan, dalam hal ini instrumen ekuitas, yang diukur pada nilai wajar melalui penghasilan komprehensif lain dengan keuntungan/kerugian tidak diakui pada laba rugi pada saat pelepasan; atau
- Aset keuangan yang diukur pada nilai wajar melalui laba rugi.

BRI dan entitas anak mengklasifikasi dan mengukur instrumen derivatif dan portofolio *trading* pada aset keuangan yang diakui pada nilai wajar melalui laba rugi.

Aset keuangan diukur pada biaya perolehan diamortisasi jika memenuhi kondisi sebagai berikut:

- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang diperoleh semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

Financial liabilities consist of liabilities due immediately, deposits from customers, deposits from other banks and other financial institutions, securities sold under agreement to repurchase, derivative payables, acceptance payables, marketable securities issued, fund borrowings, other liabilities, and subordinated loans and marketable securities.

(i) Classification

To determine categories and classifications, BRI and its subsidiaries assess all financial assets, except equity and derivative instruments, based on a combination of asset management business models and the characteristics of contractual cash flow related instruments. These are the classification of financial assets at the time of initial recognition:

- *Financial assets measured at amortized cost;*
- *Financial assets, in this case debt instruments, as measured at fair value through other comprehensive income, with gains/losses recognized at the time of derecognition;*
- *Financial assets, in this case equity instruments, as measured at fair value through other comprehensive income, with an unrecognized profit/loss on profit or loss at the time of derecognition; or*
- *Financial assets measured at fair value through profit or loss.*

BRI and its subsidiaries classify and measure derivative instruments and trading portfolios on financial assets recognized at fair value through profit or loss.

Financial assets are measured at amortized cost if they meet the following conditions:

- *Financial assets are managed in a business model that aims to have financial assets in order to obtain contractual cash flow; and*
- *The contractual terms of the financial asset provide rights on a certain date for cash flow obtained solely from payment of principal and interest on the principal amount owed.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika memenuhi kondisi sebagai berikut:

- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang diperoleh semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan lainnya yang tidak memenuhi persyaratan untuk diklasifikasikan sebagai diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain, diklasifikasikan sebagai diukur pada nilai wajar melalui laba rugi.

Saat pengakuan awal BRI dan entitas anak dapat membuat penetapan yang tidak dapat dibatalkan untuk mengukur aset yang memenuhi persyaratan untuk diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain pada nilai wajar melalui laba rugi, apabila penetapan tersebut mengeliminasi atau secara signifikan mengurangi inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "*accounting mismatch*").

Pada saat pengakuan awal, BRI dan entitas anak dapat membuat pilihan yang tidak dapat dibatalkan untuk menyajikan instrumen ekuitas yang bukan dimiliki untuk diperdagangkan pada nilai wajar melalui penghasilan komprehensif lain.

Penilaian model bisnis

Model bisnis ditentukan pada level yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama-sama untuk mencapai tujuan bisnis tertentu.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Financial assets are measured at fair value through other comprehensive income if they meet the following conditions:

- *Financial assets are managed in a business model that aims to obtain contractual cash flow and sell financial assets; and*
- *The contractual terms of the financial asset provide rights on a certain date for cash flow obtained solely from payment of principal and interest on the principal amount owed.*

Other financial assets that do not meet the requirements to be classified as financial assets measured at amortized cost or fair value through other comprehensive income, are classified as measured at fair value through profit or loss.

At initial recognition, BRI and subsidiaries can make an irrevocable determination to measure assets that meet the requirements to be measured at amortized cost or fair value through other comprehensive income at fair value through profit or loss, if the determination eliminates or significantly reduces the measurement or recognition inconsistencies (sometimes referred to as "accounting mismatch").

At initial recognition, BRI and subsidiaries may make an irrevocable choice to present equity instruments that are not held for trading at fair value through other comprehensive income.

Valuation of business models

The business model is determined at a level that reflects how groups of financial assets are managed together to achieve certain business objectives.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian model bisnis dilakukan dengan mempertimbangkan, tetapi tidak terbatas pada, hal-hal berikut:

a. Bagaimana kinerja dari model bisnis dan aset keuangan yang dimiliki dalam model bisnis dievaluasi dan dilaporkan kepada personil manajemen kunci BRI dan entitas anak;
b. Apakah risiko yang memengaruhi kinerja dari model bisnis (termasuk aset keuangan yang dimiliki dalam model bisnis) dan khususnya bagaimana cara aset keuangan tersebut dikelola; dan
c. Bagaimana penilaian kinerja pengelola aset keuangan (sebagai contoh, apakah penilaian kinerja berdasarkan nilai wajar dari aset yang dikelola atau arus kas kontraktual yang diperoleh).

Aset keuangan yang dimiliki untuk diperdagangkan dan penilaian kinerja berdasarkan nilai wajar diukur pada nilai wajar melalui laba rugi.

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga

Untuk tujuan penilaian ini, pokok didefinisikan sebagai nilai wajar dari aset keuangan pada saat pengakuan awal. Bunga didefinisikan sebagai imbalan untuk nilai waktu atas uang dan risiko kredit terkait jumlah pokok terutang pada periode waktu tertentu dan juga risiko dan biaya peminjaman standar, dan juga marjin laba.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

The evaluation of the business model is carried out by considering, but not limited to, the following:

a. How the performance of the business model and financial assets held in the business model are evaluated and reported to the BRI and subsidiaries key management personnel;
b. What risks affect the performance of the business model (including financial assets held in the business model) and specifically how the financial assets are managed; and
c. How to evaluate the performance of financial asset manager (for example, whether performance appraisals are based on the fair value of the managed assets or the contractual cash flows obtained).

Financial assets held for trading and performance appraisals based on fair value are measured at fair value through profit or loss.

Evaluation of contractual cash flows obtained solely from payment of principal and interest

For the purpose of this valuation, principal is defined as the fair value of financial assets at initial recognition. Interest is defined as compensation for the time value of money and credit risk in relation to the principal amount owed over a certain period of time and also the risk and standard borrowing costs, as well as profit margins.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga dilakukan dengan mempertimbangkan persyaratan kontraktual, termasuk apakah aset keuangan mengandung persyaratan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual. Dalam melakukan penilaian, BRI dan entitas anak mempertimbangkan:

a. Peristiwa kontinjensi yang akan mengubah waktu atau jumlah arus kas kontraktual;
b. Fitur *leverage*;
c. Persyaratan pembayaran di muka dan perpanjangan kontraktual;
d. Persyaratan mengenai klaim yang terbatas atas arus kas yang berasal dari aset spesifik; dan
e. Fitur yang dapat mengubah nilai waktu dari elemen uang.

BRI dan entitas anak mengklasifikasikan liabilitas keuangan dalam kategori:

a. Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi; dan
b. Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi terdiri dari 2 (dua) sub-kategori:

a. Liabilitas keuangan diklasifikasikan sebagai diperdagangkan.
b. Liabilitas keuangan yang pada saat pengakuan awal telah ditetapkan oleh BRI dan entitas anak untuk diukur pada nilai wajar melalui laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Evaluation of contractual cash flows obtained solely from payment of principal and interest (continued)

An assessment of contractual cash flows obtained solely from principal and interest payments is made by considering contractual terms, including whether financial assets contain contractual terms that can change the timing or amount of contractual cash flows. In conducting the assessment, BRI and subsidiaries consider:

a. Contingency events that will change the time or amount of contractual cash flow;
b. Leverage feature;
c. Terms of advance payment and contractual extension;
d. Requirements regarding limited claims for cash flows from specific assets; and
e. Features that can change the time value of money.

BRI and its subsidiaries classify financial liabilities in categories:

a. Financial liabilities measured at fair value through profit or loss; and
b. Financial liabilities measured at amortized cost.

Financial liabilities measured at fair value through profit or loss consist of 2 (two) sub-categories:

a. Financial liabilities classified as traded.
b. Financial liabilities that at the time of initial recognition have been determined by BRI and its subsidiaries to be measured at fair value through profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Liabilitas keuangan diklasifikasikan sebagai diperdagangkan jika diperoleh terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek yang terkini. Derivatif diklasifikasikan sebagai liabilitas diperdagangkan kecuali ditetapkan dan efektif sebagai instrumen lindung nilai.

BRI dan entitas anak mengklasifikasikan seluruh liabilitas keuangan setelah pengakuan awal diukur pada biaya perolehan diamortisasi, kecuali:

- Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi;
- Liabilitas keuangan yang timbul ketika pengalihan aset keuangan tidak memenuhi syarat penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan;
- Kontrak jaminan keuangan;
- Komitmen untuk menyediakan pinjaman dengan suku bunga di bawah pasar; atau
- Imbalan kontinjensi yang diakui oleh pihak pengakuisisi dalam kombinasi bisnis.

(ii) Pengakuan awal

a. Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang telah ditetapkan oleh peraturan dan kebiasaan yang berlaku di pasar (pembelian secara reguler) diakui pada tanggal transaksi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Financial liabilities are classified as traded if acquired primarily for the purpose of being sold or repurchased in the near future or if they are part of a portfolio of certain financial instruments that are jointly managed and there is evidence of current short-term profit-taking patterns. Derivatives are classified as traded liabilities unless determined and effective as hedging instruments.

BRI and subsidiaries classify all financial liabilities after initial recognition is measured at amortized acquisition costs, except:

- *Financial liabilities measured at fair value through profit or loss;*
- *Financial liabilities arising when the transfer of financial assets do not qualify for termination of recognition or when an ongoing engagement approach is implemented;*
- *Financial guarantee contracts;*
- *Commitment to provide loans with below-market interest rates; or*
- *Contingency rewards recognized by the acquirer in a combination of businesses.*

(ii) Initial recognition

a. Purchase or sale of financial assets that requires transfer of assets within a time frame specified by regulations and normal course of business is recognized on the trade date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(ii) Pengakuan awal (lanjutan)

b. Aset keuangan dan liabilitas keuangan pada awalnya diukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah biaya transaksi yang dapat diatribusikan secara langsung. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasinya.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada pengakuan awal liabilitas. Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

(iii) Pengukuran setelah pengakuan awal

Aset keuangan dalam kelompok yang diukur pada nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajarnya dan perubahan atas nilai wajar tersebut dicatat pada penghasilan komprehensif lain.

Aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya dan perubahan diakui pada laba rugi.

Aset keuangan dan liabilitas keuangan yang diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(ii) Initial recognition (continued)

b. The financial assets and financial liabilities are initially measured at their fair value. In the case of financial assets or financial liabilities that are not measured at fair value through profit or loss, the fair value is increased by transaction costs that can be directly attributed. The measurement of financial assets and financial liabilities after initial recognition depends on their classification.

Transaction costs only include costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are additional costs that would not occur if the financial instrument is not acquired or issued. For financial assets, transaction costs are added to the amount recognized in the initial recognition of the asset, while for financial liabilities, transaction costs are deducted from the amount of debt recognized in the initial recognition of a liability. These transaction costs are amortized over the life of the instrument based on the effective interest rate method and recorded as part of interest income for transaction costs related to the financial asset or as part of interest expense for transaction costs related to financial liabilities.

(iii) Subsequent measurement

Financial assets held at fair value through other comprehensive income are measured at fair value and changes in fair value are recorded in other comprehensive income.

Financial assets and liabilities held at fair value through profit or loss are measured at fair value and changes are recognized in profit or loss.

Financial assets and liabilities measured at amortized cost are measured using the effective interest rate method.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan

a. Aset keuangan dihentikan pengakuannya jika:

1) Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau

2) BRI dan entitas anak mentransfer hak untuk menerima arus kas yang berasal dari aset keuangan atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga di bawah kesepakatan pelepasan *(pass-through arrangement);* dan antara (a) BRI dan entitas anak telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) BRI dan entitas anak tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer kendali atas aset.

Ketika BRI dan entitas anak telah mentransfer hak untuk menerima arus kas dari aset atau telah memasuki *pass-through arrangement* dan tidak mentransfer serta tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset atau tidak mentransfer kendali atas aset, aset diakui sebesar keterlibatan BRI dan entitas anak yang berkelanjutan atas aset tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition

a. Financial assets are derecognized when:

1) The contractual rights to receive cash flows arising from the financial assets have expired; or

2) BRI and subsidiaries have transferred their rights to receive cash flows arising from the financial assets or has assumed an obligation to pay the cash flows received in full without significant delay to third parties under a pass-through arrangement; and either (a) BRI and subsidiaries have substantially transferred all the risks and rewards of the assets, or (b) BRI and subsidiaries have neither transferred nor retained substantially all the risks and rewards of the assets, but have transferred control of the assets.

When BRI and subsidiaries have transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement and has neither transferred nor retained substantially all the risks and rewards of the asset or has not transferred the control of the asset, the asset is recognized to the extent of BRI and subsidiaries implication of the asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

a. Aset keuangan dihentikan pengakuannya jika (lanjutan):

BRI dan entitas anak melepaskan aset keuangan, seperti kredit yang diberikan, ketika syarat dan kondisi telah direnegosiasi hingga secara substansial, kredit yang diberikan tersebut menjadi baru, dengan perbedaan akan dicatat sebagai keuntungan atau kerugian dari pelepasan, jika kerugian penurunan nilai belum dicatat. Kredit yang diberikan tersebut akan diklasifikasikan sebagai *Stage* 1 untuk penilaian *Expected Credit Losses* (ECL), kecuali kredit yang diberikan tersebut dianggap aset keuangan yang dibeli atau yang berasal dari aset keuangan memburuk (*Purchased or Originated Credit-Impaired financial assets* - POCI).

Jika modifikasi tidak akan menghasilkan arus kas yang secara substansi berbeda, maka modifikasi tidak akan berujung pada pelepasan aset. Berdasarkan perbedaan arus kas yang didiskonto pada *Effective Interest Rate* (EIR) awal, BRI akan mencatat keuntungan atau kerugian akibat modifikasi, sampai dengan jumlah kerugian penurunan nilai yang belum diakui.

Pinjaman dan instrumen utang dihapusbukukan ketika tidak ada prospek yang realistis untuk memulihkan aset keuangan secara keseluruhan atau secara parsial. Hal ini pada umumnya terjadi ketika BRI dan entitas anak menentukan bahwa peminjam tidak memiliki aset atau sumber penghasilan yang dapat menghasilkan arus kas yang cukup untuk membayar jumlah yang dihapusbukukan. Namun, aset keuangan yang dihapusbukukan masih bisa dilakukan tindakan penyelamatan sesuai dengan prosedur BRI dan entitas anak dalam rangka pemulihan jumlah yang jatuh tempo.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition (continued)

a. Financial assets are derecognized when (continued):

BRI and subsidiaries derecognize financial assets, such as loans, when the terms and conditions have been renegotiated substantially, so that the granted loan becomes new, with the difference being recorded as a profit or loss from the derecognition, if the impairment loss has not been recorded. Such loan will be classified as Stage 1 for Expected Credit Losses (ECL) assessment, unless the granted loan is considered a purchased or derived financial asset (Purchased or Originated Credit-Impaired Financial Assets - POCI).

If the modification will not result in a cash flow that is substantially different, then the modification will not result in the derecognition of the asset. Based on the difference in cash flow discounted at the initial Effective Interest Rate (EIR), BRI will record gains or losses resulting from modifications, up to the amount of impairment losses that have not been recognized.

Loans and debt instruments are written off when there is no realistic prospect of recovering financial assets in whole or in part. This generally occurs when the BRI and subsidiaries determines that the borrower does not have assets or sources of income that can generate sufficient cash flow to pay the amount written off. However, the written off financial assets can still be carried out in accordance with the BRI and subsidiaries' mitigation procedures in order to recover the amount due.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

a. Aset keuangan dihentikan pengakuannya jika (lanjutan):

Pada saat aset keuangan dihentikan pengakuannya atau terjadi penurunan nilai, maka keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

b. Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut berakhir, yaitu ketika liabilitas yang ditetapkan dalam kontrak dilepaskan, dibatalkan atau kedaluwarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

(v) Pengakuan pendapatan dan beban

a. Pendapatan dan beban bunga, untuk aset yang diukur pada nilai wajar melalui penghasilan komprehensif lain serta aset keuangan dan liabilitas keuangan yang dicatat berdasarkan biaya perolehan diamortisasi, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan menggunakan suku bunga efektif.

b. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition (continued)

a. Financial assets are derecognized when (continued):

When a financial asset is derecognized or an impairment occurs, the cumulative gain or loss previously recognized both in equity must be reclassified to the consolidated statement of profit or loss and other comprehensive income.

b. Financial liabilities are derecognized when they end, that is when the liabilities under the contract is discharged, cancelled or has expired.

When an existing financial liability is replaced by another from the same creditor on a substantially different terms, or the terms of an existing liability are substantially modified, then the exchange or modification is treated as derecognition of the initial liability amount and the recognition of a new liability and the difference in the respective carrying amounts is recognized in the consolidated statement of profit or loss and other comprehensive income.

(v) Income and expense recognition

a. Interest income and expense on financial assets measured at fair value through other comprehensive income as well as financial assets and financial liabilities recorded at amortized cost are recognized in the consolidated statement of profit or loss and other comprehensive income using the effective interest method.

b. Gains and losses arising from changes in the fair value of the financial assets and liabilities measured at fair value through profit or loss are included in the consolidated statement of profit or loss and other comprehensive income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(v) Pengakuan pendapatan dan beban (lanjutan)

c. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar dan lainnya atas aset keuangan yang diklasifikasikan dalam kelompok nilai wajar melalui penghasilan komprehensif lain diakui secara langsung dalam ekuitas, kecuali keuntungan atau kerugian akibat perubahan nilai tukar dari *item* moneter, dihentikan pengakuannya atau adanya penurunan nilai dari aset keuangan tersebut.

Jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi aset keuangan sebelum disesuaikan dengan cadangan penurunan nilai.

Dalam menghitung pendapatan dan beban bunga, tingkat bunga efektif diterapkan pada jumlah tercatat bruto aset (ketika aset tersebut bukan aset keuangan memburuk) atau terhadap biaya perolehan diamortisasi dari liabilitas.

Untuk aset keuangan yang memburuk setelah pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan dihitung dengan menerapkan tingkat bunga efektif terhadap nilai tercatat bruto dari aset keuangan tersebut.

Untuk aset keuangan yang telah memburuk pada saat pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan tetap dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(v) Income and expense recognition (continued)

c. Gains and losses arising from changes in the fair value of financial assets classified as at fair value through other comprehensive income are recognized directly in equity, except for gains or losses due to changes in the exchange rate of monetary items, derecognition or impairment of the financial asset.

The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusted by allowance for impairment.

In calculating interest income and expenses, the effective interest rate is applied to the gross carrying amount of an asset (when the asset is not a deteriorated financial asset) or to the amortized cost of a liability.

For financial assets that have deteriorated after initial recognition, interest income is calculated by applying an effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will be calculated by applying an effective interest rate to the gross carrying amount of the financial asset.

For financial assets that have deteriorated at initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will still be calculated by applying the effective interest rate to the amortized cost of the financial asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(vi) Reklasifikasi aset keuangan

BRI dan entitas anak mereklasifikasi aset keuangan jika dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah. Tidak terdapat reklasifikasi untuk liabilitas keuangan.

(vii) Saling hapus

Aset keuangan dan liabilitas keuangan dilakukan saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika dan hanya jika BRI dan entitas anak memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Hal yang berkekuatan hukum harus tidak kontinjen atas peristiwa di masa depan dan harus dapat dipaksakan di dalam situasi bisnis yang normal, peristiwa kegagalan atau kebangkrutan dari entitas atas seluruh pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh Standar Akuntansi Keuangan Indonesia.

(viii) Pengukuran biaya diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset keuangan atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok pinjaman, ditambah atau dikurangi amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai pengakuan awal dan nilai jatuh temponya dan dikurangi penurunan nilai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(vi) Reclassification of financial assets

BRI and subsidiaries reclassifies financial assets if and only if, the business model for managing financial assets changes. There is no reclassification for financial liabilities.

(vii) Offsetting

Financial assets and liabilities are offset and the net amount is presented in the consolidated statement of financial position if and only if, BRI and its subsidiaries has a legal right to offset the recognized amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business, event of default, or bankruptcy of the entity over all the counterparties.

Income and expenses are presented on a net basis only when permitted by the Indonesian Financial Accounting Standards.

(viii) Amortized cost measurement

The amortized cost of a financial asset or financial liability is the amount of the financial asset or financial liability measured at initial recognition, less principal repayments, plus or minus the cumulative amortization using the effective interest rate method calculated from the difference between the amount at initial recognition and the amount at maturity, less any impairment.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Nilai wajar suatu aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset dan liabilitas tersebut dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

BRI dan entitas anak menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan input yang dapat diobservasi yang relevan, dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan konsolidasian dapat dikategorikan pada level hierarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1: Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Level 2: Input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Level 3 : Input yang tidak dapat diobservasi untuk aset dan liabilitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(ix) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value measurement is based on the assumption that the transaction to sell an asset or to transfer a liability takes place either:

- *In the principal market for the assets and liabilities; or*
- *In the absence of a principal market, in the most advantageous market for the asset or liability.*

The fair value of an asset or a liability is measured using the assumptions that market participants would use when determining the price of the asset and liability assuming that market participants act in their own best economic interest.

BRI and its subsidiaries use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statement are classified within a fair value hierarchy, based on the lowest input level significant to the overall fair value measurement:

- *Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities accessible at the measurement date.*
- *Level 2: Inputs other than quoted prices included in level 1 for the assets and liabilities, which is directly or indirectly observable.*
- *Level 3: Unobservable inputs for the assets and liabilities.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar (lanjutan)

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, BRI dan entitas anak menentukan apakah terjadi transfer antara level di dalam hierarki dengan cara mengevaluasi kategori (berdasarkan *input* level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

BRI dan entitas anak untuk tujuan pengungkapan nilai wajar telah menentukan kelas aset dan liabilitas berdasarkan sifat, karakteristik, risiko aset dan liabilitas, dan level hierarki nilai wajar (Catatan 40).

(x) Aset keuangan sukuk

Berdasarkan PSAK No. 410, BRI dan entitas anak menentukan klasifikasi investasi pada sukuk sebagai berikut:

a. Diukur pada biaya perolehan

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.
- Biaya perolehan sukuk termasuk biaya transaksi, dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan melakukan penjualan sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(ix) Fair value measurement (continued)

For assets and liabilities recognized in the consolidated financial statement on a recurring basis, BRI and subsidiaries determine whether transfers have occurred between levels in the hierarchy by re-assess the categories (based on the lowest input level significant to the fair value measurement) at the end of each reporting period.

For the fair value disclosures purposes, BRI and subsidiaries have determined the classes of assets and liabilities based on the nature, characteristics, risks of the asset and liability, and the level of the fair value hierarchy (Note 40).

(x) Sukuk financial assets

Based on SFAS No. 410, BRI and subsidiaries determine the classification of investment in sukuk as follows:

a. Measured at acquisition cost

- *The investment is owned in a business model whose main purpose is to obtain contractual cash flows and there are contractual requirements in determining a certain date for the payment of principal and/or results.*
- *Sukuk acquisition costs include transaction costs, and the difference between acquisition cost and par value is amortized in a straight line over the term of the sukuk and recognized in profit and loss.*

b. Measured at fair value through other comprehensive income

- *The investment is owned in a business model whose main purpose is to obtain contractual cash flow and make sukuk sales, there are contractual requirements in determining a certain date for the payment of principal and/or proceeds.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(x) Aset keuangan sukuk (lanjutan)

Berdasarkan PSAK No. 410, BRI dan entitas anak menentukan klasifikasi investasi pada sukuk sebagai berikut (lanjutan):

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan)

- Biaya perolehan sukuk termasuk biaya transaksi, dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.
- Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan atau kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi.

c. Diukur pada nilai wajar melalui laba rugi

Biaya perolehan sukuk tidak termasuk biaya transaksi, dan selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(x) Sukuk financial assets (continued)

Based on SFAS No. 410, BRI and subsidiaries determine the classification of investment in sukuk as follows (continued):

b. Measured at fair value through other comprehensive income (continued)

- *Sukuk acquisition costs include transaction costs, and the difference between acquisition cost and par value is amortized in a straight line over the term of the sukuk and recognized in profit and loss.*
- *The gain or loss from the change in fair value is recognized in other comprehensive income after accounting for the balance of the difference between acquisition cost and unamortized par value and the accumulated balance of the gain or loss of fair value that has been recognized in other previous comprehensive income. When sukuk investments derecognized, accumulated gains or losses previously recognized in other comprehensive income are reclassified to profit and loss.*

c. Measured at fair value through profit and loss

The cost of sukuk acquisition does not include transaction costs, and the difference between fair value and carrying amount is recognized in profit and loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Transaksi dengan pihak-pihak berelasi

BRI dan entitas anaknya melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 224 tentang "Pengungkapan Pihak-Pihak Berelasi".

Suatu pihak dianggap berelasi dengan BRI dan entitas anak jika:

1) Secara langsung atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan BRI dan entitas anak; (ii) memiliki kepentingan dalam BRI dan entitas anak yang memberikan pengaruh signifikan atas BRI dan entitas anak; atau (iii) memiliki pengendalian bersama atas BRI dan entitas anak;
2) Suatu pihak yang berada dalam kelompok usaha yang sama dengan BRI dan entitas anak;
3) Suatu pihak adalah ventura bersama di mana BRI dan entitas anak sebagai *venturer*;
4) Suatu pihak adalah anggota dari personil manajemen kunci BRI dan entitas anak;
5) Suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (1) atau (4);
6) Suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau untuk dimana hak suara signifikan pada beberapa entitas, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (4) atau (5); dan
7) Suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari BRI dan entitas anak atau entitas yang terkait dengan BRI dan entitas anak.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan dan rinciannya telah disajikan dalam Catatan 44 atas laporan keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Transactions with related parties

BRI and subsidiaries engage in transactions with related parties as defined in SFAS No. 224 on "Related Parties Disclosures".

A party is considered related parties to BRI and subsidiaries if:

1) Directly or indirectly, through one or more intermediaries, a party (i) controls, or is controlled by, or is under common control with BRI and subsidiaries; (ii) has an interest in BRI and subsidiaries that provides significant influence on BRI and subsidiaries; or (iii) has joint control over BRI and subsidiaries;
2) It is a related entity with BRI and subsidiaries;
3) It is a joint venture in which BRI and subsidiaries have ventured in;
4) It is a member of key management personnel in BRI and subsidiaries or the parent entity;
5) It is a close family member of the individual described in clause (1) or (4);
6) It is an entity that is controlled, jointly controlled or significantly influenced by or for whom has significant voting rights in several entities, directly or indirectly, by the individual described in clause (4) or (5); and
7) It is a post-employment benefit plan for the employees benefit of either BRI and subsidiaries or entities related to BRI and subsidiaries.

Transactions with related parties are carried out based on terms agreed between both parties, which may not be the same as other transactions carried out with unrelated parties.

All material transactions and balances with related parties are disclosed in the relevant notes to the consolidated financial statement and the details have been presented in Note 44 to the consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan

BRI dan entitas anak mengakui cadangan kerugian penurunan nilai pada instrumen keuangan yang tidak diukur pada nilai wajar melalui laba rugi.

BRI dan entitas anak mengukur cadangan kerugian penurunan nilai sejumlah kerugian kredit ekspektasian seumur hidup, kecuali untuk hal berikut, diukur sejumlah kerugian kredit ekspektasian 12 bulan:

a. Instrumen utang yang memiliki risiko kredit rendah pada tanggal pelaporan; dan
b. Instrumen keuangan lainnya yang risiko kreditnya tidak meningkat secara signifikan sejak pengakuan awal.

BRI dan entitas anak menganggap instrumen utang memiliki risiko kredit yang rendah ketika peringkat risiko kreditnya setara dengan definisi *investment grade* yang dipahami secara global.

Kerugian kredit ekspektasian 12 bulan adalah bagian dari kerugian kredit ekspektasian sepanjang umurnya yang merepresentasikan kerugian kredit ekspektasian yang timbul dari peristiwa gagal bayar instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dicatat pada akun cadangan kerugian penurunan nilai sebagai pengurang terhadap aset keuangan yang dicatat pada biaya perolehan diamortisasi. Jika pada suatu periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara objektif pada peristiwa yang terjadi setelah penurunan nilai diakui (seperti meningkatnya peringkat kredit debitur atau penerbit) maka kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan dengan menyesuaikan akun cadangan. Jumlah pemulihan aset keuangan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada periode berjalan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets

BRI and subsidiaries recognize the allowance for expected credit losses on financial instruments that are not measured at fair value through profit or loss.

BRI and subsidiaries measure the allowance for losses for the lifetime of an expected credit loss, except for the following, which are measured according to 12 months expected credit loss:

a. Debt instruments that have low credit risk at the reporting date; and
b. Other financial instruments for which credit risk has not increased significantly since initial recognition.

BRI and subsidiaries consider debt instruments to have low credit risk when the credit risk rating is at par with the globally accepted definition of investment grade.

The 12 months expected credit loss is part of the expected credit loss throughout its lifetime that represents an expected credit loss arising from a default on financial instruments that might occur 12 months after reporting date.

The loss that occurred is recognized in the consolidated statements of profit or loss and other comprehensive income and recorded on the allowance account for impairment losses as a deduction for financial assets recorded at amortized costs. If in the following period, the amount of impairment losses decreases and the deduction can be objectively attributed to events that occur after the impairment is recognized (such as the increase in the debtor or issuer's credit rating), then the previously recognized impairment loss must be recovered, by adjusting the allowance account. The amount of recovery of financial assets is recognized in the consolidated statements of profit or loss and other comprehensive income in the current period.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Cadangan kerugian penurunan nilai untuk instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak mengurangi nilai tercatat di dalam aset keuangan di laporan posisi keuangan konsolidasian, yaitu nilai wajar. Cadangan kerugian penurunan nilai diakui sebagai penambah dari penghasilan komprehensif lainnya di dalam laporan posisi keuangan.

Instrumen ekuitas yang diukur pada nilai wajar tidak dilakukan penilaian penurunan nilai sesuai PSAK No. 109.

Pengukuran Kerugian Kredit Ekspektasian

Kerugian Kredit Ekspektasian adalah estimasi probabilitas tertimbang dari kerugian kredit yang diukur sebagai berikut:

- Aset keuangan yang tidak memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini dari seluruh kekurangan kas (yaitu selisih antara arus kas yang terutang kepada BRI dan entitas anak sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh BRI dan entitas anak);
- Aset keuangan yang memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara jumlah tercatat bruto dan nilai kini arus kas masa depan yang diestimasi;
- Komitmen pinjaman yang belum ditarik, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini jumlah arus kas jika komitmen ditarik dan arus kas yang diperkirakan akan diterima oleh BRI dan entitas anak; dan
- Kontrak jaminan keuangan, kerugian kredit ekspektasian diukur sebesar selisih antara pembayaran yang diperkirakan untuk mengganti pemegang atas kerugian kredit yang terjadi dikurangi jumlah yang diperkirakan dapat dipulihkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Expected credit losses for debt instruments measured at fair value through other comprehensive income do not reduce the carrying value in financial assets in the consolidated statements of financial position, i.e. fair value. Expected credit losses are recognized as an increase in other comprehensive income in the statement of financial position.

Equity instruments measured at fair value are not assessed for impairment in accordance with SFAS No. 109.

Measurement of Expected Credit Losses

Expected Credit Loss is an estimate of the weighted probability of a credit loss measured as follows:

- *Financial assets that do not deteriorate at the reporting date, the expected credit loss is measured at the difference between the present value of all cash shortages (i.e. the difference between the cash flows owed to the BRI and subsidiaries in accordance with the contract and the cash flows expected to be received by the BRI and subsidiaries);*
- *Financial assets that deteriorate at the reporting date, the expected credit loss is measured at the difference between the gross carrying amount and the present value of estimated future cash flows;*
- *Undisbursed loan commitments, expected credit losses are measured at the difference between the present value of the amount of cash flow if the commitments is withdrawn and the cash flow expected to be received by the Bank;*
- *Financial guarantee contracts, expected credit losses are measured at the difference between the estimated payments to replace the holder for the credit losses incurred less the amount estimated to be recoverable.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Aset Keuangan yang Direstrukturisasi

Jika ketentuan aset keuangan dinegosiasikan ulang atau dimodifikasi atau aset keuangan yang ada diganti dengan yang baru karena kesulitan keuangan peminjam, maka dilakukan penilaian apakah aset keuangan yang ada harus dihentikan pengakuannya dan kerugian kredit ekspektasian diukur sebagai berikut:

- Jika restrukturisasi tidak mengakibatkan penghentian pengakuan aset yang ada, maka arus kas yang diperkirakan yang timbul dari aset keuangan yang dimodifikasi dimasukkan dalam perhitungan kekurangan kas dari aset yang ada.
- Jika restrukturisasi akan menghasilkan penghentian pengakuan aset yang ada, maka nilai wajar aset baru diperlakukan sebagai arus kas akhir dari aset keuangan yang ada pada saat penghentian pengakuannya. Jumlah ini dimasukkan dalam perhitungan kekurangan kas dari aset keuangan yang ada yang didiskontokan dari tanggal penghentian pengakuan ke tanggal pelaporan menggunakan suku bunga efektif awal dari aset keuangan yang ada.

Aset Keuangan yang Memburuk

Pada setiap tanggal pelaporan, BRI dan entitas anak menilai apakah aset keuangan yang dicatat pada biaya perolehan diamortisasi dan aset keuangan instrumen utang yang dicatat pada nilai wajar melalui penghasilan komprehensif lain mengalami penurunan nilai kredit (memburuk). Aset keuangan memburuk ketika satu atau lebih peristiwa yang memiliki dampak merugikan atas estimasi arus kas masa depan dari aset keuangan telah terjadi.

Bukti bahwa aset keuangan mengalami penurunan nilai kredit (memburuk) termasuk data yang dapat diobservasi mengenai peristiwa berikut ini:

- Kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- Pelanggaran kontrak, seperti peristiwa gagal bayar atau peristiwa tunggakan;

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Restructured Financial Asset

If the terms of the financial assets are renegotiated or modified or the existing financial assets are replaced with new ones due to the borrower's financial difficulties, an assessment is made whether recognition of existing financial assets must be derecognized and expected credit losses measured as follows:

- *If the restructuring does not result in the termination of recognition of existing assets, then the estimated cash flows arising from the modified financial assets are included in the calculation of cash shortages of existing assets.*
- *If the restructuring will result in a derecognition of the existing assets, the fair value of the new asset is treated as the final cash flow of the existing financial assets at the time of derecognition. This amount is included in the calculation of cash shortages from existing financial assets which are discounted from the date of derecognition to the reporting date using the original effective interest rate of the existing financial assets.*

Deteriorated Financial Asset

At each reporting date, BRI and subsidiaries assess whether the financial assets recorded at amortized cost and the financial assets of debt instruments which are recorded at fair value through other comprehensive income are impaired (deteriorated) in credit value. Financial assets deteriorate when one or more events that have an adverse effect on the estimated future cash flows of the financial assets have occurred.

Evidence that financial assets are impaired (deteriorated) credit value including observable data regarding the following events:

- *Significant financial difficulties experienced by the issuer or the borrower;*
- *Breach of contract, such as a default or arrears;*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Bukti bahwa aset keuangan mengalami penurunan nilai kredit (memburuk) termasuk data yang dapat diobservasi mengenai peristiwa berikut ini (lanjutan):

- Pihak pemberi pinjaman, untuk alasan ekonomik atau kontraktual sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, telah memberikan konsesi pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- Terjadi kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- Hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan;
- Pembelian atau penerbitan aset keuangan dengan diskon sangat besar yang mencerminkan kerugian kredit yang terjadi; atau
- Sulit untuk mengidentifikasi peristiwa diskrit tunggal, namun demikian, dampak kombinasi dari beberapa peristiwa dapat menyebabkan aset keuangan mengalami penurunan nilai kredit.

Aset Keuangan yang Dibeli atau yang berasal dari aset keuangan memburuk

Aset keuangan dikategorikan sebagai POCI apabila terdapat bukti objektif penurunan nilai pada saat pengakuan awal. Pada saat pengakuan awal, tidak ada penyisihan kerugian kredit yang diakui karena harga pembelian atau nilainya telah termasuk estimasi kerugian kredit sepanjang umurnya. Selanjutnya, perubahan kerugian kredit sepanjang umurnya, apakah positif atau negatif, diakui dalam laporan laba rugi sebagai bagian dari penyisihan kerugian kredit.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Evidence that financial assets are impaired (deteriorated) credit value including observable data regarding the following events (continued):

- *The lender, for economic or contractual reasons in relation to the financial difficulties experienced by the borrower, has given concessions to the borrower which is not possible if the borrower does not experience such difficulties;*
- *It is probable that the borrower will enter bankruptcy or other financial reorganization;*
- *Loss of an active market for financial assets due to financial difficulties;*
- *Purchase or issuance of financial assets at a very large discount reflecting credit losses incurred; or*
- *It is difficult to identify a single discrete event, however, the combined impact of multiple events can cause financial assets to experience a decrease in credit value.*

Purchased or originated credit-impaired financial assets - POCI

Financial assets are categorized as POCI if there is objective evidence of impairment at initial recognition. At initial recognition, no allowance for credit losses is recognized because the purchase price or value has included estimated credit losses for the entire lifetime. Furthermore, changes in credit losses over their lifetime, whether positive or negative, are recognized in the statement of profit or loss as part of the allowance for credit losses.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

BRI dan entitas anak melakukan pembagian aset keuangan atas *Stage* 1, *Stage* 2, *Stage* 3, dan POCI, sebagai berikut:

- *Stage* 1 : Mencakup instrumen keuangan yang tidak memiliki peningkatan risiko kredit secara signifikan sejak pengakuan awal atau memiliki risiko kredit rendah pada tanggal pelaporan. Untuk instrumen-instrumen keuangan ini akan berlaku perhitungan ECL 12 bulan. Aset keuangan di dalam *Stage* 1 termasuk fasilitas dimana risiko kredit telah membaik dan aset keuangan dapat direklasifikasi dari *Stage* 2.
- *Stage* 2 : Mencakup instrumen keuangan yang mengalami peningkatan risiko kredit sejak pengakuan awal (kecuali BRI dan entitas anak merasa risiko kredit tergolong rendah pada tanggal pelaporan) namun belum terbukti adanya bukti penurunan nilai secara objektif. Untuk instrumen-instrumen ini akan berlaku perhitungan ECL Seumur Hidup. ECL Seumur Hidup adalah kerugian kredit ekspektasian yang diharapkan dari semua kejadian gagal bayar yang mungkin terjadi selama perkiraan umur dari instrumen keuangan tersebut. *Stage* 2 juga mencakup fasilitas dimana risiko kedit telah membaik dan aset keuangan telah direklasifikasi dari *Stage* 3.
- *Stage 3 :* Mencakup instrumen keuangan yang telah terbukti mengalami penurunan nilai secara objektif pada tanggal pelaporan. Kelompok ini biasanya terdiri atas debitur yang mengalami gagal bayar. BRI dan entitas anak mencatat cadangan ECL Seumur Hidup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

BRI and its subsidiaries classify financial assets on Stage 1, Stage 2, Stage 3 and POCI, as follows:

- *Stage 1: Includes financial instruments that do not have a significant increase in credit risk since initial recognition or have low credit risk as of the reporting date. For these financial instruments, a 12 months ECL calculation will apply. Financial assets in Stage 1 include facilities where credit risk has improved and financial assets can be reclassified from Stage 2.*
- *Stage 2: Includes financial instruments that have experienced an increase in credit risk since the initial recognition (unless BRI and its subsidiaries consider the credit risk is relatively low as of the reporting date), but there has been no evidence of an objective impairment. For these instruments, a lifetime ECL calculation will apply. Lifetime ECL is the expected credit loss of all possible default events during the estimated life of the financial instrument. Stage 2 also includes facilities where credit risk has improved and financial assets have been reclassified from Stage 3.*
- *Stage 3 : Includes financial instruments that have been objectively impaired as of the reporting date. This classification usually consists of debtors who have defaulted. BRI and its subsidiaries record lifetime ECL allowances.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

BRI dan entitas anak melakukan pembagian aset keuangan atas *Stage* 1, *Stage* 2, *Stage* 3, dan POCI, sebagai berikut (lanjutan):

- POCI : Aset POCI adalah aset keuangan yang mengalami penurunan nilai berdasarkan penilaian risiko kredit pada saat pengakuan awal. Aset tersebut dicatat pada nilai wajar pada saat pengakuan awal, dan pendapatan bunga akan diakui selanjutnya berdasarkan metode suku bunga efektif yang disesuaikan. Cadangan ECL hanya dicatat atau dilepaskan jika ada perubahan selanjutnya pada kerugian kredit ekspektasian.

Terdapat kriteria kualitatif dan kuantitatif untuk memastikan aset keuangan tercakup dalam *stage* tertentu.

Perhitungan penurunan nilai secara individual dilakukan untuk aset keuangan yang signifikan dan pernah mengalami gagal bayar ataupun restrukturisasi. Selain itu, perhitungan penurunan nilai akan dilakukan secara kolektif.

Penurunan nilai individual

Metode perhitungan penurunan nilai secara individual akan mempertimbangkan 3 (tiga) skenario kemungkinan pengembalian, yaitu: (i) skenario dasar (*Base*), (ii) skenario buruk (*Bad*), dan (iii) skenario terburuk (*Worst*). Pembuatan skenario dilakukan dengan menggunakan metode *discounted cash flow* (DCF) dan mempertimbangkan *confidence level* yang menggambarkan kondisi industri dan perusahaan terkait. Nantinya ECL yang dihasilkan oleh masing-masing skenario akan dirata-ratakan secara tertimbang terhadap bobot skenario yang telah diatur.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

BRI and its subsidiaries classify financial assets on Stage 1, Stage 2, Stage 3 and POCI, as follows (continued):

- *POCI : POCI assets are financial assets that experience impairment based on credit risk assessment at the time of initial recognition. The asset is recorded at fair value at the time of initial recognition, and interest income will be further recognized based on the adjusted effective interest rate method. ECL allowances are only recorded or reversed if there are further changes to expected credit losses.*

There are qualitative and quantitative criteria to ensure financial assets are covered in certain stages.

Individual impairments are calculated for significant financial assets that have experienced default or restructuring. Aside from individual impairment, the impairment will be calculated collectively.

Individual impairment

The calculation method of individual impairment will take into account 3 (three) possible return scenarios, namely: (i) the base scenario, (ii) the bad scenario, and (iii) the worst-case scenario. Scenario creation is done using discounted cash flow (DCF) method and considering confidence level that describes the condition of the industry and related companies. ECL generated by each scenario will later be weighted against the weight of the scenario that has been set.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Penurunan nilai kolektif

Evaluasi penurunan nilai secara kolektif didasarkan pada konsep *Probability of Default* (PD), *Loss Given Default* (LGD), dan *Exposure at Default* (EAD) yang mempertimbangkan informasi masa lalu, terkini, dan masa mendatang.

BRI dan entitas anak menggunakan model (i) *Scalar Bayesian model*, (ii) *Credit Index* dan (iii) *Vasicek* maupun pendekatan lainnya dalam menentukan nilai PD dari setiap debitur.

BRI dan entitas anak menggunakan metode (i) Historical, (ii) Diminish Balance, dan (iii) Value to Loan dalam menentukan nilai LGD dari setiap debitur. LGD menggambarkan persentase nominal fasilitas yang tidak akan dapat di-recover oleh Bank terhadap debitur yang mengalami default. LGD dihitung sebagai 1-Recovery Rate. Perhitungan Recovery Rate dilakukan dengan mempertimbangkan *workout period* untuk memperoleh *optimum time to recovery* dan *Time Value of Money* dari pengembalian dari kewajiban yang telah*default*. Tingkat suku bunga yang digunakan untuk menghitung *Time Value of Money* dari *Recovery* adalah EIR awal.

EAD merupakan estimasi nilai buku pada saat terjadi gagal bayar, dengan mempertimbangkan arus kas instrumen keuangan terkait, serta kemungkinan penarikan tambahan dari limit kredit sampai dengan tanggal gagal bayar. EAD juga mempertimbangkan jadwal pembayaran dan amortisasi serta perubahan dalam utilisasi saldo yang belum ditarik menjelang terjadinya kegagalan bayar. Pemodelan EAD akan dilakukan berdasarkan karakteristik dari instrumen keuangan terkait, yang dibagi ke dalam beberapa kategori: (i) kredit angsuran, (ii) kredit *revolving*, (iii) *trade finance,* dan (iv) *treasury*.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Collective impairment

The collective impairment evaluation is based on the concepts of Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) that consider information from past, current, and future events.

BRI and its subsidiaries use the (i) Scalar Bayesian model, (ii) Credit Index, and (iii) Vasicek and other approaches in determining the PD value of each debtor.

BRI and its subsidiaries use the (i) Historical, (ii) Diminish Balance, and (iii) Value to Loan methods in determining the LGD value of each debtor. LGD describes the nominal percentage of facilities that the Bank will not be able to cover against defaulted debtors. LGD is usually calculated with a 1-Recovery Rate. Recovery Rate is calculated by incorporating the workout period to determine the optimum time to recovery and considering the Time Value of Money from the return of the obligation that has defaulted. The interest rate used to calculate the Time Value of Money from Recovery is the initial Effective Interest Rate (EIR).

Exposure at Default (EAD) is an estimation of the book value at the time of default, which considers the cash flow of relevant financial instruments, as well as the possibility of additional withdrawals from the credit limit up to the date of default. EAD also considers payment schedules and amortization as well as changes in the utilization of undrawn loan facilities ahead of the default. EAD modeling is conducted based on the characteristics of related financial instruments, which are divided into several categories: (i) installment credits, (ii) revolving credits, (iii) trade finance, and (iv) treasury.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Pengukuran ECL berdasarkan PSAK No. 109 mewajibkan BRI dan entitas anak untuk memodelkan ECL sesuai dengan skenario *forward-looking* yang ada, dengan mempertimbangkan kemungkinan ekonomi baik dan buruk. Oleh karena itu, nilai ECL yang dihasilkan BRI dan entitas anak harus berdasarkan hasil probabilitas dari tiga skenario (kasus ekonomi normal, baik, dan buruk). PD akan dihitung menurut tiga skenario dengan nilai makro-ekonomi sesuai dengan skenario-skenario tersebut. Bobot dari skenario baik, normal dan buruk dapat disesuaikan seiring dengan perubahan kondisi ekonomi dan diskresi BRI dan entitas anak.

Penyajian Penyisihan Kerugian Kredit Ekspektasian dalam Laporan Posisi Keuangan

Penyisihan kerugian kredit ekspektasian disajikan dalam laporan posisi keuangan sebagai berikut:

- Aset keuangan yang diukur pada biaya perolehan diamortisasi, cadangan kerugian penurunan nilai disajikan sebagai pengurang dari jumlah tercatat bruto aset;
- Komitmen pinjaman dan kontrak jaminan keuangan, umumnya penyisihan kerugian kredit ekspektasian disajikan sebagai provisi; dan
- Instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain, cadangan kerugian penurunan nilai tidak diakui dalam laporan posisi keuangan sebagai pengurang nilai tercatat karena jumlah tercatat dari aset-aset ini adalah nilai wajarnya. Namun, cadangan kerugian penurunan nilai diungkapkan dan diakui dalam penghasilan komprehensif lain dalam laporan posisi keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

ECL measurements based on SFAS No. 109 require the Bank to model ECL according to existing forward-looking scenarios, taking into account the possibilities of economic conditions. Therefore, the ECL value generated by the Bank must be based on the probability results of three scenarios (normal economic cases, good and bad). PD will be calculated according to three scenarios with macro-economic values according to those scenarios. The weight of good, normal, and bad scenarios can be adjusted in line with changes in economic conditions and BRI and subsidiaries' discretion.

Presentation of Expected Credit Loss Allowance in Statement of Financial Position

The allowance for expected credit loss is presented in the statement of financial position as follow:

- *For financial assets measured at amortized cost, allowance for expected credit losses is presented as a deduction from the gross carrying amount of the asset;*
- *For loan commitments and financial guarantee contracts, generally allowance for expected credit losses is presented as a provision; and*
- *For debt instruments measured at fair value through other comprehensive income, allowance for expected loan losses are not recognized in the statement of financial position as a deduction in carrying value because the carrying amounts of these assets are their fair values. However, allowance for expected loan losses is disclosed and recognized in other comprehensive income in consolidated statement of financial position.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Giro pada Bank Indonesia dan bank lain

Giro pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Giro pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan diamortisasi.

g. Penempatan pada Bank Indonesia dan lembaga keuangan lain

Penempatan pada Bank Indonesia dan lembaga keuangan lain adalah penanaman dana pada Bank Indonesia berupa *Deposit Facility,* dan *Term Deposit*, sedangkan penempatan dana pada bank lain merupakan penanaman dana dalam bentuk penempatan pada pasar uang (*inter-bank call money*), deposito berjangka, *banker's acceptance*, dan *margin deposit*.

Penempatan pada Bank Indonesia dan lembaga keuangan dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Penempatan pada Bank Indonesia dan lembaga keuangan lain diklasifikasikan masing-masing sebagai biaya perolehan diamortisasi.

h. Efek-efek

Efek-efek terdiri atas surat berharga yang diperdagangkan di pasar uang dan modal seperti Sertifikat Bank Indonesia, Sertifikat Bank Indonesia Syariah, Obligasi Pemerintah, obligasi subordinasi, unit penyertaan reksadana, *Medium-Term Notes, U.S.Treasury Bonds, U.S Treasury Bills, Singapore Government Securities, Negotiable Certificate of Deposits, Monetary Authority of Singapore* (MAS) *bills*, Obligasi Pemerintah Taiwan, dan surat berharga komersial lainnya serta obligasi yang diperdagangkan di bursa efek.

Termasuk di dalam efek-efek adalah obligasi yang diterbitkan oleh Pemerintah yang tidak terkait dengan program rekapitalisasi seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan obligasi Pemerintah dalam mata uang asing yang diperoleh melalui pasar perdana dan juga pasar sekunder.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

f. Current account with Bank Indonesia and other bank

Current accounts with Bank Indonesia and other banks are recognized at amortized cost using the effective interest rate method minus the allowance for impairment losses. Current accounts with Bank Indonesia and other banks are classified as amortized cost.

g. Placement with Bank Indonesia and other Financial Institutions

Placements with Bank Indonesia and other Financial Institutions are investment funds in Bank Indonesia in the form of Deposit Facility and Term Deposits, while placement of funds to other financial institutions are investment in the form of placement in the money market (Inter-bank call money), time deposits, banker's acceptance, and margin deposit.

Placements with Bank Indonesia and other Financial Institutions are stated at amortized cost using the effective interest rate method minus the allowance for impairment losses. The placements with Bank Indonesia and other Financial Institutions are classified respectively as amortized cost.

h. Securities

Securities consist of securities traded in the money and capital market such as Bank Indonesia Certificates, Sharia Bank Indonesia Certificates, Government bonds, subordinated bonds, mutual fund units, Medium-Term Notes, U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities, Negotiable Certificates of Deposit, Monetary Authority of Singapore (MAS) bills, Taiwan government Bonds, and other commercial bonds traded in the stock exchange.

Securities include bonds issued by the Government that are not related with the recapitalization program such as Government Debentures (Surat Utang Negara or SUN), Government Treasury Bills (Surat Perbendaharaan Negara or SPN) and Government bonds in foreign currency obtained from primary and secondary markets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Efek-efek (lanjutan)

Efek-efek pada awalnya disajikan sebesar nilai wajarnya. Setelah pengakuan awal, efek-efek dicatat sesuai dengan kategorinya yaitu biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain atau nilai wajar melalui laba rugi.

Penilaian efek-efek didasarkan atas klasifikasinya sebagai berikut:

1) Efek-efek yang diklasifikasikan sebagai biaya perolehan yang diamortisasi diukur dengan biaya perolehan yang diamortisasi menggunakan metode suku bunga efektif. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian menggunakan metode suku bunga efektif.

2) Efek-efek yang diklasifikasikan sebagai nilai wajar melalui laba rugi (FVTPL) diukur dengan menggunakan nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Atas penjualan portofolio efek-efek dan obligasi pemerintah untuk nilai wajar melalui laba rugi, perbedaan antara harga jual dengan harga beli diakui sebagai keuntungan atau kerugian penjualan pada tahun dimana efek-efek dan obligasi pemerintah tersebut dijual.

3) Efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain (FVTOCI) diukur dengan menggunakan nilai wajar. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian menggunakan metode suku bunga efektif. Perubahan nilai wajar diakui langsung dalam ekuitas sampai efek-efek dan obligasi pemerintah dijual atau mengalami penurunan nilai, dimana akumulasi keuntungan dan kerugian yang sebelumnya diakui dalam ekuitas diakui dalam laporan laba rugi penghasilan komprehensif lain konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Securities (continued)

Securities are initially recorded at fair value. After initial recognition, the securities are recorded based on its category at amortized cost, fair value through other comprehensive income, or fair value through profit or loss.

Securities measurement are based on the following classification:

1) Securities classified as amortized cost are recorded at amortized acquisition cost using effective interest rate method. Interest income is recognized in the consolidated statements profit or loss and other comprehensive income using the effective interest rate method.

2) Securities classified as trading (fair value through profit or loss) are stated at fair value. Gains and losses arising from changes in fair value of Securities are recognized in the consolidated statements of profit or loss and other comprehensive income. On the sale of a portfolio of securities for fair value through profit and loss, the difference between the sale price and purchase price is recognized as the gain or loss of sale in the year in which the securities were sold.

3) Securities classified as fair value through other comprehensive income are stated at fair value. Interest income is recognized in the consolidated statements of profit or loss and other comprehensive income by using effective interest rate methods. Fair value changes are directly recognized in equity until the securities are sold or impaired, and cumulative gains and losses which previously recognized in equity should be recognized in the consolidated statements of profit or loss and other comprehensive income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Wesel ekspor dan tagihan lainnya

Wesel ekspor dan tagihan lainnya adalah wesel ekspor yang dinegosiasikan secara diskonto dan dijaminkan oleh bank lainnya sedangkan wesel tagih merupakan tagihan ataupun dokumen penagihan dalam bentuk wesel/*bill of exchange* kepada pihak tertagih/*drawee* atas dasar diskonto ataupun suatu pembiayaan tertentu. Wesel ekspor dan tagihan lainnya dicatat pada biaya perolehan diamortisasi setelah dikurangi cadangan kerugian penurunan nilai.

j. Kredit yang diberikan

Kredit yang diberikan adalah penyediaan uang atau tagihan yang dapat dipersamakan dengan itu, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan debitur yang mewajibkan debitur untuk melunasi utangnya setelah jangka waktu tertentu dengan imbalan bunga.

Kredit yang diberikan pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

Kredit yang diberikan diklasifikasikan sebagai biaya perolehan diamortisasi.

Kredit dalam rangka pembiayaan bersama (kredit sindikasi) dinyatakan sebesar pokok kredit sesuai dengan porsi risiko yang ditanggung oleh BRI dan entitas anak.

Kredit yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat kredit pada tanggal restrukturisasi atau nilai kini penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat kredit pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok kredit yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

i. Export bills and other receivables

Export bills and other receivables are export bills that are negotiated on a discounted basis and guaranteed by other banks while notes receivable is a bill or billing document in the form of a bill of exchange to the collectible party/drawee on the basis of a discount or a particular financing. Export bills and other receivables are recorded at amortized costs after deducting allowance for impairment losses.

j. Loans

Loans represent the granting of money or other similar form of receivables under agreements or borrowing and lending commitments with debtors, whereby the debtors are required to repay their debts after a specified period of time in return for interest.

Loans are initially measured at fair value plus transaction costs that are directly attributable and incremental costs to obtain the financial assets and after the initial recognition measured at amortized cost using the effective interest rate method less allowance for impairment losses.

Loans are classified as amortized cost.

Syndicated loans are stated at the loans' principal amount to the extent of the risks borne by BRI and subsidiaries.

Restructured loans are stated at the lower of the carrying amount on the date of restructuring or the present value of future cash receipts after the restructuring. Losses resulting from the difference between the carrying amount on the date of restructuring and the present value of future cash inflows after the restructuring are recognized in the consolidated statement of profit or loss and other comprehensive income. After the restructuring, all future cash inflows specified by the new terms are recorded as a principal payment of loans and interest income in accordance with the terms of the restructuring.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Kredit yang diberikan (lanjutan)

Kredit yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian di masa yang akan datang dan semua jaminan telah diupayakan untuk direalisasi atau sudah diambil alih. Kredit yang tidak dapat dilunasi dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Penerimaan kembali atas aset keuangan yang dihapusbuku diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada tahun berjalan.

k. Pinjaman syariah

Pinjaman yang diberikan terutama terdiri dari piutang *murabahah*, pembiayaan *mudharabah,* dan pembiayaan *musyarakah*.

Murabahah adalah akad jual beli antara nasabah dengan entitas anak, dimana entitas anak membiayai kebutuhan konsumsi, investasi dan modal kerja nasabah yang dijual dengan harga pokok ditambah dengan keuntungan yang diketahui dan disepakati bersama. Pembayaran atas pembiayaan ini dilakukan dengan cara mengangsur dalam jangka waktu yang ditentukan.

Piutang *murabahah* pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode *margin* efektif dikurangi dengan cadangan kerugian penurunan nilai.

Mudharabah adalah akad pembiayaan kerjasama antara entitas anak sebagai pemilik dana (*shahibul maal*) dengan nasabah sebagai pelaksana usaha (*mudharib*) selama jangka waktu tertentu. Pembagian hasil keuntungan dari proyek atau usaha tersebut ditentukan sesuai dengan *nisbah* (*pre-determined ratio*) yang telah disepakati bersama. Pada tanggal laporan posisi keuangan, pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil *review* oleh manajemen terhadap kualitas pembiayaan yang ada.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Loans (continued)

Loans are written-off when there is no realistic prospect of collections in the future and all collateral have been sought to be realized or foreclosed. The uncollectible loans are written-off against the allowance for impairment losses. Recovery for financial assets that have been written-off is recognized in the consolidated statements of profit or loss and other comprehensive income in the current year.

k. Sharia loans

These receivables consist of murabahah receivables, mudharabah financing and musyarakah financing.

Murabahah is a sale and purchase contract between the customer and subsidiary, whereby the subsidiary finance the consumption, investment and working capital needs of the customers that are sold with a principal price plus a given margin that is mutually informed and agreed. Payments on this financing is made in installments for a specified period of time.

Murabahah receivables are initially measured at fair value plus directly attributable transaction costs and is the additional cost to obtain the financial assets. After the initial recognition, Murabahah receivables are measured at amortized cost using the effective margin method less allowance for impairment losses.

Mudharabah is a joint financing contract between subsidiaries as the owner of the funds (shahibul maal) and the customer as a business executor (mudharib) for a certain period of time. The profit sharing from the project or business is determined in accordance with the mutually agreed nisbah (pre-determined ratio). On the statement of financial position date, mudharabah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the existing financing quality.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Pinjaman syariah (lanjutan)

Musyarakah adalah akad kerjasama yang terjadi di antara para pemilik modal (mitra *musyarakah*) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dengan *nisbah* pembagian hasil sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi modal. Pada tanggal laporan posisi keuangan, pembiayaan *musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil *review* oleh manajemen terhadap kualitas pembiayaan yang ada.

l. Piutang sewa pembiayaan

Piutang sewa pembiayaan merupakan jumlah piutang sewa pembiayaan ditambah nilai sisa yang akan diterima pada akhir masa sewa pembiayaan dikurangi dengan pendapatan sewa pembiayaan tangguhan, simpanan jaminan dan cadangan kerugian penurunan nilai. Selisih antara nilai piutang usaha bruto dan nilai tunai piutang diakui sebagai pendapatan sewa pembiayaan tangguhan.

Pendapatan sewa pembiayaan yang ditangguhkan diakui sebagai pendapatan sewa pembiayaan menggunakan metode suku bunga efektif.

Penyewa pembiayaan memiliki hak opsi untuk membeli aset yang disewakan pada akhir masa sewa pembiayaan dengan harga yang telah disetujui bersama pada saat dimulainya perjanjian sewa pembiayaan.

Penyelesaian kontrak sebelum masa sewa pembiayaan berakhir diperlakukan sebagai pembatalan kontrak sewa dan laba atau rugi yang timbul diakui dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Sharia loans (continued)

Musyarakah is a partnership contract among capital owners (musyarakah partners) to join the capital and conduct a business on a joint basis through partnership with an agreed profit-sharing nisbah, while the losses are borne proportional to the capital contribution. On the statement of financial position date, musyarakah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review on the existing financing quality.

l. Finance lease receivables

Finance lease receivables represent lease receivables plus the residual value at the end of the lease period and stated net of unearned lease income, security deposits and allowances for impairment losses. The difference between the gross lease receivable and the present value of the lease receivable is recognized as unearned lease income.

Unearned financing lease income is recognized as financing lease income using effective interest rates method.

The lessee has the option to purchase the leased asset at the end of the lease period at a price mutually agreed upon at the commencement of the agreement.

Early termination is treated as a cancellation of an existing contract and the resulting gain or loss is credited or charged to the current year statement of profit or loss and other comprehensive income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Piutang sewa pembiayaan (lanjutan)

Entitas anak sebagai *lessor*

Dalam sewa pembiayaan, entitas anak sebagai *lessor* mengakui aset berupa piutang sewa pembiayaan di laporan posisi keuangan sebesar jumlah yang sama dengan sewa pembiayaan neto. Penerimaan piutang sewa diperlakukan sebagai pembayaran pokok dan penghasilan pembiayaan.

Pengakuan pendapatan sewa pembiayaan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi neto entitas anak sebagai *lessor* dalam sewa pembiayaan.

Dalam sewa menyewa operasi, entitas anak mengakui aset untuk sewa operasi di laporan posisi keuangan sesuai sifat aset tersebut. Biaya langsung awal sehubungan proses negosiasi sewa operasi ditambahkan ke nilai tercatat dari aset sewaan dan diakui sebagai beban selama masa sewa dengan dasar yang sama dengan pendapatan sewa. Rental kontinjen, apabila ada, diakui sebagai pendapatan pada periode terjadinya. Pendapatan sewa operasi diakui sebagai pendapatan atas metode garis lurus selama masa sewa.

Piutang sewa pembiayaan diklasifikasikan sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

Restrukturisasi piutang sewa pembiayaan dapat dilakukan dengan cara pengalihan pembiayaan, melanjutkan pembiayaan, mengangsur kembali, mengubah jatuh tempo, mengubah tenor dan/atau menambah *down payment*.

Kerugian yang timbul dari restrukturisasi piutang sewa pembiayaan yang berkaitan dengan modifikasi persyaratan pembiayaan hanya diakui bila nilai tunai penerimaan kas masa depan yang telah ditentukan dalam persyaratan pembiayaan yang baru, termasuk penerimaan yang diperuntukkan sebagai bunga maupun pokok, adalah lebih kecil dari nilai pembiayaan yang diberikan yang tercatat sebelum restrukturisasi di laporan keuangan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Finance lease receivables (continued)

The subsidiary as a lessor

Under a finance lease, the Subsidiary as a lessor recognizes assets held under a finance lease in its statement of financial position and present them as a receivable at an amount equal to the net investment in direct financing leases.

Lease payment receivable is treated as repayment of principal and finance income. The recognition of lease income is based on a pattern reflecting a constant periodic rate of return on the Subsidiaries' net investment in direct financing lease.

Under an operating lease, the Subsidiary presents assets subject to operating leases in its statement of financial position according to the nature of the asset. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents, if any, are recognized as revenue in the periods in which they are earned. Lease income from operating leases is recognized as income on a straight-line method over the lease term.

Finance lease receivables are classified as financial assets measured at amortized cost.

Finance lease restructuring can be done by over contract, asset replacement, repay back, change in due date, change in tenor and/or increase in down payment.

Losses on finance lease restructuring in respect of modification of the terms of the financing are recognized only if the cash value of total future cash receipt specified in the new terms of the loans, including both receipts designated as interest, and those designated as financing principal, are less than the recorded amounts of financing before restructuring in financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Piutang sewa pembiayaan (lanjutan)

Piutang pembiayaan konsumen

Piutang pembiayaan konsumen neto merupakan total piutang setelah dikurangi pendapatan pembiayaan konsumen yang belum diakui dan cadangan kerugian penurunan nilai.

Piutang pembiayaan konsumen diakui pada awalnya dengan nilai wajar ditambah biaya-biaya transaksi dan dikurangi *yield enhancing income* yang dapat diatribusikan secara langsung dan selanjutnya diukur dengan biaya perolehan diamortisasi menggunakan metode tingkat bunga efektif. Piutang pembiayaan konsumen diklasifikasikan sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

Pendapatan pembiayaan konsumen yang belum diakui merupakan selisih antara jumlah keseluruhan pembayaran angsuran yang akan diterima dari konsumen dan jumlah pokok pembiayaan, yang diakui sebagai pendapatan selama jangka waktu kontrak berdasarkan tingkat suku bunga efektif dari piutang pembiayaan konsumen.

Penyelesaian kontrak sebelum masa pembiayaan konsumen berakhir diperlakukan sebagai pembatalan kontrak pembiayaan konsumen dan keuntungan atau kerugian yang timbul diakui dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan pada tanggal terjadinya transaksi.

Restrukturisasi pembiayaan konsumen dapat dilakukan dengan cara pengalihan pembiayaan, melanjutkan pembiayaan, mengangsur kembali, mengubah jatuh tempo, mengubah tenor dan/atau menambah *down payment*.

Kerugian yang timbul dari restrukturisasi pembiayaan konsumen yang berkaitan dengan modifikasi persyaratan pembiayaan hanya diakui bila nilai tunai penerimaan kas masa depan yang telah ditentukan dalam persyaratan pembiayaan yang baru, termasuk penerimaan yang diperuntukkan sebagai bunga maupun pokok, adalah lebih kecil dari nilai pembiayaan yang diberikan yang tercatat sebelum restrukturisasi di laporan keuangan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Finance lease receivables (continued)

Consumer financing receivables

Net consumer financing receivables are presented net of amounts financed, unearned consumer financing income and allowance for impairment losses.

Consumer financing receivables are recognized initially at fair value, added with directly attributable transactions costs and deducted by yield enhancing income, and subsequently measured at amortized cost using the effective interest rate method. Consumer financing receivables are classified as financial assets measured at amortized cost.

Consumer financing receivables presented the difference between total installment payments to be received from customer with total principal amount, recognized as an income over the contract term based on the effective interest rate of consumer financing receivables.

The completion of the contract before its maturity is treated as a cancellation of an existing contract and the resulting gain or loss is recognized in the current year statement of profit or loss and other comprehensive income at the transaction date.

Financing consumer restructuring can be done by over contract, asset replacement, repay back, change in due date, change in tenor and/or increase in down payment.

Losses on financing consumer restructuring in respect of modification of the terms of the financing are recognized only if the cash value of total future cash receipt specified in the new terms of the financing, including both receipts designated as interest, and those designated as loan principal, are less than the recorded amounts of financing before restructuring in financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Piutang sewa pembiayaan (lanjutan)

Tagihan anjak piutang

Anjak piutang dicatat sebesar nilai piutang yang diperoleh dan dinyatakan sebesar nilai neto yang dapat direalisasi, setelah dikurangi pendapatan anjak piutang ditangguhkan. Selisih antara tagihan anjak piutang dengan jumlah pembayaran ke konsumen diakui sebagai pendapatan anjak piutang ditangguhkan, yang akan diakui sebagai pendapatan anjak piutang berdasarkan proporsi waktu selama periode kontrak menggunakan tingkat suku bunga efektif.

Anjak piutang diklasifikasikan sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

m. Tagihan dan liabilitas akseptasi

Tagihan dan liabilitas akseptasi merupakan transaksi *Letter of Credit* (L/C) dan Surat Kredit Berdokumen Dalam Negeri (SKBDN) yang diaksep oleh bank pengaksep (*accepting bank*).

Tagihan dan liabilitas akseptasi dinyatakan sebesar biaya perolehan diamortisasi. Tagihan akseptasi disajikan setelah dikurangi cadangan kerugian penurunan nilai.

Tagihan akseptasi diklasifikasikan sebagai biaya perolehan diamortisasi dan liabilitas akseptasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

n. Penyertaan saham

Investasi BRI pada entitas asosiasi diukur dengan menggunakan metode ekuitas. Entitas asosiasi adalah suatu entitas dimana BRI mempunyai pengaruh signifikan atau kepemilikan saham lebih dari 20% hak suara. Pengakuan awal investasi pada entitas asosiasi diakui sebesar biaya perolehan, dan jumlah tercatat tersebut ditambah atau dikurangkan untuk mengakui bagian BRI atas laba rugi entitas asosiasi setelah tanggal perolehan. Bagian BRI atas laba rugi entitas asosiasi diakui dalam laba rugi BRI. Penerimaan distribusi dari entitas asosiasi mengurangi nilai tercatat investasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Finance lease receivables (continued)

Factoring receivables

Factoring receivables are recognized at the amounts of receivables acquired and are presented at the realizable value, net of deferred income. The difference between the factoring receivables and the amount of payments made to the client is recognized as deferred factoring income and will be recognized as factoring income over the terms of the respective factoring agreements using the effective interest rate.

Factoring receivables are classified as financial assets measured at amortized cost.

m. Acceptances receivable and payable

Acceptances receivable and payable represent Letter of Credit (L/C) and Domestic Document Letter of Credit transactions that are accepted by the accepting banks.

Acceptances receivable and payable are stated at amortized cost. Acceptances receivables are presented net of allowance for impairment losses.

Acceptance receivables are classified as amortized cost and acceptance payables are classified as financial liabilities measured at amortized cost.

n. Investment in shares

BRI's investments in its associates are measured using the equity method. An associate is an entity in which BRI has significant influence or share ownership more than 20% of the voting rights. The initial recognition of investments in associate are recognized at acquisition cost and the carrying amount is added or deducted to recognize BRI's portion of profit or loss of the associate after the acquisition date. BRI's portion of profit or loss of the associate is recognized in profit or loss of BRI. Receipt of distributions from associate reduces the carrying amount of the investment.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Penyertaan saham (lanjutan)

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian mencerminkan bagian atas hasil operasi entitas asosiasi. Bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, BRI mengakui bagiannya atas perubahan tersebut dan mengungkapkan hal ini, jika berlaku, dalam laporan perubahan ekuitas.

Setelah menerapkan metode ekuitas, BRI menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi BRI dalam entitas asosiasi. BRI menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang objektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, BRI menghitung jumlah penurunan berdasarkan selisih jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Investasi BRI pada entitas asosiasi yang tidak memiliki pengaruh yang signifikan atau kepemilikan di bawah 20% dicatat pada nilai wajar sesuai dengan PSAK No. 109.

o. Aset tetap

Aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan secara langsung untuk membawa aset ke lokasi dan kondisi yang diperlukan supaya aset siap digunakan sesuai dengan maksud manajemen. Setelah pengakuan awal, aset tetap kecuali tanah, dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Aset tetap yang diperoleh dalam pertukaran aset non-moneter atau kombinasi aset moneter dan non-moneter diukur pada nilai wajar, kecuali:

(i) Transaksi pertukaran tidak memiliki substansi komersial; atau
(ii) Nilai wajar dari aset yang diterima dan diserahkan tidak dapat diukur secara andal.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Investment in shares (continued)

The consolidated statement of profit or loss and other comprehensive income reflects the share of the results of operations of the associate. If there is any change recognized directly in the equity of the associate, BRI recognizes its share of these changes and discloses this, when applicable, in the statement of changes in equity.

After applying the equity method, BRI determines each reporting date whether it is necessary to recognize additional impairment loss on BRI's investment in its associates. BRI determines at each reporting date whether there is any objective evidence indicating that the investment in the associates is impaired. In this case, BRI calculates the amount of impairment as the difference between the recoverable amount of the investment in the associates and its carrying value and recognizes it in the consolidated statement of profit or loss and other comprehensive income.

BRI's investment in its associate with no significant influence or share ownership under 20% is recorded at fair value in accordance with SFAS No. 109.

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

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi umur manfaat ekonomis sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

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:

	Tahun/*Years*	
Bangunan	15	*Buildings*
Kendaraan bermotor	5	*Motor vehicles*
Kapal	15	*Vessels*
Komputer dan mesin	3 - 8	*Computers and machineries*
Perlengkapan kantor	3 - 8	*Furniture and fixtures*
E-Channel	3 - 5	*E-Channel*
Satelit	15	*Satellite*
Main system	5	*Main system*
Non main system	3	*Non-main system*

Penilaian aset tetap dilakukan atas penurunan dan kemungkinan penurunan nilai wajar aset jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat mungkin tidak dapat seluruhnya terealisasi.

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.

Jumlah tercatat komponen dari suatu aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diekspektasikan dari penggunaan maupun pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan tersebut dimasukkan ke dalam laba rugi untuk tahun dimana penghentian pengakuan tersebut dilakukan.

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.

Nilai residu, umur manfaat dan metode penyusutan dievaluasi setiap akhir tahun dan disesuaikan secara prospektif jika diperlukan.

The residual values, useful lives and depreciation methods are evaluated at the end of each year and adjusted prospectively, if necessary.

Tanah awalnya dinyatakan sebesar biaya perolehan dan tidak disusutkan. Setelah pengakuan awal, tanah diukur pada nilai wajar pada tanggal revaluasi dikurangi akumulasi rugi penurunan nilai setelah tanggal revaluasi. Penilaian terhadap tanah dilakukan oleh penilai yang memiliki kualifikasi profesional dan dilakukan secara berkala untuk memastikan bahwa jumlah tercatat tanah tidak berbeda secara material dengan jumlah yang ditentukan dengan menggunakan nilai wajarnya pada akhir periode pelaporan (Catatan 16).

Land is initially stated at acquisition cost and not depreciated. Subsequent to initial recognition, land is measured at fair value at the revaluation date less any accumulated impairment losses after the revaluation date. Valuation of land is performed by appraisers with professional qualifications and is conducted periodically to ensure that the carrying amount does not differ materially from its fair value at the end of the reporting period (Note 16).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif maka perlu dilakukan revaluasi setiap 3 (tiga) tahun sekali.

Kenaikan nilai tercatat yang timbul dari revaluasi dicatat sebagai "surplus revaluasi aset tetap", dan disajikan dalam penghasilan komprehensif lain. Namun, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah dilakukan sebelumnya dalam laba rugi. Penurunan nilai tercatat yang timbul dari revaluasi diakui dalam laba rugi.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi pada jumlah tercatat aset tetap terkait, bila besar kemungkinan manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset tetap terkait.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan karena belum tersedia untuk digunakan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

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 repairment expenses are charged to profit or loss when incurred. Restoration and addition expenses in significant amounts are capitalized to the carrying amount of the related premises and equipment when it is probable that the future economic benefits exceeded the predefined initial performance standard and are depreciated over the remaining useful life of the related premises and equipment.

Assets under construction are stated at cost, including capitalized borrowing costs and other costs incurred regarding the financing of the assets under constructions. The accumulated costs will be reclassified to the appropriate "Premises and Equipment" account when the construction is completed and the assets are ready for their intended use. Assets under construction are not depreciated as these are not yet available for use.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah pada akun "aset tetap". Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset tidak berwujud dan diamortisasi sepanjang umur hak hukum atau umur ekonomi tanah, mana yang lebih pendek.

Sewa

Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

BRI dan entitas anak menerapkan PSAK No. 116 tentang Sewa untuk seluruh sewa dengan mengakui aset hak guna dan liabilitas terkait. BRI menerapkan sewa yang termasuk PSAK No. 116 atas kelas aset tanah, bangunan, dan kendaraan roda empat dengan aset pendasar bernilai di atas Rp75.000.000 (nilai penuh) dan mempunyai jangka waktu sewa lebih dari 12 bulan.

Pada tanggal insepsi suatu kontrak, BRI dan entitas anak menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset selama suatu jangka waktu tertentu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasian, BRI dan entitas anak menilai apakah:

- Kontrak melibatkan penggunaan suatu aset identifikasian;
- BRI dan entitas anak memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomi dari penggunaan aset selama periode penggunaan; dan

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

The legal cost of land rights 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 land rights are recognized as intangible assets and amortized over life of the legal rights or the economic life of the land, whichever is shorter.

Lease

A lease is classified as a financing lease if the lease substantially diverts all the risks and benefits associated with ownership of the asset. A lease is classified as an operating lease if the lease does not divert substantially all the risks and benefits associated with ownership of the asset.

BRI and its subsidiaries apply SFAS No. 116: Lease for all leases by recognizing right-of-use assets and related liabilities. BRI applies leases which include SFAS No. 116 for class of asset for land, building, and four-wheeled vehicles with underlying assets valued above Rp75,000,000 (full amount) and has a lease period of more than 12 months.

On the inception date of a contract, BRI and subsidiaries assess whether a contract is, or contains, a lease. A contract constitutes, or contains, a lease if the contract grants the right to control the use of an asset for a certain period of time to gain compensation. To assess whether a contract grants a right to control an identifying asset, BRI and subsidiaries assess whether:

- *The contracts involve the use of an identifying asset;*
- *BRI and subsidiaries have the right to substantially acquire all of the economic benefits of using the asset during the period of use; and*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Sewa (lanjutan)

Pada tanggal insepsi suatu kontrak, BRI dan entitas anak menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset selama suatu jangka waktu tertentu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasian, BRI dan entitas anak menilai apakah: (lanjutan)

- BRI dan entitas anak memiliki hak untuk mengendalikan aset identifikasian dalam bentuk:
  a. BRI dan entitas anak memiliki hak untuk mengoperasikan aset.
  b. BRI dan entitas anak mempunyai hak untuk menetapkan tujuan apa aset akan digunakan.

BRI dan entitas anak mengakui aset hak guna dan liabilitas sewa pada tanggal dimulainya sewa. Aset hak guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan.

Setelah tanggal permulaan, aset hak guna diukur dengan model biaya. Aset hak guna diukur sebesar harga perolehan dikurangi akumulasi depresiasi dan akumulasi penurunan nilai serta disesuaikan dengan pengukuran kembali liabilitas sewa. Liabilitas sewa diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

Sewa jangka pendek dengan durasi kurang dari 12 bulan dan sewa aset bernilai rendah, serta elemen-elemen sewa tersebut, sebagian atau seluruhnya tidak menerapkan prinsip-prinsip pengakuan yang ditentukan oleh PSAK No. 116. BRI dan entitas anak akan mengakui pembayaran sewa tersebut dengan dasar garis lurus selama masa sewa dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Beban ini ditunjukkan pada beban umum dan administrasi dalam laporan laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

Lease (continued)

On the inception date of a contract, BRI and subsidiaries assess whether a contract is, or contains, a lease. A contract constitutes, or contains, a lease if the contract grants the right to control the use of an asset for a certain period of time to gain compensation. To assess whether a contract grants a right to control an identifying asset, BRI and subsidiaries assess whether: (continued)

- *BRI and subsidiaries have the right to control identifying assets in the form of:*
  a. BRI and subsidiaries have the right to operate assets.
  b. BRI and subsidiaries have the right to determine for what objectives will the asset be used.

BRI and subsidiaries recognize right-of-use assets and lease liabilities on the commencement date of the lease. Right-of-use assets are initially measured at the cost of acquisition, consisting of the initial measurement amount of the lease liabilities adjusted to the rental payments made on or before the commencement date, added with the initial direct cost incurred.

After the initial date, the right-of-use assets is measured by the cost model. The right-of-use assets is measured by the acquisition price substracted by accumulated depreciation and accumulated impairment and adjusted to the remeasurement of lease liabilities. Lease liabilities are measured at amortized cost using effective interest rate methods.

Short-term leases with a duration of less than 12 months and leases of low-value assets, as well as elements of such leases, partially or entirely do not apply the recognition principles specified by SFAS No. 116. BRI and its subsidiaries will recognize such lease payments on a straight-line basis during the lease period in the consolidated statements of profit or loss and other comprehensive income. This expense is indicated on general and administrative expenses in the statement of profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Penurunan nilai aset non-keuangan

Pada setiap akhir periode pelaporan, BRI dan entitas anak menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian pada tanggal laporan diperlukan penurunan atas nilai aset tertentu (yaitu aset tidak berwujud dengan umur manfaat tidak terbatas, aset tidak berwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis), maka BRI dan entitas anak akan membuat estimasi atas jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas (UPK) dikurangi biaya pelepasan dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "rugi penurunan nilai". Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini atas nilai waktu uang dan risiko spesifik aset.

Dalam menentukan nilai wajar dikurangi biaya pelepasan, mengacu pada PSAK No. 113: "Pengukuran Nilai Wajar" (Catatan 2c).

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi aset yang diturunkan nilainya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (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. 113, "Fair Value Measurements" (Note 2c).

Impairment losses from continuing operations, if any, are recognized in the consolidated statement of profit or loss and other comprehensive income in accordance with expense categories that are consistent with the functions of other impaired assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Agunan yang diambil alih

Agunan yang diambil alih sehubungan dengan penyelesaian kredit (disajikan dalam akun "aset lain-lain") diakui sebesar nilai neto yang dapat direalisasi atau sebesar nilai tercatat dari kredit, mana yang lebih rendah. Nilai neto yang dapat direalisasi adalah nilai wajar agunan setelah dikurangi estimasi biaya pelepasan. Kelebihan saldo kredit yang diberikan, yang belum dilunasi oleh peminjam di atas nilai dari agunan yang diambil alih, dibebankan sebagai penyisihan penghapusan kredit yang diberikan pada tahun berjalan. Selisih antara nilai agunan yang diambil alih dengan hasil penjualannya diakui sebagai keuntungan atau kerugian pada saat penjualan agunan.

BRI dan entitas anak mengevaluasi nilai agunan yang diambil alih secara berkala. Penyisihan kerugian agunan yang diambil alih dibentuk berdasarkan penurunan nilai agunan yang diambil alih.

Beban perbaikan (*reconditioning cost*) yang timbul setelah pengambilalihan agunan dikapitalisasi dalam akun agunan yang diambil alih tersebut.

r. Biaya dibayar dimuka

Biaya dibayar dimuka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus *(straight-line method*).

s. Liabilitas segera

Liabilitas segera merupakan liabilitas BRI dan entitas anak kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai dengan perintah pemberi amanat perjanjian yang ditetapkan sebelumnya. Liabilitas segera diklasifikasikan sebagai liabilitas keuangan dan dihitung berdasarkan biaya perolehan diamortisasi.

t. Simpanan nasabah dan bank lain serta lembaga keuangan lain

Giro merupakan simpanan nasabah yang penarikannya dapat dilakukan setiap saat menggunakan cek, atau dengan cara pemindahbukuan dengan bilyet giro atau sarana perintah pembayaran lainnya. Giro dinyatakan sebesar nilai liabilitas kepada pemegang giro.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Foreclosed collaterals

Foreclosed collaterals in relation to the settlement of loans (presented in "Other Assets") are recognized at net realizable values or the carrying amount of the loans, whichever is lower. Net realizable value is the fair value of the collateral after deducting the estimated costs of disposal. The excess in loan balances, which has not been paid by debtors over the value of foreclosed collaterals, is charged as provisions for possible losses on loans in the current year. The difference between the value of the foreclosed collateral and the proceeds from the sale are recognized as a gain or loss at the time of sale of the collateral.

BRI and subsidiaries evaluate the value of foreclosed collaterals periodically. The allowance for losses on foreclosed collaterals is assessed based on the impairment of the foreclosed collaterals.

Reconditioning costs arising after the foreclosure of the collateral are capitalized in the accounts of the foreclosed collaterals.

r. Prepaid expenses

Prepaid expenses are amortized over the useful lives using the straight-line method.

s. Liabilities due immediately

Liabilities due immediately represent the liability of BRI and subsidiaries to external parties which by nature should be paid immediately in accordance with the requirements in the agreement which have been previously determined. Liabilities due immediately is classified as financial liabilities and measured at amortized cost.

t. Deposits from customers and other banks and other financial institutions

Demand deposits are funds deposited by customers whereby the withdrawal can be done at any time using a cheque, or through transfer with a bank draft or other forms of payment order. Demand deposits are stated at the amount due to the account holder.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Simpanan nasabah dan bank lain serta lembaga keuangan lain (lanjutan)

Tabungan merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan menurut syarat tertentu yang disepakati. Tabungan dinyatakan sebesar nilai liabilitas kepada pemilik tabungan.

Deposito berjangka merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan pada waktu tertentu sesuai perjanjian antara penyimpan dengan BRI dan Bank Raya. Deposito berjangka dinyatakan sebesar nilai nominal yang tercantum dalam bilyet deposito atau yang diperjanjikan.

Simpanan dari bank lain dan lembaga keuangan lain terdiri dari liabilitas terhadap bank lain, baik lokal maupun luar negeri, dalam bentuk giro, tabungan, deposito berjangka, *deposit on call*, dan *inter-bank call money* dengan promes yang berjangka waktu sampai dengan 90 hari serta dinyatakan sesuai dengan jumlah liabilitas terhadap bank dan lembaga keuangan lainnya tersebut.

Simpanan nasabah dan bank lain serta lembaga keuangan lain diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi menggunakan suku bunga efektif. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan simpanan nasabah dikurangkan dari jumlah simpanan yang diterima.

Efek-efek yang dibeli dengan janji dijual kembali

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset keuangan dalam laporan posisi keuangan konsolidasian sebesar jumlah penjualan kembali dikurangi dengan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai. Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan (belum diamortisasi) dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual kembali dengan menggunakan suku bunga efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

t. Deposits from customers and other banks and other financial institutions (continued)

Saving deposits are the funds deposited by customers which can only be withdrawn under certain agreed conditions. Saving deposits are stated at the amount due to the account holders.

Time deposits are funds deposited by customers that may only be withdrawn after a certain time based on agreement between the depositor and BRI and Bank Raya. Time deposits are stated at the nominal amount stated in the certificates of deposit or at the amount stated in the agreement.

Deposits from other banks and other financial institutions consist of liabilities to other banks, either domestic or overseas, in the form of demand deposits, saving deposits, time deposits, deposit on call and inter-bank call money with promissory notes with a term of up to 90 days and stated at the amount due to other banks and financial institutions.

Deposits from customers and other banks and other financial institutions are classified as financial liabilities measured at amortized cost using effective interest rate. Additional costs directly attributable to the acquisition of deposits from customers are deducted from the amount of the deposits received.

Securities purchased under agreement to resell

Securities purchase under agreements to resell are presented as financial asset in the consolidated statements of financial position at the resale prices less unamortized interest income and allowance for impairment losses. The difference between the purchase price and the agreed resale price is treated as a deferred interest income (unamortized) and recognized as income over the period commencing from the acquisition date to the resale date using the effective interest rate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali (lanjutan)

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai biaya perolehan diamortisasi.

Efek-efek yang dijual dengan janji dibeli kembali

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas keuangan dalam laporan posisi keuangan konsolidasian sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar dimuka yang belum diamortisasi. Selisih antara harga jual dan harga beli kembali diperlakukan sebagai biaya dibayar dimuka dan diakui sebagai beban selama jangka waktu sejak efek tersebut dijual hingga dibeli kembali menggunakan suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

v. Surat berharga yang diterbitkan

Surat berharga yang diterbitkan oleh BRI, BRI Multifinance, Pegadaian dan PNM adalah Obligasi, *Medium Term Notes* (MTN), *Long Term Notes* (LTN), Surat Berharga Komersial, dan Sukuk *Mudharabah*. Surat berharga yang diterbitkan pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

u. Securities purchased under agreement to resell and securities sold under agreement to repurchase (continued)

Securities purchased under agreement to resell (continued)

Securities purchased under agreement to resell are classified as amortized costs.

Securities sold under agreement to repurchase

Securities sold under agreement to repurchase are presented as financial liabilities in the consolidated statement of financial position at the repurchase prices less unamortized prepaid interest. The difference between the selling and the repurchase price is treated as prepaid expense and recognized as expense over the period commencing from the selling date to the repurchase date using effective interest rate.

Securities sold under agreement to repurchase are classified as financial liabilities measured at amortized cost.

v. Marketable securities issued

Securities issued by BRI, BRI Multifinance, Pegadaian and PNM are Bonds, Medium Term Notes (MTN), Long Term Notes (LTN), Commercial Paper, and Sukuk Mudharabah. Securities issued were initially recognized at fair value and subsequently measured at amortized cost using the Effective Interest Rate (EIR) method. The amortized cost is calculated by taking into account any discount or premium related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

w. Pinjaman yang diterima

Pinjaman yang diterima merupakan dana yang diterima dari bank lain, Bank Indonesia atau pihak lain dengan liabilitas pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Pinjaman yang diterima diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

x. Pinjaman dan surat berharga subordinasi

Pinjaman dan surat berharga subordinasi diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

y. Provisi

Provisi diakui jika BRI dan entitas anak memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling terkini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibalik.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

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 method. The amortized cost is calculated by taking into account any discount or premium related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

y. Provisions

Provisions are recognized when BRI and subsidiaries have a current obligation (both legal or constructive) that, resulted from past events, the settlement of these obligations will likely result in an outflow of resources that contain economic benefits and a reliable estimation of the amount of the obligation can be made.

Provisions are reviewed at each reporting date and adjusted to reflect the best estimate. If the outflow of resources to settle the obligation is unlikely to occur, then the provision is reversed.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Pendapatan dan beban bunga

Pendapatan dan beban bunga untuk semua instrumen keuangan yang *interest bearing* diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat neto dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, BRI dan entitas anak mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

aa. Pendapatan provisi dan komisi

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pemberian kredit, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu dan/atau terkait dengan pemberian suatu jasa, diakui sebagai pendapatan pada saat terjadinya transaksi dan dicatat pada akun pendapatan operasional lainnya.

ab. Pendapatan dan beban syariah

Pendapatan syariah terdiri dari pendapatan dari transaksi piutang *murabahah*, dan pendapatan bagi hasil dari pembiayaan *mudharabah* dan *musyarakah*.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Interest income and interest expense

Interest income and expense for all interest bearing financial instruments are recognized in the consolidated statement of profit or loss and other comprehensive income using the effective interest rate method. The effective interest rate is the interest rate that precisely discounts the estimated future cash payments or inflows through the expected life of the financial asset or financial liability (or, if more precise, a shorter period) to obtain the net carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, BRI and subsidiaries estimate the future cash flows by considering all contractual terms in the financial instruments except the future credit losses. This calculation includes all commissions, provisions and other fees received between parties of the contract that are an integral part of the effective interest rate, transaction costs and all other premium or discounts.

aa. Fee and commissions income

Fees and commissions income directly related to lending activities, or fees and commissions income related to a specific period of time, are amortized over the term of the contract using the effective interest rate and classified as part of interest income in the consolidated statement of profit or loss and other comprehensive income.

Fees and commissions income unrelated to the lending activities or a specific period of time and/or related to provision of a service, are recognized as income at the time that the transaction occurred and recorded in other operating income account.

ab. Shariah income and expense

Sharia income consists of income from transaction of Murabahah receivables, profit sharing from Mudharabah and Musyarakah financing.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ab. Pendapatan dan beban syariah (lanjutan)

Pendapatan atas piutang *murabahah* menggunakan metode *margin* efektif. *Margin* efektif adalah margin yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari piutang *murabahah*. Pada saat menghitung *margin* efektif, entitas anak mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tidak terpisahkan dari margin efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Pendapatan bagi hasil pembiayaan *mudharabah* dan *musyarakah* diakui pada saat diterima atau dalam periode terjadinya hak bagi hasil sesuai porsi bagi hasil (*nisbah*) yang disepakati.

ac. Pendapatan jasa asuransi dan beban jasa asuransi

Sejak 1 Januari 2025

Pendapatan jasa asuransi

Pendapatan jasa asuransi entitas anak mencerminkan penyediaan perlindungan dan layanan lain yang timbul dari sekelompok kontrak asuransi dengan jumlah yang mencerminkan imbalan yang diharapkan diterima entitas anak sebagai imbalan atas layanan tersebut.

Pendapatan jasa asuransi dari sekelompok kontrak asuransi merupakan bagian yang relevan untuk periode tersebut, yang tercerminkan dari:

- Biaya layanan asuransi, tidak termasuk jumlah yang dialokasikan untuk komponen kerugian dari kewajiban untuk perlindungan yang tersisa.
- Pelepasan *Contractual Service Margin* (CSM).
- Jumlah yang terkait dengan arus kas akuisisi asuransi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ab. Shariah income and expense (continued)

Income from Murabahah receivables is recognized using the effective margin method. Effective margin is the margin that precisely discounts the estimated future cash payments or inflows through the expected life of the Murabahah receivables. When calculating the effective margin, BRI's subsidiaries estimates the future cash flows by considering all contractual terms in the financial instrument, except the future credit losses. This calculation includes all commissions, fees and other forms received by the parties in the contract that are inseparable from the effective margin, transaction costs and all other premiums or discounts.

Mudharabah and Musyarakah financing profit sharing income are recognized upon receipt or in a period when the right of profit sharing occurred in accordance with the agreed profit-sharing portion (nisbah).

ac. Insurance service income and insurance service expense

Since January 1, 2025

Insurance service income

The insurance service income of the subsidiaries reflect the provision of coverage and other services arising from a group of insurance contracts at an amount that reflects the consideration expected to be received by the subsidiaries in exchange for those services.

The insurance service income from a group of insurance contracts is the relevant portion for that period, which is reflected in:

- *Insurance service expenses, excluding any amounts allocated to the loss component of the liability for remaining coverage.*
- *The Contractual Service Margin (CSM) release.*
- *Amounts related to insurance acquisition cash flows.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ac. Pendapatan jasa asuransi dan beban jasa asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Pendapatan jasa asuransi (lanjutan)

Pelepasan penyesuaian risiko untuk risiko non-keuangan, tidak termasuk jumlah yang dialokasikan untuk komponen kerugian dari kewajiban untuk perlindungan yang tersisa.

Biaya jasa asuransi

Biaya jasa asuransi mencerminkan beban yang timbul dari pelaksanaan jasa asuransi selama periode pelaporan. Biaya jasa asuransi meliputi:

- Beban akuisisi amortisasi yang terkait dengan kontrak asuransi
- Kerugian dan pembalikan kerugian atas kontrak yang merugikan
- Klaim dan manfaat yang dibayarkan (termasuk biaya penyelesaian klaim)
- Biaya lain yang secara langsung berhubungan dengan penyediaan jasa asuransi

Entitas anak mengakui biaya jasa asuransi pada saat terjadinya dan mengukurnya sebesar jumlah yang dibayarkan atau terutang, serta menyesuaikan nilai kini dari estimasi arus kas keluar masa depan untuk memenuhi kewajiban kontrak asuransi.

Estimasi arus kas masa depan didasarkan pada asumsi terbaik manajemen mengenai mortalitas, morbiditas, tingkat pembatalan, biaya operasional, serta tingkat diskonto yang mencerminkan nilai waktu atas uang dan risiko non-keuangan.

Pendapatan atau beban neto dari kontrak reasuransi milikan

Beban neto dari kontrak reasuransi terdiri dari beban jasa reasuransi dikurangi jumlah yang dipulihkan dari reasuradur.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ac. Insurance service income and insurance service expense (continued)

Since January 1, 2025 (continued)

Insurance service income (continued)

The risk adjustment release for non-financial risk, excluding any amounts allocated to the loss component of the liability for remaining coverage

Insurance service expense

Insurance service expense reflects the costs incurred in providing insurance services during the reporting period. Insurance service expense includes:

- *Amortized acquisition expenses related to insurance contracts*
- *Losses and reversal of losses on onerous contracts*
- *Claims and benefits paid (including claims handling costs)*
- *Other expenses directly attributable to the provision of insurance services*

The subsidiaries recognize insurance service expenses as they are incurred and measures them at the amount paid or payable, adjusted by the present value of expected future cash outflows to fulfill the insurance contract obligations.

The estimation of future cash flows is based on management's best estimates, including assumptions related to mortality, morbidity, lapse rates, operating expenses, and discount rates that reflect the time value of money and non-financial risks.

Net income or expense from reinsurance contracts held

Net expenses from reinsurance contracts comprise reinsurance service expenses less amounts recovered from reinsurers.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ac. Pendapatan jasa asuransi dan beban jasa asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Pendapatan atau beban neto dari kontrak reasuransi milikan (lanjutan)

Entitas anak menyajikan secara terpisah laporan laba rugi jumlah yang diharapkan dapat dipulihkan dari reasuradur, serta alokasi premi reasuransi yang dibayarkan. Entitas anak menganggap arus kas reasuransi yang bergantung pada klaim dari kontrak pendasar sebagai bagian dari klaim yang diharapkan akan diganti berdasarkan kontrak reasuransi milikan, dan mengecualikan komponen investasi serta komisi dari alokasi premi reasuransi yang disajikan pada laporan laba rugi. Jumlah yang terkait dengan pemulihan kerugian yang berkaitan dengan reasuransi kontrak langsung yang merugi termasuk sebagai jumlah yang dapat dipulihkan dari reasuradur.

Sebelum 1 Januari 2025

Premi kontrak asuransi jangka pendek diakui sebagai pendapatan dalam periode kontrak sesuai dengan proporsi jumlah proteksi asuransi yang diberikan. Premi kontrak asuransi bukan jangka pendek diakui sebagai pendapatan pada saat jatuh tempo dari pemegang polis. Premi yang diterima sebelum diterbitkannya polis asuransi atau tanggal premi jatuh tempo dicatat sebagai titipan premi.

Premi terkait kontrak investasi dan jumlah komponen risiko keuangan kontrak asuransi dicatat sebagai deposit melalui laporan posisi keuangan konsolidasian sebagai penyesuaian terhadap akun liabilitas kontrak investasi.

Premi reasuransi bruto diakui sebagai beban pada saat dibayarkan atau pada tanggal di mana polis tersebut efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ac. Insurance service income and insurance service expense (continued)

Since January 1, 2025 (continued)

Net income or expense from reinsurance contracts held (continued)

The subsidiaries present separately on the face of the statement of profit or loss the amounts expected to be recovered from reinsurers, and an allocation of the reinsurance premiums paid. The subsidiaries treat reinsurance cash flows that are contingent on claims on the underlying contracts as part of the claims that are expected to be reimbursed under the reinsurance contract held, and excludes investment components and commissions from an allocation of reinsurance premiums presented on the face of the statement of profit or loss. Amounts relating to the recovery of losses relating to reinsurance of onerous direct contracts are included as amounts recoverable from the reinsurer.

Before January 1, 2025

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.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ac. Pendapatan jasa asuransi dan beban jasa asuransi (lanjutan)

Sebelum 1 Januari 2025 (lanjutan)

Klaim dan manfaat asuransi merupakan klaim-klaim yang telah disetujui (*approved claim*). Klaim dan manfaat tersebut diakui sebagai beban pada saat timbulnya liabilitas untuk memenuhi klaim. Bagian klaim yang diperoleh dari reasuradur diakui dan dicatat sebagai klaim reasuransi pada periode yang sama dengan pengakuan beban klaim.

Klaim dan manfaat asuransi terkait kontrak investasi dan jumlah komponen risiko keuangan kontrak asuransi dicatat sebagai penarikan (*withdrawal*) melalui laporan posisi keuangan konsolidasian sebagai penyesuaian terhadap akun liabilitas kontrak investasi.

ad. Liabilitas kontrak asuransi dan aset kontrak reasuransi

Kontrak asuransi adalah kontrak yang diterbitkan oleh perusahaan asuransi dimana perusahaan asuransi menerima risiko asuransi yang signifikan dari pemegang polis. Risiko asuransi yang signifikan didefinisikan sebagai kemungkinan bagi perusahaan asuransi untuk membayar manfaat yang signifikan kepada tertanggung apabila suatu kejadian atas risiko yang diasuransikan terjadi dibandingkan dengan manfaat minimum yang akan dibayarkan apabila risiko yang diasuransikan tidak terjadi. Skenario-skenario yang diperhatikan adalah skenario yang mengandung unsur komersial.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ac. Insurance service income and insurance service expense (continued)

Before January 1, 2025 (lanjutan)

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 contract liabilities and reinsurance contract asset

Insurance contract is a contract issued by insurance companies which the insurer accepts significant insurance risk from the policyholders. Significant insurance risk is defined as the possibility that the insurer will be required to pay substantial benefit to the insured if an insured event occurs compared to the minimum benefit payable in a scenario where the insured event on the risk covered does not occur. Scenarios that are considered are those with commercial substance.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi (lanjutan)

Sejak 1 Januari 2025

Berdasarkan PSAK No. 117, kontrak asuransi dikelompokkan menjadi kelompok-kelompok untuk tujuan pengukuran. Kelompok kontrak asuransi ditentukan dengan mengidentifikasi portofolio kontrak asuransi, di mana setiap portofolio terdiri dari kelompok kontrak dengan risiko yang serupa yang dikelola bersama. Portofolio tersebut dibagi lebih lanjut berdasarkan profitabilitas kontrak menjadi tiga kategori: kontrak yang merugikan, kontrak yang tidak memiliki risiko signifikan untuk menjadi merugikan, dan kontrak yang tersisa. Kontrak asuransi juga dikelompokkan menjadi kohort tahunan (yaitu berdasarkan tahun penerbitan). Portofolio kontrak reasuransi yang dimiliki dinilai untuk agregasi secara terpisah dari portofolio kontrak asuransi yang diterbitkan.

Pengakuan awal dan batasan kontrak

Kelompok kontrak asuransi diukur pada pengakuan awal sebagai total dari:

- Arus kas pemenuhan, yang terdiri dari estimasi terbaik nilai kini arus kas masa depan dalam batas kontrak yang diharapkan akan muncul, serta penyesuaian risiko eksplisit untuk risiko non-keuangan; dan
- *Contractual Service Margin* (CSM) yang mewakili keuntungan yang belum diakui pada pengakuan awal dan akan diakui sebagai pendapatan selama periode jasa asuransi diberikan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION *(continued)*

ad. Insurance contract liabilities (continued)

Since January 1, 2025

Under SFAS No. 117, insurance contracts are aggregated into groups for measurement purposes. Groups of insurance contracts are determined by identifying portfolios of insurance contracts, where each portfolio comprise group of contracts with similar risks which are managed together. The portfolios are further divided based on the profitability of contracts into three categories: onerous contracts, contracts with no significant risk of becoming onerous, and the remaining contracts. The insurance contracts are also grouped into annual cohorts (i.e. by year of issue). Portfolios of reinsurance contracts held are assessed for aggregation separately from portfolios of insurance contracts issued.

Initial recognition and contract boundary

Groups of insurance contracts are measured on initial recognition as the total of:

- *Fulfilment cash flows, comprising the best estimate of the present value of future cash flows within the contract boundary that are expected to arise and an explicit risk adjustment for non-financial risk; and*
- *A Contractual Service Margin (CSM) that represents the unearned profit at initial recognition, which will be recognized as revenue over the period during which insurance services are provided.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Pengakuan awal dan batasan kontrak (lanjutan)

BRI Life dan BRI Insurance mengakui kelompok kontrak asuransi yang diterbitkan dari yang paling awal di antara hal-hal berikut:

- Awal periode perlindungan kelompok kontrak;
- Tanggal ketika pembayaran premi pertama dari pemegang polis dalam kelompok jatuh tempo; dan
- Untuk kelompok kontrak yang merugikan, segera setelah fakta dan keadaan menunjukkan bahwa kelompok tersebut merugikan.

Batas kontrak mendefinisikan arus kas masa depan yang mana termasuk dalam pengukuran kontrak. Akhir batas kontrak dianggap terjadi pada saat BRI Life dan BRI Insurance tidak lagi memiliki hak dan kewajiban substansial berdasarkan kontrak asuransi untuk memberikan layanan atau memaksa pemegang polis untuk membayar premi.

Liabilitas kepada pemegang polis BRI Life dan BRI Insurance dicatat di laporan posisi keuangan konsolidasian sebagai bagian dari "Liabilitas lain-lain" berdasarkan perhitungan aktuaris dengan menggunakan asumsi aktuarial.

BRI Life dan BRI Insurance memisahkan jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lainnya menjadi hasil jasa asuransi, yang terdiri dari pendapatan asuransi dan biaya jasa asuransi, serta pendapatan atau biaya keuangan asuransi.

2. *SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)*

ad. Insurance contract liabilities (continued)

Since January 1, 2025 (continued)

Initial recognition and contract boundary (lanjutan)

BRI Life and BRI Insurance recognise groups of insurance contracts issued from the earliest of the following:

- *The beginning of the coverage period of the group of contracts;*
- *The date when first premium payment from policyholder in the group becomes due; and*
- *For a group of onerous contracts, as soon as facts and circumstances indicate that the group is onerous.*

The contract boundary defines which future cash flows are included in the measurement of a contract. The end of the contract boundary is considered to be at the point when BRI Life and BRI Insurance no longer have substantive rights and obligations under the insurance contract to provide services or compel the policyholder to pay premiums.

Liabilities to policyholders BRI Life and BRI Insurance are recorded in the consolidated statement of financial position as part of "Other Liabilities" based on actuarial calculations using actuarial assumptions.

BRI Life and BRI Insurance disaggregate the amounts recognized in the statement of profit or loss and other comprehensive income into a insurance service result, comprising insurance revenue and insurance service expenses, and insurance finance income or expenses.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Contractual Service Margin ("CSM")

CSM disesuaikan pada setiap periode pelaporan untuk perubahan arus kas masa depan yang diharapkan yang disebabkan oleh perubahan asumsi teknis atau asumsi estimasi terbaik (kematian, morbiditas, umur panjang, lapse atau penarikan, biaya). Namun, jika perubahan negatif pada arus kas masa depan yang didiskontokan lebih besar dari sisa CSM, selisihnya segera diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian karena kontrak asuransi menjadi merugi dan CSM tidak boleh negatif. Interest juga diakumulasikan pada CSM dengan tingkat bunga yang dikunci pada saat pengakuan awal kontrak (yaitu tingkat diskonto yang digunakan pada saat awal untuk menentukan nilai sekarang dari arus kas masa depan yang diperkirakan).

CSM akan *released* ke laba atau rugi berdasarkan unit pertanggungan, mencerminkan jumlah manfaat yang diberikan dan durasi pertanggungan yang diharapkan dari kontrak yang tersisa dalam kelompok kontrak asuransi. Mengingat keragaman kontrak asuransi, definisi unit pertanggungan melibatkan penggunaan penilaian dengan mempertimbangkan tingkat pertanggungan yang ditetapkan dalam kontrak berdasarkan maksimum manfaat asuransi (misalnya manfaat meninggal, saldo pinjaman yang belum dibayar, nilai akun pemegang polis ditambah manfaat meninggal, maksimum manfaat kesehatan) dan durasi pertanggungan yang diharapkan dari kontrak.

Arus kas biaya akuisisi asuransi

Arus kas akuisisi asuransi muncul dari biaya penjualan, *underwriting*, dan memulai kelompok kontrak asuransi (yang diterbitkan atau yang diharapkan akan terbit) yang secara langsung dapat diatribusikan kepada portofolio kontrak asuransi yang menjadi bagian dari kelompok tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION *(continued)*

ad. Insurance contract liabilities (continued)

Since January 1, 2025 (continued)

Contractual Service Margin ("CSM")

The CSM is adjusted at each subsequent reporting period for changes in expected future cash flows driven by changes in technical assumptions or best estimate assumptions (death, morbidity, longevity, surrenders, expenses). However, if negative changes in future discounted cash flows are greater than the remaining CSM, the difference is immediately recognized in the consolidated statement of profit or loss and other comprehensive income as the insurance contract become onerous and the CSM cannot be negative. Interest is also accreted on the CSM at rates locked in at initial recognition of a contract (i.e. discount rate used at inception to determine the present value of the estimated future cash flows).

The CSM will be released into profit or loss based on coverage units, reflecting the quantity of the benefits provided and the expected coverage duration of the remaining contracts in the insurance group of contract. Given the variety of insurance contracts, the definition of coverage units involves the use of judgment by considering both the level of coverage defined within the contract based on the maximum of insurance benefit (e.g. a death benefit, outstanding loan balance, the policyholders' account value plus death benefit, maximum of health benefit) and the expected coverage duration of the contract.

Insurance acquisition cash flows

Insurance acquisition cash flows arise from the costs of selling, underwriting and starting a group of insurance contracts (issued or expected to be issued) that are directly attributable to the portfolio of insurance contracts to which the group belongs.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Komponen kerugian

BRI Life dan BRI Insurance telah mengelompokkan kontrak yang merugikan pada pengakuan awal secara terpisah dari kontrak dalam portofolio yang sama yang tidak merugikan pada pengakuan awal. Kelompok yang tidak merugikan pada pengakuan awal juga dapat menjadi merugikan jika asumsi dan pengalaman berubah. Entitas anak telah menetapkan komponen kerugian dari kewajiban untuk perlindungan yang tersisa untuk setiap kelompok merugikan yang menggambarkan kerugian masa depan yang diakui.

Komponen kerugian dilepaskan berdasarkan alokasi sistematis dari perubahan selanjutnya dalam arus kas pemenuhan kepada: (i) komponen kerugian; dan (ii) kewajiban untuk perlindungan yang tersisa, tidak termasuk komponen kerugian. Komponen kerugian juga diperbarui untuk perubahan selanjutnya dalam estimasi arus kas pemenuhan yang terkait dengan layanan masa depan.

Alokasi sistematis dari perubahan selanjutnya ke komponen kerugian mengakibatkan jumlah total yang dialokasikan ke komponen kerugian menjadi sama dengan nol pada akhir periode perlindungan dari sekelompok kontrak (karena komponen kerugian akan terwujud dalam bentuk klaim yang terjadi). BRI Life dan BRI Insurance menggunakan proporsi pada pengakuan awal untuk menentukan alokasi sistematis dari perubahan selanjutnya dalam arus kas masa depan antara komponen kerugian dan kewajiban untuk perlindungan yang tersisa, tidak termasuk komponen kerugian.

Setiap bunga, keuntungan atau kerugian dari kenaikan atau penurunan nilai pasar investasi dicatat sebagai pendapatan atau beban, disertai dengan pengakuan kenaikan atau penurunan liabilitas kepada pemegang polis unit-link di laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan liabilitas kepada pemegang polis unit-link di laporan posisi keuangan konsolidasian.

2. *SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)*

ad. Insurance contract liabilities (continued)

Since January 1, 2025 (continued)

Loss components

BRI Life and BRI Insurance have grouped contracts that are onerous at initial recognition separately from contracts in the same portfolio that are not onerous at initial recognition. Groups that were not onerous at initial recognition can also subsequently become onerous if assumptions and experience changes. The subsidiaries have established a loss component of the liability for remaining coverage for any onerous group depicting the future losses recognised.

The loss component is released based on a systematic allocation of the subsequent changes in the fulfilment cash flows to: (i) the loss component; and (ii) the liability for remaining coverage excluding the loss component. The loss component is also updated for subsequent changes in estimates of the fulfilment cash flows related to future service.

The systematic allocation of subsequent changes to the loss component results in the total amounts allocated to the loss component being equal to zero by the end of the coverage period of a group of contracts (since the loss component will have been materialised in the form of incurred claims). BRI Life and BRI Insurance use the proportion on initial recognition to determine the systematic allocation of subsequent changes in future cash flows between the loss component and the liability for remaining coverage excluding the loss component.

Any interest, gain or loss due to increases or decreases in market value of investments are recorded as income or expense, with a corresponding recognition of increase or decrease in liability to unit-link policyholders in the statement of profit or loss and other comprehensive income and liability to unit-link policyholders in the consolidated statement of financial position.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Pendapatan dan biaya keuangan asuransi

Pendapatan atau biaya keuangan asuransi terdiri dari perubahan dalam jumlah tercatat dari kelompok kontrak asuransi yang timbul dari:

- Pengaruh nilai waktu uang dan perubahan dalam nilai waktu uang.
- Pengaruh risiko keuangan dan perubahan dalam risiko keuangan.

Sebelum 1 Januari 2025

a. Liabilitas manfaat polis masa depan

Liabilitas manfaat polis masa depan merupakan nilai kini estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan, nilai kini estimasi seluruh biaya yang dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan. Liabilitas manfaat polis masa depan merupakan liabilitas atas kontrak asuransi bukan jangka pendek.

Kenaikan liabilitas manfaat polis masa depan diakui sebagai beban pada laba rugi tahun berjalan sedangkan penurunan liabilitas manfaat polis masa depan diakui sebagai pendapatan pada laba rugi tahun berjalan. Liabilitas tersebut dihentikan pengakuannya pada saat kontrak berakhir, dikeluarkan atau dibatalkan.

b. Estimasi liabilitas klaim

Estimasi liabilitas klaim merupakan klaim dalam proses penyelesaian yang ditentukan berdasarkan estimasi kerugian dari klaim yang masih dalam proses penyelesaian pada tanggal laporan posisi keuangan konsolidasian, termasuk klaim yang telah terjadi namun belum dilaporkan (*Incurred But Not Reported* (IBNR)).

Perubahan dalam estimasi liabilitas klaim diakui dalam laba rugi tahun berjalan. Liabilitas tersebut dihentikan pengakuannya pada saat kontrak berakhir, dikeluarkan atau dibatalkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION *(continued)*

ad. Insurance contract liabilities (continued)

Since January 1, 2025 (continued)

Insurance finance income and expense

Insurance finance income or expenses comprise the change in the carrying amount of the group of insurance contracts arising from:

- *The effect of the time value of money and changes in the time value of money.*
- *The effect of financial risk and changes in financial risk.*

Before January 1, 2025

a. Liabilities for future policy benefits

Liabilities for future policy benefits represent the present value of estimated payments of all the agreed benefits including all the available options, the estimated present value of all costs incurred and also considering the future premium receipt. Liabilities for future policy benefits represent liabilities of non short-term insurance contracts.

The increase in liability for future policy benefits is recognized as expense in the profit or loss for the period, while the decrease in liability for future policy benefits is recognized as income in the profit or loss for the year. The liabilities are derecognized when the contract has expired, discharged or cancelled.

b. Estimated claim liabilities

Estimated claim liabilities represents claims in the settlement process which are determined based on the estimated loss from claims that are still in settlement process at the consolidated statement of financial position date, including claims that have incurred but not reported ("IBNR").

The changes in estimated claim liabilities are recognized in the profit or loss for the period. The liabilities are derecognized when the contract has expired, discharged or cancelled.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi (lanjutan)

Sebelum 1 Januari 2025 (lanjutan)

c. Premi yang belum merupakan pendapatan

Premi yang belum merupakan pendapatan merupakan bagian premi yang telah dilunasi, namun belum merupakan pendapatan karena masa pertanggungan asuransi masih berjalan pada akhir tahun. Premi yang belum merupakan pendapatan merupakan liabilitas atas kontrak asuransi jangka pendek.

Premi yang belum merupakan pendapatan dihitung secara individual dari tiap pertanggungan yang besarnya ditetapkan secara proporsional terhadap jumlah proteksi yang diberikan selama periode pertanggungan atau periode risiko, konsisten dengan pengakuan pendapatan premi asuransi jangka pendek.

Kenaikan premi yang belum merupakan pendapatan diakui sebagai beban pada laba rugi tahun berjalan sedangkan penurunan premi yang belum merupakan pendapatan diakui sebagai pendapatan pada laba rugi tahun berjalan. Liabilitas ini dihentikan pengakuannya pada saat kontrak berakhir, dilepaskan atau dibatalkan.

ae. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek, bonus dan imbalan non-moneter lainnya diakui selama periode jasa diberikan. Imbalan jangka pendek dihitung sebesar jumlah yang tidak didiskontokan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ad. Insurance contract liabilities (continued)

Before January 1, 2025 (lanjutan)

c. Unearned premium

Unearned premium represents part of the premiums that were already received but not yet earned, because the insurance coverage period were not yet due at the end of the year. Unearned premium represents liabilities of short-term insurance contract.

Unearned premium is calculated individually from each coverage, where the amount determined proportionally to the amount of protection provided during the coverage period or risk period, consistent with the recognition of short-term insurance premium income.

The increase in unearned premium is recognized as expense in the profit or loss for the year, while the decrease in unearned premium is recognized as income in the profit or loss for the year. The liabilities are derecognized when the contract has expired, discharged or cancelled.

ae. Employee benefits

Short-term employee benefits

Short-term employee benefits such as salaries, social security contributions, short-term leaves, bonuses, and other non-monetary benefits are recognized during the period when the services are rendered. Short-term employee benefits are calculated using undiscounted amounts.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ae. Imbalan kerja (lanjutan)

Program pensiun iuran pasti

Merupakan iuran kepada dana pensiun sebesar persentase tertentu gaji pekerja yang menjadi peserta program pensiun iuran pasti BRI. Iuran dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pekerja-pekerja tersebut dan pembayaran dikurangkan dari utang iuran. Iuran terutang dihitung berdasarkan jumlah yang tidak didiskontokan.

Program imbalan pasti dan imbalan kerja jangka panjang lainnya

Imbalan pasca kerja dan imbalan kerja jangka panjang lainnya seperti penghargaan tanda jasa, cuti besar, program kesehatan pasca kerja BPJS dan program manfaat lain manfaat dana tambahan dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pekerja yang memenuhi syarat. Imbalan kerja ditentukan berdasarkan peraturan BRI dan peraturan yang berlaku.

Imbalan pasca kerja dan imbalan kerja jangka panjang lainnya secara aktuaris ditentukan berdasarkan metode *Projected Unit Credit.*

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain, terdiri atas:
(i) Keuntungan dan kerugian aktuarial.
(ii) Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).
(iii) Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ae. Employee benefits (continued)

Defined contribution pension plan

Defined contribution pension plan is the contribution to pension fund at a certain percentage of salaries of employees who are participants of BRI's defined contribution pension plan. The contribution is accrued and recognized as expense when services have been rendered by the qualified employees and actual payments are deducted from the contribution payable. Contribution payable is measured using undiscounted amounts.

Defined benefit plan and other long-term employee benefits

The post-employment benefits and other long-term employee benefits such as gratuity for services, grand leaves and BPJS post-employment health program are accrued and recognized as expense when services have been rendered by these employees. The benefits are determined based on BRI's policy and applicable regulations.

The post-employment benefits and other long-term employee benefits are determined on an actuarial basis using the Projected Unit Credit method.

Remeasurement of net defined benefit liabilities (assets), which is recognized as other comprehensive income, consist of:
(i) Actuarial gains and losses.
(ii) Return on defined benefit plan assets, excluding amounts that are included in the net interest on liabilities (assets).
(iii) Any change in the impact of the asset limit, excluding amounts that are included in the net interest on the liabilities (assets).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ae. Imbalan kerja (lanjutan)

Program imbalan pasti dan imbalan kerja jangka panjang lainnya (lanjutan)

Pengukuran kembali liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain yang tidak direklasifikasi ke laba rugi pada periode berikutnya.

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto, dan pengukuran kembali liabilitas (aset) imbalan pasti neto langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian periode berjalan.

Biaya jasa lalu diakui sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi, dan ketika biaya restrukturisasi atau pesangon diakui, sehingga biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode *vesting* masa depan.

af. Opsi saham

Biaya kompensasi saham pada tanggal penerbitan dihitung berdasarkan nilai wajar dari opsi saham tersebut dan diakui dalam akun "Beban Tenaga Kerja dan Tunjangan" berdasarkan program hak yang diakui pada tahun berjalan (*cliff-vesting scheme*) dengan metode garis lurus selama masa tunggu (*vesting period*). Akumulasi dari biaya kompensasi saham diakui sebagai "opsi saham" dalam bagian ekuitas. Nilai wajar dari opsi saham tersebut dinilai dengan menggunakan model penentuan harga opsi *Black-Scholes.*

ag. Laba per lembar saham

Laba per lembar saham dasar dihitung dengan membagi laba periode berjalan yang diatribusikan kepada Entitas Induk (BRI) dengan jumlah rata-rata tertimbang saham yang ditempatkan dan disetor penuh pada periode yang bersangkutan.

Laba per lembar saham dilusian dihitung setelah melakukan penyesuaian yang diperlukan terhadap jumlah rata-rata tertimbang saham biasa yang beredar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ae. Employee benefits (continued)

Defined benefit plan and other long-term employee benefits (continued)

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.

For other long-term employee benefits, the current service cost, the net interest expense on net defined benefit liabilities (assets), and the remeasurement of net defined benefit liabilities (assets) are recognized immediately in the current period consolidated statement of profit or loss and other comprehensive income.

Past service costs are recognized as expense at the earlier date between the occurrence of the amendment or curtailment program and when the restructuring or severance costs are recognized, therefore, unvested past service cost can no longer be deferred and recognized over the future vesting period.

af. Stock option

The stock compensation cost at the issuance date is calculated based on the fair value of the stock options and recognized in "Salaries and Employee Benefits Expense" based on the cliff-vesting scheme using the straight-line method over the vesting period. The accumulation of stock compensation cost is recognized as "stock option" in equity. The fair values of the stock options are assesed using the Black-Scholes option pricing model. The fair values of the stock options are assesed using the Black-Scholes option pricing model.

ag. Earnings per share

Basic earnings per share is calculated by dividing the income for the period attributable to the Parent Entity (BRI) with the weighted average number of issued and fully paid shares during the related period.

Diluted earnings per share is calculated after making the necessary adjustments to the weighted average number of ordinary shares outstanding.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ah. Transaksi dan saldo dalam mata uang asing

BRI dan entitas anaknya menyelenggarakan catatan akuntansi dalam Rupiah. Transaksi yang melibatkan mata uang asing dicatat pada nilai tukar pada saat terjadinya transaksi. Pada tanggal-tanggal 31 Desember 2025 dan 2024, semua aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs *spot* Refinitiv Eikon pada pukul 15.00 WIB (Waktu Indonesia bagian Barat). Keuntungan atau kerugian yang timbul dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Nilai tukar yang digunakan untuk menjabarkan mata uang asing ke dalam Rupiah adalah sebagai berikut (nilai penuh):

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ah. Foreign currency transactions and balances

BRI and its subsidiaries maintain their accounting records in Indonesian Rupiah. Transactions involving foreign currency are recorded at the prevailing exchange rates at the time of the transactions. As of December 31, 2025 and 2024, all foreign currency denominated monetary assets and liabilities are translated into Rupiah using the Refinitiv Eikon spot rates at 3.00 p.m. WIB (Western Indonesian Time). The resulting gains or losses are recognized in the consolidated statement of profit or loss and other comprehensive income.

The exchange rates used in the translation of foreign currency amounts into Rupiah are as follows (full amount):

	31 Desember 2025/ ***December 31, 2025***	**31 Desember 2024/** ***December 31, 2024***	
1 Dolar Amerika Serikat	16.675,00	16.095,00	*1 United States Dollar*
1 Pound Sterling Inggris	22.439,55	20.218,54	*1 Great Britain Pound Sterling*
1 Yen Jepang	106,50	103,03	*1 Japanese Yen*
1 Euro Eropa	19.571,45	16.758,12	*1 European Euro*
1 Dolar Hong Kong	2.142,30	2.073,11	*1 Hong Kong Dollar*
1 Riyal Arab Saudi	4.446,50	4.284,00	*1 Saudi Arabian Riyal*
1 Dolar Singapura	12.965,05	11.844,58	*1 Singaporean Dollar*
1 Ringgit Malaysia	4.108,16	3.597,86	*1 Malaysian Ringgit*
1 Dolar Australia	11.152,24	10.013,51	*1 Australian Dollar*
1 Renminbi	2.385,00	2.204,99	*1 Renminbi*
1 Baht Thailand	529,20	469,79	*1 Thailand Baht*
1 Franc Swiss	21.026,42	17.815,04	*1 Swiss Franc*
1 Dolar Kanada	12.167,54	11.201,59	*1 Canadian Dollar*
1 Dolar Brunei Darussalam	12.965,05	11.844,57	*1 Bruneian Dollar*
1 Kroner Denmark	2.620,58	2.247,01	*1 Danish Krone*
1 Won Korea Selatan	11,56	10,92	*1 South Korean Won*
1 Dolar Selandia Baru	9.625,65	9.067,93	*1 New Zealand Dollar*
1 Kina Papua Nugini	3.918,66	3.963,42	*1 Papua New Guinean Kina*
1 Dirham Uni Emirat Arab	4.540,50	4.382,10	*1 United Arab Emirates Dirham*
1 Kroner Swedia	1.809,27	1.463,26	*1 Swedish Krone*
1 Kroner Norwegia	1.657,85	1.419,75	*1 Norwegian Krone*
1 Rupee India	185,50	187,98	*1 Indian Rupee*
1 Peso Filipina	283,00	278,32	*1 Phillipine Peso*
1 Dolar Taiwan Baru	530,99	490,93	*1 New Taiwanese Dollar*
1 Dong Vietnam	0,63	0,63	*1 Vietnamese Dong*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ai. Penjabaran laporan keuangan Kantor Cabang dan Perwakilan di luar negeri

BRI memiliki 1 (satu) Entitas Anak di Hong Kong, 5 (lima) Kantor Cabang di New York, Cayman Islands, Singapura, Timor-Leste dan Taipei serta 1 (satu) Kantor Perwakilan di luar negeri yang berlokasi di Hong Kong yang merupakan entitas asing yang terpisah.

Untuk tujuan penggabungan laporan keuangan konsolidasian, seluruh akun entitas anak, kantor cabang dan perwakilan di luar negeri dijabarkan dalam Rupiah dengan kurs sebagai berikut:

a) Aset dan liabilitas serta komitmen dan kontinjensi menggunakan kurs *spot* Refinitiv Eikon pada pukul 15.00 WIB pada tanggal laporan posisi keuangan.
b) Pendapatan, beban, laba dan rugi menggunakan kurs tengah rata-rata yang berlaku pada bulan yang bersangkutan. Saldo akhir periode merupakan penjumlahan saldo bulanan pendapatan, beban, laba dan rugi selama tahun yang bersangkutan.
c) Modal saham dan tambahan modal disetor menggunakan kurs historis.
d) Laporan arus kas menggunakan kurs *spot* Refinitiv Eikon pada pukul 15.00 WIB pada tanggal laporan posisi keuangan, kecuali pos-pos laba rugi yang menggunakan kurs tengah rata-rata dan pos-pos ekuitas yang menggunakan kurs historis.

Selisih yang timbul dari proses penjabaran laporan keuangan tersebut disajikan di kelompok ekuitas sebagai "Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing".

aj. Instrumen derivatif

Instrumen keuangan derivatif dinilai dan diakui di laporan posisi keuangan konsolidasian pada nilai wajar. Setiap kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ai. Translation of the financial statements of Overseas Branch and Representative Office

BRI has 1 (one) Subsidiary in Hong Kong, 5 (five) Branch Offices in New York, Cayman Islands, Singapore, Timor-Leste and Taipei and 1 (one) Representative Office in Hong Kong which are considered as separate foreign entities.

For consolidated financial statement purposes, all accounts of subsidiary, overseas branch and representative offices are translated into Rupiah with the following exchange rates:

a) Assets and liabilities, as well as commitments and contingencies - use Refinitiv Eikon spot rates at 3.00 p.m. WIB on the statement of financial position date.
b) Income, expenses, gains and losses - use the average middle rate prevailing in the related month. The year-end balances is the sum of the monthly balances of income, expenses, gains and losses during the year.
c) Equity - capital stock and additional paid-in capital use historical rates.
d) Statement of cash flows - use the Refinitiv Eikon spot rates at 3.00 p.m. WIB on the statement of financial position date, except for the profit and loss accounts which use middle rates and equity accounts which use historical rates.

The difference arising from the translation process of the financial statements are presented in equity as "Differences arising from the translation of foreign currency financial statements".

aj. Derivatives instruments

Derivatives financial instruments are assessed and recognized in the consolidated statement of financial position at fair value. Each derivatives contract is recorded as asset when the fair value is positive and as liability when the fair value is negative.

Derivatives receivable and payable are classified as financial assets and liabilities measured at fair value through profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

aj. Instrumen derivatif (lanjutan)

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Nilai wajar instrumen derivatif ditentukan diskonto arus kas dan model penentu harga atau harga yang diberikan oleh *broker* (*quoted price*) atas instrumen lainnya yang memiliki karakteristik serupa, yang mengacu pada PSAK No. 113: ”Pengukuran Nilai Wajar” (Catatan 2c).

Derivatif melekat tidak lagi dipisahkan dari kontrak utama non-derivatif yang merupakan aset keuangan/liabilitas keuangan, BRI dan entitas anak mengklasifikasikan aset/liabilitas keuangan secara keseluruhan berdasarkan model bisnis dan jangka waktu kontraktualnya sebagaimana diungkapkan dalam Catatan 2c.

ak. Perpajakan

Beban pajak tahun berjalan ditetapkan berdasarkan taksiran penghasilan kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer aset dan liabilitas antara pelaporan komersial dan pajak pada setiap tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan dan saldo rugi fiskal yang belum dikompensasikan, sepanjang perbedaan temporer dan rugi fiskal yang belum dikompensasikan tersebut dapat dimanfaatkan untuk mengurangi laba fiskal pada masa yang akan datang.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal posisi keuangan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila tidak lagi terdapat kemungkinan besar bahwa laba fiskal yang memadai akan tersedia untuk mengompensasi sebagian atau semua manfaat aset pajak tangguhan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

aj. Derivatives instruments (continued)

Gains or losses resulting from fair value changes are recognized in the consolidated statement of profit or loss and other comprehensive income.

The fair value of derivatives instruments are determined based on discounted cash flows and pricing models or quoted prices from the brokers of other instruments with similar characteristics, which refers to SFAS No. 113: "Fair Value Measurement" (Note 2c).

Embedded derivatives are no longer separated from major non-derivative contracts which are financial assets/financial liabilities, the Bank and its subsidiaries classify financial assets/liabilities as a whole based on its business model and contractual term as disclosed in Note 2c.

ak. Taxation

Current tax expense is determined based on the estimated taxable income for the current year. Deferred tax assets and liabilities are recognized for temporary differences between the commercial and the fiscal reporting of assets and liabilities at each reporting date.

Deferred tax assets are recognized for all deductible temporary differences and uncompensated tax loss balance to the extent that it is probable that the temporary differences and uncompensated tax loss balance will be utilized to deduct the future taxable profit.

The carrying value of deferred tax assets is reviewed at each financial position date and is reduced if it is no longer probable that sufficient taxable profits will be available to compensate part or all of the benefit of the deferred tax assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ak. Perpajakan (lanjutan)

Aset dan kewajiban pajak tangguhan diukur berdasarkan tarif pajak yang berlaku pada tahun saat aset direalisasikan atau liabilitas diselesaikan berdasarkan peraturan perpajakan yang berlaku atau yang secara substantif telah diberlakukan pada tanggal laporan posisi keuangan. Pengaruh pajak terkait dengan penyisihan untuk dan/atau pembalikan seluruh perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, diakui sebagai "Manfaat (Beban) Pajak Penghasilan Tangguhan" dan termasuk dalam laba atau rugi neto tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Perubahan terhadap kewajiban perpajakan diakui pada saat penetapan pajak diterima atau jika BRI dan entitas anak mengajukan keberatan, pada saat keputusan atas keberatan telah ditetapkan.

Untuk setiap entitas yang dikonsolidasi, pengaruh pajak atas perbedaan temporer dan akumulasi rugi pajak, yang masing-masing dapat berupa aset atau liabilitas, disajikan dalam jumlah neto untuk masing-masing entitas tersebut.

Aset dan liabilitas atas pajak tangguhan dan pajak kini dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus.

al. Informasi segmen

Segmen adalah bagian yang dapat dibedakan dari BRI dan entitas anak yang terlibat baik dalam menyediakan produk tertentu (segmen operasi), maupun dalam menyediakan produk dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan imbalan yang berbeda dengan segmen lainnya.

Pendapatan, beban, hasil, aset dan liabilitas segmen mencakup item-item yang dapat diatribusikan langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang sesuai kepada segmen tersebut. Item-item segmen ditentukan sebelum saldo dan transaksi antar kelompok usaha, dieliminasi sebagai bagian dari proses konsolidasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ak. Taxation (continued)

Deferred tax assets and liabilities are measured based on the tax rates that are expected to apply on the year when the asset is realized or the liability is settled based on the tax regulations that have been enacted or substantively enacted at the statement of financial position date. The tax effect related to the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are recognized as "Deferred Income Tax Benefit (Expense)" and included in the net income or loss for the year, except for transactions previously charged or credited directly to equity.

Amendments to tax obligations are recorded when the tax assessment is received or, if the BRI and subsidiaries submitted an appeal, when the decision on the appeal is determined.

For each of the consolidated entity, the tax effects on temporary differences and accumulated tax loss, which can be either asset or liability, are presented in the net amounts for each of the entity.

Assets and liabilities on deferred tax and current tax can be offset if there is a legal enforceable right to offset.

al. Segment information

Segment is a distinguishable component of the BRI and subsidiaries that engaged either in providing certain products (operational segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The segment income, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on an appropriate basis to that segment. The segment items are determined before intercompany balances and transactions are eliminated as part of consolidation process.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

al. Informasi segmen (lanjutan)

BRI dan entitas anak menyajikan segmen usaha berdasarkan laporan internal konsolidasian yang disajikan kepada pengambil keputusan operasional yaitu Direksi.

BRI telah mengidentifikasi dan mengungkapkan informasi keuangan berdasarkan kegiatan bisnis utama (segmen operasi) yang terbagi atas kelompok mikro, ritel, korporasi, lainnya dan entitas anak, serta berdasarkan segmen geografis.

Segmen geografis meliputi penyediaan barang maupun jasa di dalam lingkungan ekonomi tertentu yang memiliki risiko serta tingkat pengembalian yang berbeda dengan segmen operasi lainnya yang berada dalam lingkungan ekonomi lain. Segmen geografis BRI adalah berdasarkan wilayah Indonesia, Amerika Serikat, Hong Kong, Singapura, Timor-Leste dan Taiwan.

am. Pendapatan dan beban penjualan emas

Pendapatan dari penjualan emas diakui pada saat kewajiban pelaksanaan dipenuhi entitas anak pada waktu tertentu, yaitu pada saat pengendalian atas barang telah berpindah kepada pelanggan. Pendapatan bisnis emas juga diakui ketika suatu produk telah diserahkan kepada pelanggan atau memenuhi skema "penjualan ketika pengiriman ditunda". Pengakuan pendapatan tersebut menerapkan PSAK No. 115, "Pendapatan dari Kontrak dengan Pelanggan". Pendapatan disajikan neto setelah dikurangi pajak pertambahan nilai, retur, potongan harga dan diskon. Beban diakui pada saat terjadinya.

an. Saham treasuri

Instrumen ekuitas BRI yang diperoleh kembali (saham treasuri) diakui pada harga perolehan kembali dan dikurangi dari ekuitas. Tidak ada laba atau rugi yang diakui pada laba rugi atas perolehan, penjualan kembali, penerbitan atau pembatalan dari instrumen ekuitas BRI. Selisih antara jumlah tercatat dan penerimaan, bila diterbitkan kembali, diakui sebagai bagian dari tambahan modal disetor pada ekuitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

al. Segment information (continued)

BRI and subsidiaries present operational segments based on the internal consolidated report that is presented to the Board of Directors as the operational decision maker.

BRI has identified and disclosed financial information based on main business (operational segments) classified into micro, retail, corporate and others as well as subsidiaries, and based on geographical segments.

The geographical segment includes provision of products or services within a particular economic environment with different risks and returns compared to other operating segments in other economic environments. BRI's geographical segments are Indonesia, United States of America, Hong Kong, Singapore, Timor-Leste, and Taiwan.

am. Gold Sales revenue and expenses

Revenue from the sale of gold is recognized when the performance obligation is satisfied by the subsidiary at the point in time when the control of goods has been transferred to the customer. Revenue on gold business is also recognized when the product delivered to customers or has met the criteria of "bill and hold" scheme. The revenue recognition adopted SFAS No. 115, "Revenue from Contract with Customer". Revenue is shown net of value added tax, returns, rebates and discounts. Expenses are recognized as incurred.

an. Treasury stock

Reacquired BRI equity instruments (treasury stocks) are recognized at reacquisition price and deducted from equity. No gain or loss is recognized in profit or loss on the acquisition, resale, issuance or cancellation of BRI equity instruments. The difference between the carrying amount and receipts, if reissued, is recognized as part of additional paid-in capital in equity.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Kegiatan usaha *bullion*

Pinjaman modal kerja emas adalah pinjaman dalam bentuk emas yang diberikan kepada nasabah, yang bersumber dari deposito emas. Setelah kepemilikan dialihkan kepada peminjam, Entitas Anak tidak lagi memiliki hak untuk menggunakan emas tersebut. Oleh karena itu, pinjaman modal kerja emas diakui sebagai aset lain-lain dan diukur pada nilai wajar, yang ditentukan dengan menggunakan harga pasar spot emas dikalikan dengan kuantitas emas yang dipinjamkan. Penyelesaian terjadi ketika nasabah mengembalikan jumlah emas yang setara sesuai dengan perjanjian pinjaman.

Aset deposito emas merupakan simpanan emas dimana saldo emas dapat dimanfaatkan oleh entitas anak untuk disalurkan ke produk pembiayaan emas dan/atau perdagangan emas dalam periode tertentu, sesuai dengan syarat dan ketentuan perjanjian deposito awal, di mana penarikan hanya dapat dilakukan berdasarkan syarat yang disepakati. Entitas anak melakukan perhitungan nilai wajar untuk aset atas emas yang diterima dari nasabah. Selisih valuasi harga emas atas pengukuran kembali aset deposito emas diakui dalam laba rugi.

Utang deposito emas adalah liabilitas yang dimiliki oleh entitas anak kepada nasabah atas emas yang dititipkan atau didepositokan, di mana entitas anak berkewajiban untuk mengembalikan emas dalam jumlah dan kadar yang sama kepada nasabah pada saat jatuh tempo. Entitas anak melakukan perhitungan nilai wajar untuk liabilitas yang timbul dari kewajiban untuk mengembalikan emas yang diterima dari nasabah. Selisih valuasi harga emas atas pengukuran kembali liabilitas diakui dalam laba rugi.

Pendapatan dari penjualan emas yang berasal dari bisnis *bullion* diakui secara neto dikurangkan dengan harga pokok penjualan emas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Bullion business activities

Gold working capital loan represents gold loans provided to customer, sourced from gold deposits. Upon transfer of ownership to the borrower, the subsidiary no longer retains the right to use the gold. Accordingly, the gold working capital loan balance is recognized as other assets and measured at fair value, determined using the spot market price of gold multiplied by the quantity of gold lent. Settlement occurs when the borrower returns an equivalent quantity of gold in accordance with the loan agreement.

Gold deposit assets represent gold deposits in which the gold balance can be utilized by the subsidiary for disbursement to gold financing and/or gold trading products within a specified period, in accordance with the terms and conditions of the initial deposit agreement, where withdrawal can only be made under certain agreed terms. The subsidiary performs fair value measurement for gold assets received from customers. The valuation difference on gold prices arising from remeasurement of assets is recognized in profit or loss.

Gold deposit payables is a liability of the subsidiary to customers for gold that has been entrusted or deposited, whereby the subsidiary is obliged to return the gold in the same quantity and purity to the customers upon maturity. The subsidiary performs fair value measurement for liabilities arising from the obligation to return gold received from customers. The valuation difference on gold prices arising from remeasurement of liabilities is recognized in profit or loss.

Revenue from gold sold derived from the bullion business is recognized net after deducting the cost of gold sold.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Kegiatan usaha bullion (lanjutan)

Uang muka pembelian emas *bullion trading* adalah pembayaran yang dilakukan oleh entitas anak sebelum memperoleh barang atau jasa, sehubungan dengan pelaksanaan perjanjian pembelian emas yang telah disepakati, dimana entitas anak memiliki hak untuk menerima emas sesuai dengan ketentuan kontrak yang berlaku.

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan

Penyusunan laporan keuangan konsolidasian BRI dan entitas anak mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi BRI dan entitas anak yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian BRI dan entitas anak sebagai berikut:

Nilai wajar atas instrumen keuangan

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan konsolidasian dapat dikategorikan pada level hierarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1 : Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Level 2 : Input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Level 3 : Input yang tidak dapat diobservasi untuk aset dan liabilitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Bullion business activities (conitinued)

Advance for gold bullion trading purchase represents payments made by the subsidiary prior to the receipt of goods or services, in accordance with the agreed gold purchase contracts, under which the subsidiary is entitled to receive the gold in accordance with the contractual terms.

ap. Use of significant accounting judgments, estimates and assumptions

The preparation of the consolidated financial statement for BRI and subsidiaries requires management to make judgments, estimates and assumptions that affect the reported amounts of income, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in material adjustments to the carrying amounts of the assets and liabilities in the subsequent reporting periods.

Judgements

The following judgments are made by management in applying BRI and subsidiaries' accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statement for BRI and subsidiaries, as follows:

Fair value of financial instruments

All assets and liabilities in which fair value is measured or disclosed in the consolidated financial statement are classified within fair value hierarchy, based on the lowest level of input that is significant to the overall fair value measurement:

- *Level 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities accessible at the measurement date.*
- *Level 2 : Inputs other than quoted prices included in level 1 for the assets and liabilities, which is directly or indirectly observable.*
- *Level 3 : Unobservable inputs for the assets and liabilities*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Pertimbangan (lanjutan)

Kontinjensi

Manajemen BRI dan entitas anak sedang terlibat dalam proses hukum. Perkiraan biaya kemungkinan bagi penyelesaian klaim telah dikembangkan melalui konsultasi dengan bantuan konsultan hukum BRI dan entitas anak didasarkan pada analisis hasil yang potensial. Manajemen BRI dan entitas anak tidak berkeyakinan bahwa hasil dari hal ini akan mempengaruhi hasil usaha. Besar kemungkinan, bagaimanapun, bahwa hasil operasi di masa depan dapat secara material terpengaruh oleh perubahan dalam estimasi atau efektivitas dari strategi yang terkait dengan hal tersebut.

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko untuk dapat menyebabkan penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya seperti yang diungkapkan di bawah ini. BRI dan entitas anak mendasarkan asumsi dan estimasi yang digunakan pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun.

Asumsi dan situasi mengenai perkembangan masa depan dapat berubah akibat perubahan pasar atau situasi yang timbul di luar kendali BRI dan entitas anak. Perubahan tersebut dicerminkan dalam asumsi yang digunakan pada saat terjadinya.

Cadangan kerugian penurunan nilai dari kredit yang diberikan, pinjaman syariah serta piutang sewa pembiayaan

Manajemen BRI dan entitas anak menelaah portofolio kredit yang diberikan, pinjaman syariah serta piutang sewa pembiayaan setiap tahun, untuk menilai penurunan nilai dengan memperbarui cadangan kerugian penurunan nilai yang dibentuk selama periode yang diperlukan berdasarkan analisis berkelanjutan dan pemantauan terhadap rekening individual oleh petugas terkait.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Use of significant accounting judgments, estimates and assumptions (continued)

Judgements (continued)

Contingencies

The management of BRI and subsidiaries are currently involved in legal proceedings. The estimates of the probable cost for the settlement of claims have been developed through consultation with the aid of the legal consultant of BRI and subsidiaries and are based on the analysis of potential results. BRI and subsidiaries' management does not believe that the outcome of this matter will affect the results of operations. It is probable, however, that future results of operations could be materially affected by changes in the estimates or effectiveness of the strategies related to these proceedings.

Estimates and Assumptions

The key assumptions concerning the future and other key sources for estimates uncertainty at the reporting date that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities for the subsequent year are disclosed below. BRI and subsidiaries based its assumptions and estimates used on the parameters available when the consolidated financial statement were prepared.

Assumptions and circumstances regarding future developments may change due to market changes or circumstances arising beyond the control of BRI and subsidiaries. These changes are reflected in the assumptions used when they occur.

Allowance for impairment losses on loans, sharia loans and finance lease receivables

The management of BRI and subsidiaries review its loans, sharia loans and finance lease receivables portfolio to assess impairment on an annual basis by updating the allowance for impairment losses formed during the required period based on the continuing analysis and monitoring of individual accounts by the loan officers.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Dalam menentukan apakah penurunan nilai harus dibentuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, BRI dan entitas anak membuat penilaian, apakah terdapat data yang dapat diobservasi yang menunjukkan bahwa terdapat penurunan yang dapat diukur dalam laporan perkiraan arus kas masa depan dari portofolio pinjaman sebelum penurunan tersebut dapat diidentifikasi secara individual dalam portofolio tersebut.

Bukti seperti ini termasuk data yang dapat diobservasi yang menunjukkan bahwa terjadi perubahan yang merugikan pada status pembayaran kelompok peminjam, atau kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok. BRI dan entitas anak menggunakan perkiraan dalam menentukan jumlah dan waktu dari arus kas masa depan ketika menentukan tingkat cadangan kerugian yang diperlukan. Estimasi tersebut didasarkan pada asumsi mengenai sejumlah faktor dan hasil aktual yang dapat berbeda, yang mengakibatkan perubahan terhadap jumlah cadangan kerugian di masa yang akan datang.

Penurunan nilai untuk efek-efek

Manajemen BRI menentukan bahwa efek-efek memiliki kriteria penurunan nilai yang sama dengan aset keuangan yang dicatat pada biaya perolehan diamortisasi.

Penurunan nilai aset non-keuangan

BRI dan entitas anak mengevaluasi penurunan nilai aset non-keuangan apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset non-keuangan tidak dapat dipulihkan kembali. Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

a) Performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau proyeksi hasil operasi di masa yang akan datang;
b) Perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
c) Industri atau tren ekonomi yang secara signifikan bernilai negatif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

In determining whether impairment loss should be formed in the consolidated statement of profit or loss and other comprehensive income, BRI and subsidiaries assess for any observable data indicating the existence of measurable decrease in the estimated future cash flows from loan portfolio before the decrease could be individually identified in the portfolio.

This evidence may include observable data indicating that there has been adverse change in the payment status of the borrower group, or national or local economic conditions that correlate with the default on assets in the group. BRI and subsidiaries use estimates in determining the amount and timing of future cash flows when determining the level of allowance for impairment losses required. These estimations are based on assumptions of several factors and actual results may differ resulting in changes in the amount of allowance for impairment losses in the future.

Impairment of securities

The management of BRI determines that securities are impaired based on the same criteria as for financial assets recorded at amortized cost.

Impairment of non-financial assets

BRI and subsidiaries assess impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying amount of non-financial asset may not be recoverable. The factors that are considered important which may lead to impairment assessment are as follow:

a) Significant underperformance against historical expectation or projection of operating results in the future;
b) Significant changes in the manner of use of the assets or the overall business strategy; and
c) Significant negative industry or economic trends.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan

Estimasi dan Asumsi (lanjutan)

Manajemen BRI dan entitas anak mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya pelepasan dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

Pengakuan aset pajak tangguhan

Aset pajak tangguhan diakui untuk seluruh saldo rugi fiskal yang belum digunakan dalam hal terdapat kemungkinan bahwa penghasilan kena pajak akan tersedia untuk dikompensasi terhadap kerugian yang dapat digunakan. Pertimbangan manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan saat dan jumlah penghasilan kena pajak di masa mendatang seiring dengan strategi perencanaan pajak.

BRI dan entitas anak menelaah aset pajak tangguhan pada setiap tanggal laporan posisi keuangan dan mengurangi jumlah tercatat dalam hal tidak adanya lagi kemungkinan bahwa penghasilan kena pajak yang cukup akan tersedia untuk mengompensasi sebagian atau seluruh aset pajak tangguhan.

Nilai kini atas imbalan kerja

Biaya atas program pensiun dan imbalan pasca kerja lainnya ditentukan dengan perhitungan aktuaris. Perhitungan aktuaris melibatkan penggunaan asumsi mengenai tingkat diskonto, tingkat pengembalian yang diharapkan dari aset, kenaikan gaji di masa depan, tingkat kematian dan tingkat kecacatan. Dikarenakan program tersebut memiliki sifat jangka panjang, maka perkiraan tersebut memiliki ketidakpastian yang signifikan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Use of significant accounting judgments, estimates and assumptions

Estimates and Assumptions (continued)

The management of BRI and subsidiaries recognizes an impairment loss if the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher amount between the fair value less the costs of disposal and the use of asset value (or cash-generating unit). The recoverable amounts are estimated for individual assets or, if not possible, for the cash-generating unit to which the asset belongs to the unit.

Recognition of deferred tax assets

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that the taxable income will be available to be compensated against the losses that can be used. Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, in accordance with the timing and amount of future taxable income in line with tax planning strategies.

BRI reviews its deferred tax assets at each statement of financial position date and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable income will be available to compensate part or all of the deferred tax assets.

Present value of employee benefits

The cost of defined pension plan and other post employment benefits is determined using actuarial valuations. The actuarial valuation involves the use of assumptions regarding discount rates, expected rates of return on assets, future salary increases, mortality rates and disability rates. Due to the long-term nature of these plans, then the estimates are subject to significant uncertainty.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Kontrak asuransi

BRI Life dan BRI Insurance mendasarkan asumsi dan estimasinya pada parameter yang tersedia saat laporan keuangan disusun. Namun, keadaan yang ada dan asumsi tentang perkembangan di masa depan dapat berubah akibat perubahan pasar atau keadaan yang muncul di luar kendali BRI Life dan BRI Insurance. Perubahan semacam itu akan tercermin dalam asumsi saat perubahan tersebut terjadi.

Sejak 1 Januari 2025

PSAK No. 117 berlaku untuk kontrak asuransi yang diterbitkan, kontrak reasuransi yang diterbitkan (bisnis masuk), kontrak reasuransi yang dimiliki (bisnis keluar), dan kontrak investasi dengan fitur partisipasi diskresioner, asalkan BRI Life dan BRI Insurance juga menerbitkan kontrak asuransi.

Contractual Service Margin ("CSM")

BRI Life dan BRI Insurance melakukan estimasi signifikan dalam pengukuran *Contractual Service Margin (CSM)* dalam penilaian liabilitas asuransi. CSM mewakili laba yang belum direalisasi atas kontrak asuransi dan diamortisasi secara sistematis selama periode pertanggungan.

Estimasi yang digunakan dalam penentuan CSM mencakup proyeksi arus kas masa depan, asumsi tingkat diskonto, estimasi penyesuaian risiko dan asumsi lainnya seperti mortalitas, morbiditas, dan persistensi. Perubahan asumsi atau estimasi ini dapat berdampak signifikan terhadap jumlah CSM yang diakui. BRI Life dan BRI Insurance melakukan tinjauan dan pembaruan estimasi secara berkala, setidaknya setiap akhir periode pelaporan, sesuai dengan perkembangan informasi dan pengalaman aktual.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

Insurance contract

BRI Life and BRI Insurance based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of BRI Life and BRI Insurance. Such changes are reflected in the assumptions when they occur.

Since January 1, 2025

SFAS No. 117 applies to insurance contracts issued, reinsurance contracts issued (inward business), reinsurance contracts held (outward business) and investment contracts with discretionary participation features provided the BRI Life and BRI Insurance also issues insurance contracts.

Contractual Service Margin ("CSM")

BRI Life and BRI Insurance make significant estimates in measuring the Contractual Service Margin (CSM). The CSM represents the unearned profit for insurance contracts and is systematically amortized over the coverage period.

The estimates used in determining the CSM include Projections of future cash flows, discount rate assumptions, risk adjustment estimates and other assumptions such as mortality, morbidity, and persistency. Changes in these assumptions or estimates may have a significant impact on the amount of CSM recognized. BRI Life and BRI Insurance review and update their estimates periodically, at least at each reporting date, in line with emerging experience and updated information.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Kontrak asuransi (lanjutan)

Sejak 1 Januari 2025 (lanjutan)

Probability-weighted atas proyeksi arus kas masa depan

Perkiraan arus kas masa depan mencerminkan pandangan BRI Life dan BRI Insurance terhadap kondisi saat ini pada tanggal pelaporan, dan perkiraan terhadap variabel pasar yang relevan konsisten dengan harga pasar yang dapat diamati. Dalam memperkirakan arus kas masa depan, BRI Life dan BRI Insurance mempertimbangkan ekspektasi saat ini terhadap peristiwa masa depan yang mungkin mempengaruhi arus kas tersebut. Ada berbagai asumsi ekonomi dan non-ekonomi yang digunakan sebagai masukan dalam proses perkiraan arus kas masa depan, termasuk, namun tidak terbatas pada, asumsi operasional seperti morbiditas, mortalitas, persisten, dan biaya, serta asumsi ekonomi.

Penyesuaian risiko untuk risiko non-keuangan

Pengukuran penyesuaian risiko harus mencerminkan kompensasi yang diperlukan oleh BRI Life dan BRI Insurance untuk menanggung ketidakpastian terkait jumlah dan waktu arus kas masa depan yang timbul dari risiko non-keuangan saat BRI Life dan BRI Insurance memenuhi kontrak asuransi.

Asumsi biaya yang digunakan dalam perkiraan arus kas masa depan

BRI Life dan BRI Insurance memperkirakan perkiraan biaya masa depan yang berkaitan dengan pelaksanaan kontrak menggunakan tingkat biaya saat ini yang disesuaikan dengan inflasi. Sebagian besar biaya diakui sebagai biaya yang dapat diatribusikan (biaya langsung) yang terdiri dari biaya akuisisi dan pemeliharaan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

Insurance contract (continued)

Since January 1, 2025 (continued)

Probability-weighted estimates of future cash flows

The estimates of future cash flows reflect BRI Life and BRI Insurance view of current conditions at the reporting date and estimates of any relevant market variables are consistent with observable market prices. When estimating future cash flows, the subsidiaries takes into account current expectations of future events that might affect those cash flows. There is a wide range of economic and non-economic assumptions that are used as inputs in the future cash flows estimation process including, but not limited to, operating assumptions such as morbidity, mortality, persistency and expenses, and economic assumptions.

Risk adjustment for non-financial risk

The measurement of risk adjustment should reflect the compensation required by BRI Life and BRI Insurance for bearing the uncertainty around the amount and timing of the future cash flows that arises from non-financial risk as the subsidiaries fulfil insurance contracts.

Expense assumption used in future cash flow estimation

BRI Life and BRI Insurance estimate future cost projections related to contract execution using the current cost rate adjusted for inflation. Most costs are recognized as attributable costs (direct costs) consisting of acquisition and maintenance costs.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Kontrak asuransi (lanjutan)

Sebelum 1 januari 2025

Estimasi liabilitas klaim

Estimasi liabilitas klaim merupakan liabilitas klaim dalam proses penyelesaian dan liabilitas klaim yang sudah terjadi namun belum dilaporkan (*Incurred But Not Reported*). Metode estimasi terbaik atas liabilitas klaim yaitu metode *chain-ladder* atau *bornheutter ferguson* atau *expected loss ratio* diterapkan atas perkembangan klaim untuk menentukan estimasi terbaik atas liabilitas klaim. Dalam metode-metode ini rasio perkembangan klaim dihitung berdasarkan data historis dan digunakan untuk memproyeksikan perkembangan klaim masa datang. Metode-metode ini adalah metode yang umum digunakan dalam bidang aktuaria, dan diterapkan berdasarkan penilaian atau pertimbangan aktuaris (*actuary's judgement*).

Liabilitas manfaat polis masa depan

Entitas anak mencatat liabilitas kontrak asuransi jangka pendek dan kontrak jangka panjang. Dalam metode liabilitas manfaat polis masa depan atas kontrak jangka pendek, premi yang belum merupakan pendapatan atas kontrak jangka pendek ditentukan secara individual dari tiap pertanggungan dengan menggunakan metode harian (*daily method*) berdasarkan porsi sisa hari kontrak asuransi terhadap total periode kontrak asuransi. Dalam metode liabilitas manfaat polis masa depan atas kontrak jangka panjang, liabilitas dihitung dengan memperhitungkan nilai kini estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan ditambah dengan nilai kini estimasi seluruh biaya yang akan dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan. Asumsi utama yang mendasari metode tersebut adalah pengalaman klaim masa lalu dan tingkat diskonto.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

Insurance contract (continued)

Before January 1, 2025

Estimated claim liability

Estimated claim liabilities represent claims liabilities in the settlement process and claims liabilities that have occurred but not yet reported (Incurred But Not Reported). The best estimation methods for claim liabilities, namely the chain-ladder method, Bornheutter Ferguson method, or the expected loss ratio, are applied to claim development to determine the best estimate of claim liabilities. In these methods, the claim development ratio is calculated based on historical data and used to project future claim development. These methods are commonly used in the actuarial field and are applied based on the actuary's judgment.

Liabilities for future policy benefits

The subsidiaries record liabilities for short-term and long-term insurance contracts. Under the future policy benefit liability method for short-term contracts, unearned premiums for short-term contracts are determined individually for each policy using the daily method based on the portion of the remaining days of the insurance contract to the total insurance contract period. Under the future policy benefit liability method for long-term contracts, the liability is calculated by calculating the present value of the estimated payments of all promised benefits, including all available options, plus the present value of the estimated costs to be incurred, and also considering future premium receipts. The main assumptions underlying this method are past claims experience and the discount rate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

aq. Perubahan kebijakan akuntansi dan pengungkapan

BRI dan entitas anaknya telah menerapkan standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2025, yang dianggap relevan dengan laporan keuangan konsolidasian, yaitu:

a. PSAK No. 117: Kontrak Asuransi

PSAK No. 117 merupakan standar akuntansi keuangan baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, penyajian dan pengungkapan. PSAK No. 117 berlaku untuk semua jenis kontrak asuransi, jiwa, non-jiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup yang berlaku. Tujuan keseluruhan dari PSAK No. 117 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur. PSAK No. 117 ini diadopsi dari *International Financial Reporting Standards* (IFRS) No. 17 dan menggantikan PSAK No. 104.

Terdapat beberapa perbedaan mendasar dengan PSAK No. 104, diantaranya terkait dengan pengukuran, pengakuan laba dan penyajian kontrak asuransi. Dalam hal pengukuran kontrak asuransi, ada 3 (tiga) model pengukuran baru yang diperkenalkan oleh PSAK No. 117, yaitu Model Pengukuran Umum (GMM), *Variable Fee Approach* (VFA), dan Pendekatan Alokasi Premi (PAA).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

aq. Changes in accounting policies and disclosures

BRI and its subsidiaries have implemented accounting standards that have been effective since January 1, 2025, which are considered relevant to the consolidated financial statements, namely:

a. SFAS No. 117: Insurance Contract

SFAS No. 117 is a new comprehensive financial accounting standard for insurance contracts that covers recognition and measurement, presentation and disclosure. SFAS No. 117 applies to all types of insurance contracts, life, non-life, direct insurance and reinsurance, regardless of the issuing entity, as well as to certain guarantees and financial instruments with discretionary participation features, as well as several applicable scope exceptions. The overall objective of SFAS No. 117 is to provide a more useful and consistent accounting model for insurance contracts for insurers. SFAS No. 117 is adopted from International Financial Reporting Standards (IFRS) No. 17 and replaces SFAS No. 104.

There are several fundamental differences with SFAS No. 104, including those related to the measurement, profit recognition, and presentation of insurance contracts. In terms of insurance contract measurement, SFAS No. 117 introduces 3 (three) new measurement models: the General Measurement Model (GMM), the Variable Fee Approach (VFA), and the Premium Allocation Approach (PAA).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

aq. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

BRI dan entitas anaknya telah menerapkan standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2025, yang dianggap relevan dengan laporan keuangan konsolidasian, yaitu: (lanjutan)

a. PSAK No. 117: Kontrak Asuransi (lanjutan)

Berdasarkan PSAK No. 117, entitas anak mengakui kelompok kontrak asuransi pada saat mana yang lebih awal antara tanggal awal periode pertanggungan, tanggal jatuh tempo pembayaran pertama dari pemegang polis dalam kelompok tersebut, atau pada saat kelompok tersebut menjadi merugi untuk kelompok kontrak yang merugi.

Perubahan juga terdapat dalam penyajian kontrak asuransi. Pada laporan posisi keuangan sesuai PSAK No. 117 disajikan secara terpisah jumlah tercatat portofolio berikut:

1. kontrak asuransi terbitan yang merupakan aset;
2. kontrak asuransi terbitan yang merupakan liabilitas;
3. kontrak reasuransi milikan yang merupakan aset; dan
4. kontrak reasuransi milikan yang merupakan liabilitas.

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain disajikan secara terpisah ke dalam:

1. hasil jasa asuransi yang terdiri dari pendapatan asuransi dan beban jasa asuransi; dan
2. penghasilan atau beban keuangan asuransi.

Entitas anak telah menerapkan PSAK No. 117: Kontrak Asuransi untuk periode tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2025. Klasifikasi dan pengukuran diterapkan secara retrospektif dengan melakukan penyajian kembali laporan keuangan konsolidasian periode lalu.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

aq. Changes in accounting policies and disclosures (continued)

BRI and its subsidiaries have implemented accounting standards that have been effective since January 1, 2025, which are considered relevant to the consolidated financial statements, namely: (continued)

a. SFAS No. 117: Insurance Contract (continued)

Based on SFAS No. 117, a subsidiary recognizes a group of insurance contracts at the earlier of the commencement date of the coverage period, the due date of the first payment from the policyholders in the group, or when the group becomes loss-making for loss-making contract groups.

Changes also apply to the presentation of insurance contracts. The statement of financial position, in accordance with SFAS No. 117, presents the following portfolio carrying amounts separately:

1. *insurance contracts issued, which are assets;*
2. *insurance contracts issued, which are liabilities;*
3. *reinsurance contracts held, which are assets; and*
4. *reinsurance contracts held, which are liabilities.*

Amounts recognized in the statement of profit or loss and other comprehensive income are presented separately as follows:

1. *insurance service results, consisting of insurance revenue and insurance service expenses; and*
2. *insurance finance income or expenses.*

The subsidiary has implemented SFAS No. 117: Insurance Contracts for the financial year period beginning on or after January 1, 2025. The classification and measurement are applied retrospectively by restating the prior periods consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

aq. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

BRI dan entitas anaknya telah menerapkan standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2025, yang dianggap relevan dengan laporan keuangan konsolidasian, yaitu: (lanjutan)

b. Amendemen PSAK No. 221: Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran

PSAK No. 221 menjelaskan bagaimana memasukkan transaksi dalam valuta asing dan kegiatan usaha luar negeri ke dalam laporan keuangan entitas dan bagaimana menjabarkan laporan keuangan ke dalam mata uang penyajian.

Amandemen PSAK No. 221 merujuk pada Amandemen IAS 21 tentang *Lack of Exchangeability.* Amandemen ini mensyaratkan entitas menerapkan pendekatan yang konsisten dalam menilai apakah suatu mata uang dapat dipertukarkan ke mata uang lain, dan, jika tidak, menentukan kurs yang digunakan serta pengungkapan yang diberikan.

BRI dan entitas anaknya telah melakukan proses evaluasi atas dampak penerapan PSAK tersebut dan tidak mengidentifikasi adanya dampak material terhadap laporan keuangan konsolidasian.

ar. Dividen

Pembagian dividen kepada para pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian pada periode ketika dividen tersebut disetujui oleh para pemegang saham.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

aq. Changes in accounting policies and disclosures (continued)

BRI and its subsidiaries have implemented accounting standards that have been effective since January 1, 2025, which are considered relevant to the consolidated financial statements, namely: (continued)

b. Amendments to SFAS No. 221: The Effects of Changes in Foreign Exchange Rates regarding Lack of Exchangeability

SFAS No. 221 explains how to include foreign currency transactions and foreign operations in the financial statements of an entity and how to translate financial statements into a presentation currency.

The amendments to SFAS No. 221 refer to the amendments to IAS 21: Lack of Exchangeability. These amendments require an entity to apply a consistent approach in assessing whether a currency is exchangeable into another currency, and, when it is not, to determine the exchange rate to be used and the disclosures to be provided.

BRI and its subsidiaries have evaluated the impact of SFAS implementation and have not identified any material impact on the consolidated financial statements.

ar. Dividends

Dividend distribution to the shareholders is recognised as a liability in the consolidated financial statements in the period in which the dividends are approved by the shareholders.

3. KAS / *3. CASH*

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Rupiah		30.664.826		28.038.187	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	38.857.617	647.950	65.023.905	1.046.561	*United States Dollar*
Ringgit Malaysia	35.563.898	146.102	22.455.237	80.791	*Malaysian Ringgit*
Euro Eropa	7.343.108	143.715	4.965.698	83.216	*European Euro*
Dolar Australia	12.312.650	137.314	3.001.500	30.056	*Australian Dollar*
Riyal Arab Saudi	27.246.085	121.150	63.804.945	273.340	*Saudi Arabian Riyal*
Dolar Singapura	6.776.955	87.864	11.647.132	137.955	*Singaporean Dollar*
Pound Sterling Inggris	1.305.930	29.304	985.440	19.924	*Great Britain Pound Sterling*
Dirham Uni Emirat Arab	2.922.110	13.268	5.341.730	23.408	*United Arab Emirates Dirham*
Yen Jepang	101.099.572	10.767	67.951.794	7.001	*Japanese Yen*
Dolar Kanada	820.181	9.980	339.796	3.806	*Canadian Dollar*
Franc Swiss	338.390	7.115	584.970	10.421	*Swiss Franc*
Dolar Brunei Darussalam	434.062	5.628	875.830	10.374	*Bruneian Dollar*
Dolar Selandia Baru	400.643	3.856	516.268	4.681	*New Zealand Dollar*
Dolar Hong kong	1.604.380	3.437	1.383.271	2.868	*Hong Kong Dollar*
Baht Thailand	6.286.590	3.327	1.409.870	662	*Thailand Baht*
Dolar Taiwan Baru	5.468.986	2.904	9.277.819	4.555	*New Taiwanese Dollar*
Won Korea Selatan	211.086.190	2.440	35.859.387	392	*South Korean Won*
Renminbi	931.223	2.221	1.874.875	4.134	*Renminbi*
Dong Vietnam	958.889.000	608	325.350.000	205	*Vietnamese Dong*
Peso Filipina	1.690.900	479	3.148.660	876	*Phillipine Peso*
Rupee India	749.308	139	726.658	137	*Indian Rupee*
Kina Papua Nugini	22.287	87	23.323	92	*Papua New Guinean Kina*
Kroner Norwegia	409	1		-	*Norwegian Krone*
		1.379.656		1.745.455	
Total		**32.044.482**		**29.783.642**	***Total***

Saldo kas sudah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) sebesar Rp3.659.467 dan ASD1.433.440 (nilai penuh) pada tanggal 31 Desember 2025 serta Rp3.730.161 dan ASD1.079.600 (nilai penuh) pada tanggal 31 Desember 2024.

Cash balance includes cash in ATM (Automatic Teller Machines) amounting to Rp3,659,467 and USD1,433,440 (full amount) as of December 31, 2025, and Rp3,730,161 and USD1,079,600 (full amount) as of December 31, 2024.

Pada tanggal-tanggal 31 Desember 2025 dan 2024 tidak terdapat saldo kas yang tidak dapat digunakan dan yang dijaminkan oleh BRI dan entitas anak.

As of December 31, 2025 and 2024, there was no unusable cash that was pledged as collateral by BRI and its subsidiaries.

4. GIRO PADA BANK INDONESIA / *4. CURRENT ACCOUNTS WITH BANK INDONESIA*

Giro pada Bank Indonesia terdiri atas:

Current accounts with Bank Indonesia consist of:

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Rupiah		22.399.643		77.556.344	*Rupiah*
Dolar Amerika Serikat	571.512.149	9.529.965	703.487.121	11.322.625	*United States Dollar*
Total		**31.929.608**		**88.878.969**	***Total***

5. GIRO PADA BANK LAIN / *5. CURRENT ACCOUNTS WITH OTHER BANKS*

a) Berdasarkan Mata Uang: / *a) By Currency:*

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah		721.389		455.510	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	2.037.583.294	33.976.701	1.225.684.117	19.727.386	*United States Dollar*
Dolar Singapura	169.226.774	2.194.033	56.729.387	671.935	*Singaporean Dollar*
Yen Jepang	10.384.072.367	1.105.904	8.020.543.284	826.357	*Japanese Yen*
Renminbi	379.091.637	904.134	580.523.445	1.280.048	*Renminbi*
Pound Sterling Inggris	37.164.312	833.950	24.789.813	501.214	*Great Britain Pound Sterling*
Franc Swiss	26.943.437	566.524	4.483.353	79.871	*Swiss Franc*
Euro Eropa	27.361.896	535.512	40.432.983	677.581	*European Euro*
Dolar Hong Kong	148.066.043	317.202	65.074.834	134.907	*Hong Kong Dollar*
Dolar Australia	22.438.903	250.244	19.884.566	199.114	*Australian Dollar*
Dolar Taiwan Baru	365.771.162	194.219	173.816.071	85.331	*New Taiwanese Dollar*
Dirham Uni Emirat Arab	40.792.693	185.219	47.833.087	209.609	*United Arab Emirates Dirham*
Riyal Arab Saudi	12.821.921	57.013	7.254.723	31.079	*Saudi Arabian Riyal*
Dolar Kanada	3.458.110	42.077	2.384.979	26.716	*Canadian Dollar*
Dolar Selandia Baru	3.065.781	29.510	16.015.084	145.224	*New Zealand Dollar*
Ringgit Malaysia	5.768.382	23.697	2.690.191	9.679	*Malaysian Ringgit*
Kroner Norwegia	4.633.648	7.682	4.889.729	6.942	*Norwegian Croner*
Baht Thailand	11.625.294	6.152	6.214.167	2.919	*Thailand Baht*
Kroner Swedia	1.858.068	3.362	4.555.299	6.666	*Swedish Croner*
		41.233.135		24.622.578	
		41.954.524		25.078.088	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah		473.647		470.161	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Hong Kong	4.860.483	10.413	13.252.891	27.475	*Hong Kong Dollar*
Dolar Amerika Serikat	359.631	5.997	441.212	7.101	*United States Dollar*
		16.410		34.576	
		490.057		504.737	
Total		42.444.581		25.582.825	*Total*
Cadangan kerugian penurunan nilai		(11.273)		(8.378)	*Allowance for impairment losses*
Total - Neto		**42.433.308**		**25.574.447**	***Total - Net***

5. GIRO PADA BANK LAIN (lanjutan)

5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

b) Berdasarkan Bank:

b) By Bank:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Central Asia Tbk	151.018	163.195	*PT Bank Central Asia Tbk*
PT Bank Mayapada Internasional Tbk	120.172	10.350	*PT Bank Mayapada Internasional Tbk*
Standard Chartered Bank	118.663	113.842	*Standard Chartered Bank*
PT Bank Pembangunan Daerah Kalsel	92.694	3.956	*PT Bank Pembangunan Daerah Kalsel*
PT Bank Muamalat Indonesia Tbk	62.123	35.819	*PT Bank Muamalat Indonesia Tbk*
PT Bank Maybank Indonesia Tbk	27.077	26.686	*PT Bank Maybank Indonesia Tbk*
PT Bank OCBC NISP Tbk	24.151	1.661	*PT Bank OCBC NISP Tbk*
PT Bank CIMB Niaga Tbk	18.153	9.834	*PT Bank CIMB Niaga Tbk*
PT Bank Panin Dubai Syariah Tbk	14.845	985	*PT Bank Panin Dubai Syariah Tbk*
PT Bank Permata Tbk	10.632	5.395	*PT Bank Permata Tbk*
Lainnya	81.861	83.787	*Others*
	721.389	455.510	
Mata uang asing			*Foreign currency*
J.P. Morgan Chase Bank, N.A.	19.882.986	14.467.400	*J.P. Morgan Chase Bank, N.A.*
Federal Reserve Bank	9.468.959	169.627	*Federal Reserve Bank*
Standard Chartered Bank	2.038.800	755.651	*Standard Chartered Bank*
Bank of America	1.493.375	1.982.014	*Bank of America*
Wells Fargo Bank, N.A.	1.169.942	5.124	*Wells Fargo Bank, N.A.*
Citibank, N.A.	1.058.696	2.160.953	*Citibank, N.A.*
PT Bank DBS	1.053.531	278.793	*PT Bank DBS*
Bank of China, Ltd	795.539	1.227.909	*Bank of China, Ltd*
Sumitomo Mitsui Banking Corporation	697.907	458.665	*Sumitomo Mitsui Banking Corporation*
UBS Switzerland AG, Zurich	566.497	79.862	*UBS Switzerland AG, Zurich*
OCBC Singapore	416.868	212.602	*OCBC Singapore*
Bank MUFG	408.013	367.700	*Bank MUFG*
Lainnya	2.182.022	2.456.278	*Others*
	41.233.135	24.622.578	
	41.954.524	25.078.088	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Bank Negara Indonesia (Persero) Tbk	189.012	126.594	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	155.839	135.229	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri (Persero) Tbk	114.357	147.201	*PT Bank Mandiri (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	9.142	60.728	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Nasional (dahulu PT Bank Tabungan Negara (Persero) Tbk - Unit usaha syariah)	5.297	408	*PT Bank Syariah Nasional (formerly PT Bank Tabungan Negara (Persero) Tbk - sharia business unit)*
PT Bank Hibank Indonesia	-	1	*PT Bank Hibank Indonesia*
	473.647	470.161	

5. GIRO PADA BANK LAIN (lanjutan) / *5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

b) Berdasarkan Bank (lanjutan): / *b) By Bank (continued):*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak berelasi (Catatan 44) (lanjutan)			*Related parties (Note 44) (continued)*
Mata uang asing			*Foreign currency*
PT Bank Negara Indonesia (Persero) Tbk	14.894	32.995	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	1.516	1.581	*PT Bank Mandiri (Persero) Tbk*
	16.410	34.576	
	490.057	504.737	
Total	42.444.581	25.582.825	*Total*
Cadangan kerugian penurunan nilai	(11.273)	(8.378)	*Allowance for impairment losses*
Neto	**42.433.308**	**25.574.447**	***Net***

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan: / *c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:*

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada bank lain					*Current accounts with others banks*
Nilai tercatat awal	25.582.825	-	-	25.582.825	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	16.782.651	-	-	16.782.651	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	78.464	-	-	78.464	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	641	-	-	641	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**42.444.581**	-	-	**42.444.581**	***Carrying value ending balance***

5. GIRO PADA BANK LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada bank lain					*Current accounts with others banks*
Nilai tercatat awal	22.331.919	-	-	22.331.919	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	3.246.897	-	-	3.246.897	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	3.539	-	-	3.539	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	470	-	-	470	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**25.582.825**	-	-	**25.582.825**	***Carrying value ending balance***

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada bank lain					*Current accounts with others banks*
Cadangan atas kerugian kredit ekspektasian awal	8.378	-	-	8.378	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	3.105	-	-	3.105	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	-	-	-	-	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan					*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(210)	-	-	(210)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**11.273**	-	-	**11.273**	***Allowance for expected credit loss ending balance***

5. GIRO PADA BANK LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada bank lain					*Current accounts with others banks*
Cadangan atas kerugian kredit ekspektasian awal	9.984	-	-	9.984	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(1.678)	-	-	(1.678)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	1	-	-	1	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	71	-	-	71	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**8.378**	**-**	**-**	**8.378**	***Allowance for expected credit loss ending balance***

Pada tanggal-tanggal 31 Desember 2025 dan 2024, tidak terdapat giro pada bank lain yang dibatasi penggunaannya.

As of December 31, 2025 and 2024, there were no current accounts with other banks that were restricted in use.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, giro pada bank lain dilakukan penilaian secara kolektif.

As of December 31, 2025 and 2024, current accounts with other banks are assessed collectively.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai telah memadai pada tanggal-tanggal 31 Desember 2025 dan 2024.

Management believes that the allowance for impairment losses is adequate as of December 31, 2025 and 2024

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS

a) Berdasarkan Mata Uang dan Jenis:

a) By Currency and Type:

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Bank Indonesia					*Bank Indonesia*
Deposit Facility		-		18.949.861	*Deposit Facility*
		-		18.949.861	
Inter-bank call money					*Inter-bank call money*
PT Bank DKI		-		400.000	*PT Bank DKI*
PT Bank OCBC NISP Tbk		-		300.000	*PT Bank OCBC NISP Tbk*
PT Bank Mega Tbk		-		300.000	*PT Bank Mega Tbk*
PT BPD Kaltim Kaltara		-		200.000	*PT BPD Kaltim Kaltara*
PT Bank DBS Indonesia		-		200.000	*PT Bank DBS Indonesia*
PT Bank UOB Indonesia		-		200.000	*PT Bank UOB Indonesia*
PT Bank Maybank Indonesia Tbk		-		175.000	*PT Bank Maybank Indonesia Tbk*
PT BPD Sumatera Utara		-		100.000	*PT BPD Sumatera Utara*
PT BPD Sulawesi Utara Gorontalo		-		100.000	*PT BPD Sulawesi Utara Gorontalo*
Lembaga Keuangan Lainnya		-		180.000	*Other Financial Institutions*
		-		2.155.000	
Deposito Berjangka					*Time Deposits*
PT Bank Mega Tbk		373.491		6.000	*PT Bank Mega Tbk*
PT Bank Maybank Indonesia Tbk		51.100		-	*PT Bank Maybank Indonesia Tbk*
PT Bank DKI		39.800		84.600	*PT Bank DKI*
PT Bank CIMB Niaga Tbk		36.050		18.500	*PT Bank CIMB Niaga Tbk*
PT Bank Mayapada Internasional Tbk		19.503		13.000	*PT Bank Mayapada Internasional Tbk*
PT Nationalnobu Tbk		18.604			*PT Nationalnobu Tbk*
PT BPD Sulawesi Utara Gorontalo		17.800		-	*PT BPD Sulawesi Utara Gorontalo*
PT Bank Muamalat Indonesia Tbk		17.000		12.050	*PT Bank Muamalat Indonesia Tbk*
PT Bank KB Bukopin Syariah		16.500		25.500	*PT Bank KB Bukopin Syariah*
PT Bank Ina Perdana Tbk		12.000		11.000	*PT Bank Ina Perdana Tbk*
PT BPD Jawa Barat dan Banten Syariah		11.000		11.000	*PT BPD Jawa Barat dan Banten Syariah*
PT BPD Jawa Barat dan Banten Tbk		10.122		-	*PT BPD Jawa Barat dan Banten Tbk*
Lembaga Keuangan Lainnya		128.158		264.321	*Other Financial Institutions*
		751.128		445.971	
Penempatan lainnya					*Other Placements*
(*Margin Deposit*)					(*Margin Deposit*)
JP Morgan Chase Bank, N.A.		18.148		-	*JP Morgan Chase Bank, N.A.*
		18.148		-	
(*Banker's Acceptance*)					*(Banker's Acceptance)*
PT Bank Maybank Indonesia Tbk		1.500.000		-	*PT Bank Maybank Indonesia Tbk*
		1.500.000		-	
		2.269.276		21.550.832	

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

a) Berdasarkan Mata Uang dan Jenis (lanjutan):

a) By Currency and Type (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Dolar Amerika Serikat					*United States Dollar*
Bank Indonesia					*Bank Indonesia*
Term Deposit	500.000.000	8.337.500	1.000.000.000	16.095.000	*Term Deposit*
		8.337.500		16.095.000	
Deposito Berjangka					*Time Deposits*
U.S. Bank		-	634.620	10.214	*U.S. Bank*
		-		10.214	
Inter-bank call money					*Inter-bank call money*
The Bank of New York Mellon Corporation	64.900.000	1.082.208	49.400.000	795.093	*The Bank of New York Mellon Corporation*
The Hongkong and Shanghai Banking Co. Ltd	38.900.412	648.664	9.270.929	149.216	*The Hongkong and Shanghai Banking Co. Ltd*
State Bank of India	35.027.974	584.091	53.000.000	853.035	*State Bank of India*
The Chugoku Bank Ltd	30.011.989	500.450		-	*The Chugoku Bank Ltd*
United Overseas Bank Limited	7.452.999	124.279	7.452.999	119.956	*United Overseas Bank Limited*
Lembaga Keuangan Lainnya		-	659.291.652	8.693.999	*Other Financial Institutions*
		2.939.692		10.611.299	
Penempatan lainnya (*Banker's Acceptance*)					*Other Placements (Banker's Acceptance)*
The Saudi National Bank	125.000.000	2.084.375		-	*The Saudi National Bank*
PT Bank IBK Indonesia Tbk	110.000.000	1.834.250	95.000.000	1.529.025	*PT Bank IBK Indonesia Tbk*
PT Bank Mega Tbk	30.000.000	500.250	50.000.000	804.750	*PT Bank Mega Tbk*
PT Bank Maybank Indonesia Tbk		-	116.000.000	1.867.020	*PT Bank Maybank Indonesia Tbk*
		4.418.875		4.200.795	
(*Margin Deposit*)					(*Margin Deposit*)
Standard Chartered Bank	16.126.185	268.904		-	*Standard Chartered Bank*
JP Morgan Chase Bank. N.A.	3.080.000	51.359	1.000.000	16.095	*JP Morgan Chase Bank. N.A.*
		320.263		16.095	
		16.016.330		30.933.403	
Dolar Taiwan Baru					*New Taiwanese Dollar*
Inter-bank call money					*Inter-bank call money*
KEB Hana Bank		-	400.000.000	196.370	*KEB Hana Bank*
		-		196.370	
		16.016.330		31.129.773	
		18.285.606		52.680.605	

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

a) Berdasarkan Mata Uang dan Jenis (lanjutan):

a) By Currency and Type (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Inter-bank call money					*Inter-bank call money*
PT Bank Negara Indonesia (Persero)Tbk		-		1.000.000	*PT Bank Negara Indonesia (Persero) Tbk*
		-		1.000.000	
Deposito berjangka					*Time deposits*
PT Bank Syariah Indonesia Tbk		222.484		174.448	*PT Bank Syariah Indonesia Tbk*
PT Bank Syariah Nasional (dahulu PT Bank Tabungan Negara (Persero) Tbk - Unit usaha syariah)		67.066		-	*PT Bank Syariah Nasional (formely PT Bank Tabungan Negara (Persero) Tbk - sharia business unit)*
PT Bank Tabungan Negara (Persero) Tbk		33.956		743.179	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk		5.050		65.050	*PT Bank Negara Indonesia Tbk (Persero) Tbk*
		328.556		982.677	
		328.556		1.982.677	
Dolar Amerika Serikat					*United States Dollar*
Inter-bank call money					*Inter-bank call money*
PT Bank Mandiri (Persero) Tbk	85.000.000	1.417.375	138.000.000	2.221.110	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	60.000.000	1.000.500	60.000.000	965.700	*PT Bank Negara Indonesia Persero (Tbk)*
		2.417.875		3.186.810	
Deposito berjangka					*Time deposits*
PT Bank Tabungan Negara (Persero) Tbk	1.509.625	25.173	1.506.244	24.243	*PT Bank Tabungan Negara (Persero) Tbk*
		25.173		24.243	
		2.443.048		3.211.053	
		2.771.604		5.193.730	
Total		21.057.210		57.874.335	*Total*
Cadangan kerugian penurunan nilai		(2.405)		(767)	*Less allowance for impairment losses*
Neto		**21.054.805**		**57.873.568**	***Net***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

b) Berdasarkan Jangka Waktu:

Klasifikasi jangka waktu penempatan berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

b) By Time Period:

The classifications of placements based on their remaining period to maturity are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	2.160.141	21.386.012	*≤ 1 month*
> 1 bulan - 3 bulan	26.650	51.650	*> 1 month - 3 months*
> 3 bulan - 1 tahun	82.485	113.170	*> 3 months - 1 year*
	2.269.276	21.550.832	
Mata uang asing			*Foreign currency*
≤ 1 bulan	12.848.080	25.754.137	*≤ 1 month*
> 1 bulan - 3 bulan	1.584.125	4.216.796	*> 1 month - 3 months*
> 3 bulan - 1 tahun	1.584.125	1.158.840	*> 3 months - 1 year*
	16.016.330	31.129.773	
	18.285.606	52.680.605	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	245.404	1.903.733	*≤ 1 month*
> 1 bulan - 3 bulan	83.152	78.444	*> 1 month - 3 months*
> 3 bulan - 1 tahun	-	500	*> 3 months - 1 year*
	328.556	1.982.677	
Mata uang asing			*Foreign currency*
≤ 1 bulan	2.192.923	3.211.053	*≤ 1 month*
> 1 bulan - 3 bulan	100.050	-	*> 1 month - 3 months*
> 3 bulan - 1 tahun	150.075	-	*> 3 months - 1 year*
	2.443.048	3.211.053	
	2.771.604	5.193.730	
Total	21.057.210	57.874.335	*Total*
Cadangan kerugian penurunan nilai	(2.405)	(767)	*Allowance for impairment losses*
Neto	**21.054.805**	**57.873.568**	***Net***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan lembaga keuangan lain					*Placement with Bank Indonesia and other financial institution*
Nilai tercatat awal	57.874.335	-	-	57.874.335	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	21.057.210	-	-	21.057.210	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(57.872.572)	-	-	(57.872.572)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1.763)	-	-	(1.763)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**21.057.210**	**-**	**-**	**21.057.210**	***Carrying value ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan lembaga keuangan lain					*Placement with Bank Indonesia and other financial institution*
Nilai tercatat awal	65.225.260	-	-	65.225.260	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	57.874.335	-	-	57.874.335	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(65.223.260)	-	-	(65.223.260)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.000)	-	-	(2.000)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**57.874.335**	**-**	**-**	**57.874.335**	***Carrying value ending balance***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (lanjutan):

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan lembaga keuangan lain					*Placement with Bank Indonesia and other financial institutions*
Cadangan atas kerugian kredit ekspektasian awal	767	-	-	767	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	2.530	-	-	2.530	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(767)	-	-	(767)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(125)	-	-	(125)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**2.405**	**-**	**-**	**2.405**	***Allowance for expected credit loss ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan lembaga keuangan lain					*Placement with Bank Indonesia and other financial institutions*
Cadangan atas kerugian kredit ekspektasian awal	1.860	-	-	1.860	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	767	-	-	767	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.859)	-	-	(1.859)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1)	-	-	(1)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**767**	**-**	**-**	**767**	***Allowance for expected credit loss ending balance***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai telah memadai pada tanggal 31 Desember 2025 dan 2024.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, penempatan pada Bank Indonesia dan lembaga keuangan lain dilakukan penilaian secara kolektif.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, tidak terdapat jumlah dana yang diblokir.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, tidak terdapat penempatan pada Bank Indonesia dan lembaga keuangan lain yang dibatasi penggunaannya, kecuali margin deposit masing-masing sebesar Rp338.411 dan Rp16.095.

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

Management believes that the allowance for impairment losses is adequate as of December 31, 2025 and 2024.

As of December 31, 2025 and 2024, placement with Bank Indonesia and other financial institutions are assessed collectively.

On December 31, 2025 and 2024, there are no blocked funds.

As of December 31, 2025 and 2024, there were no placements with Bank Indonesia and other financial institutions that were impaired and whose use was restricted, except margin deposit amounting to Rp338,411 and Rp16,095, respectively.

7. EFEK-EFEK

a) Berdasarkan Tujuan, Mata Uang dan Jenis:

7. SECURITIES

a) By Purpose, Currency, and Type:

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Sertifikat Rupiah Bank Indonesia		10.312.692		8.673.481	*Certificate of Bank Indonesia*
Reksadana		3.956.006		7.638.041	*Mutual Fund*
Obligasi		178.375		269.314	*Bonds*
Lainnya		890.080		1.028.862	*Others*
		15.337.153		17.609.698	
Dolar Amerika Serikat					*United States Dollar*
U.S. Treasury Bonds	232.936.855	3.884.222	2.999.941	48.284	*U.S. Treasury Bonds*
Sertifikat Valas Bank Indonesia	9.970.322	166.255		-	*Certificate of Bank Indonesia*
Reksadana	3.679.627	61.358	594.401	9.567	*Mutual Fund*
Lainnya	301.925	5.035	1.333.040	21.455	*Others*
		4.116.870		79.306	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Obligasi Pemerintah Indonesia		3.603.973		4.325.287	*Indonesian Government Bond*
Obligasi		143.742		98.410	*Bonds*
Lainnya		398.419		544.739	*Others*
		4.146.134		4.968.436	
Dolar Amerika Serikat					*United States Dollar*
Obligasi Pemerintah Indonesia	81.771.881	1.363.546	39.353.446	633.394	*Indonesian Government Bond*
Obligasi	-		7.947.680	127.918	*Bonds*
		1.363.546		761.312	
		24.963.703		23.418.752	

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

a) Berdasarkan Tujuan, Mata Uang dan Jenis (lanjutan): / *a) By Purpose, Currency, and Type (continued):*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Sertifikat Rupiah Bank Indonesia		20.852.552		18.337.366	*Certificate of Bank Indonesia*
Reksadana		18.225.631		14.255.835	*Mutual Fund*
Obligasi		4.171.822		3.220.768	*Bonds*
Negotiable Certificate of Deposit		100.997		-	*Negotiable Certificate of Deposit*
Lainnya		6.721		8.613	*Others*
		43.357.723		35.822.582	
Dolar Amerika Serikat					*United States Dollar*
Sertifikat Valas Bank Indonesia	755.797.622	12.602.925	304.147.426	4.895.253	*Certificate of Bank Indonesia*
U.S. Treasury Bonds	149.226.034	2.488.344	101.653.849	1.636.119	*U.S. Treasury Bonds*
U.S. Treasury Bills	119.766.287	1.997.103	62.800.383	1.010.772	*U.S. Treasury Bills*
Reksadana	50.835.000	847.674	50.750.000	816.821	*Mutual Fund*
Obligasi	48.193.327	803.624	45.246.228	728.238	*Bonds*
		18.739.670		9.087.203	
Dolar Singapura					*Singaporean Dollar*
Monetary Authority of Singapore (MAS) Bills	180.469.166	2.339.792	124.484.981	1.474.472	*Monetary Authority of Singapore (MAS) Bills*
Singapore Government Securities (SIGB)	33.207.937	430.543	49.514.693	586.480	*Singapore Government Securities (SIGB)*
Obligasi	1.009.656	13.090	982.099	11.633	*Bonds*
		2.783.425		2.072.585	
Dolar Taiwan Baru					*New Taiwanese Dollar*
Obligasi Pemerintah Taiwan	200.436.100	106.429	200.121.300	98.245	*Taiwan Government Bonds*
Negotiable Certificate of Deposit	100.000.000	53.099	130.000.000	63.820	*Negotiable Certificate of Deposit*
		159.528		162.065	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Obligasi Pemerintah Indonesia		60.135.720		75.098.417	*Indonesian Government Bond*
Obligasi		6.816.616		6.359.980	*Bonds*
Medium-Term Note		59.997		211.027	*Medium-Term Note*
Lainnya		-		13.118	*Others*
		67.012.333		81.682.542	
Dolar Amerika Serikat					*United States Dollar*
Obligasi Pemerintah Indonesia	1.800.605.784	30.025.101	2.120.255.081	34.125.506	*Indonesian Government Bond*
Obligasi	214.088.603	3.569.927	275.977.690	4.441.861	*Bonds*
		33.595.028		38.567.367	
Yen Jepang					*Japanese Yen*
Obligasi Pemerintah Indonesia	2.195.687.998	233.841	2.185.844.488	225.207	*Indonesian Government Bond*
		233.841		225.207	
Euro Eropa					*European Euro*
Obligasi Pemerintah Indonesia	8.751.800	171.285	15.320.075	256.735	*Indonesian Government Bond*
		171.285		256.735	
		166.052.833		167.876.286	

7. EFEK-EFEK (lanjutan)

a) Berdasarkan Tujuan, Mata Uang dan Jenis (lanjutan):

7. SECURITIES (continued)

a) By Purpose, Currency, and Type (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Biaya perolehan diamortisasi					***Amortized costs***
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Sertifikat Rupiah Bank Indonesia		428.394		346.126	*Certificate of Bank Indonesia*
Obligasi		-		15.096	*Bonds*
		428.394		361.222	
Dolar Amerika Serikat					*United States Dollar*
Obligasi		-	2.999.277	48.273	*Bonds*
U.S. Treasury Bonds	5.021.466	83.733		-	*U.S. Treasury Bonds*
Lainnya	2.299.524.405	38.344.569	1.343.798.812	21.628.442	*Others*
		38.428.302		21.676.715	
Dolar Singapura					*Singaporean Dollar*
Obligasi	9.166.103	118.839	9.448.037	111.908	*Bonds*
Monetary Authority of Singapore (MAS) Bills	19.982.652	259.076		-	*Monetary Authority of Singapore (MAS) Bills*
Lainnya		-	9.000.000	106.601	*Others*
		377.915		218.509	
Euro Eropa					*European Euro*
Lainnya		-	18.000.000	301.646	*Others*
		-		301.646	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Obligasi Pemerintah Indonesia		119.293.288		86.661.449	*Indonesian Government Bond*
Obligasi		77.003		231.095	*Bonds*
Medium-Term Note		10.175		10.175	*Medium-Term Note*
		119.380.466		86.902.719	
Dolar Amerika Serikat					*United States Dollar*
Obligasi Pemerintah Indonesia	1.312.046.849	21.878.381	1.461.520.946	23.523.180	*Indonesian Government Bond*
Obligasi	12.458.806	207.751	16.083.435	258.863	*Bonds*
Lainnya	36.900.000	615.308	87.080.000	1.401.552	*Others*
		22.701.440		25.183.595	
Euro Eropa					*European Euro*
Obligasi Pemerintah Indonesia	20.425.107	399.749	35.580.160	596.256	*Indonesian Government Bond*
		399.749		596.256	
		181.716.266		135.240.662	
Total		**372.732.802**		**326.535.700**	***Total***
Dikurangi cadangan kerugian penurunan nilai		(89.519)		(58.823)	*Less Allowance for Impairment Losses*
Neto		**372.643.283**		**326.476.877**	***Net***

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

b) Berdasarkan Sisa Umur Hingga Jatuh Tempo: / *b) By Remaining Period to Maturity:*

Klasifikasi jangka waktu efek-efek berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut: / *The classifications of securities based on their remaining period to maturity are as follows:*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	55.750.904	53.443.260	*≤ 1 month*
> 1 bulan - 3 bulan	597.910	60.721	*> 1 month - 3 months*
> 3 bulan - 1 tahun	789.514	284.425	*> 3 months - 1 year*
> 1 tahun	1.984.942	5.096	*> 1 year*
	59.123.270	53.793.502	
Mata Uang Asing			*Foreign currency*
≤ 1 bulan	29.778.327	14.784.717	*≤ 1 month*
> 1 bulan - 3 bulan	10.747.191	7.626.822	*> 1 month - 3 months*
> 3 bulan - 1 tahun	21.426.753	11.077.537	*> 3 months - 1 year*
> 1 tahun	2.653.439	108.953	*> 1 year*
	64.605.710	33.598.029	
	123.728.980	87.391.531	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	49.900.510	86.948.023	*≤ 1 month*
> 1 bulan - 3 bulan	4.063.804	20.000	*> 1 month - 3 months*
> 3 bulan - 1 tahun	17.344.239	11.481.294	*> 3 months - 1 year*
> 1 tahun	119.230.380	75.104.380	*> 1 year*
	190.538.933	173.553.697	
Mata Uang Asing			*Foreign currency*
≤ 1 bulan	39.136.596	41.850.687	*≤ 1 month*
> 1 bulan - 3 bulan	3.028.298	-	*> 1 month - 3 months*
> 3 bulan - 1 tahun	850.414	3.690.099	*> 3 months - 1 year*
> 1 tahun	15.449.581	20.049.686	*> 1 year*
	58.464.889	65.590.472	
	249.003.822	239.144.169	
Total	372.732.802	326.535.700	*Total*
Cadangan kerugian penurunan nilai	(89.519)	(58.823)	*Allowance for impairment losses*
Neto	**372.643.283**	**326.476.877**	***Net***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit:

c.1. Obligasi Pemerintah

Obligasi Pemerintah merupakan obligasi yang diterbitkan oleh suatu negara dalam rangka pengelolaan portofolio surat utang negara tersebut, seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan Obligasi Pemerintah valuta asing yang diperoleh melalui pasar perdana dan juga pasar sekunder, termasuk *U.S. Treasury Bonds, U.S. Treasury Bills*, *Singapore Government Securities,* dan Obligasi Pemerintah Taiwan. Rincian Obligasi Pemerintah adalah sebagai berikut:

7. SECURITIES (continued)

c) By Type and Issuer:

c.1. Government Bonds

Government bonds represent bonds issued by the government of a country in connection with the management of Government debentures portfolio, such as Government Debentures (SUN), Government Treasury Bills (SPN) and Government bonds issued in foreign currency which are obtained from the primary and secondary markets, including U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities, and Taiwan Government Bonds. The details of Government bonds are as follows:

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Rupiah			*Rupiah*
Obligasi Pemerintah *Fixed Rate*	2.035.726	1.058.572	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	1.287.134	673.106	*Sukuk Government Bonds*
Obligasi Ritel Indonesia	136.194	1.610.304	*Indonesia Retail Bonds*
Surat Perbendaharaan Negara	144.919	983.305	*Government Treasury Bonds*
	3.603.973	4.325.287	
Mata uang asing			*Foreign currency*
Obligasi Pemerintah *Fixed Rate* Dolar Amerika Serikat	957.640	320.083	*United States Dollar Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	405.906	313.311	*Sukuk Government Bonds*
U.S. Treasury Bonds	3.884.222	48.284	*U.S. Treasury Bonds*
	5.247.768	681.678	
	8.851.741	5.006.965	
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through other comprehensive income***
Rupiah			*Rupiah*
Obligasi Pemerintah *Fixed Rate*	52.911.398	51.852.182	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	5.726.915	10.531.589	*Sukuk Government Bonds*
Surat Perbendaharaan Negara Syariah	368.964	9.600	*Sharia Government Treasury Bills*
Obligasi Ritel Indonesia	50.482	12.568.881	*Indonesia Retail Bonds*
Surat Perbendaharaan Negara	1.077.961	136.165	*Government Treasury Bills*
	60.135.720	75.098.417	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.1. Obligasi Pemerintah (lanjutan)

Obligasi Pemerintah merupakan obligasi yang diterbitkan oleh suatu negara dalam rangka pengelolaan portofolio surat utang negara tersebut, seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan Obligasi Pemerintah valuta asing yang diperoleh melalui pasar perdana dan juga pasar sekunder, termasuk *U.S. Treasury Bonds, U.S. Treasury Bills*, *Singapore Government Securities,* dan Obligasi Pemerintah Taiwan. Rincian Obligasi Pemerintah adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.1. Government Bonds (continued)

Government bonds represent bonds issued by the government of a country in connection with the management of Government debentures portfolio, such as Government Debentures (SUN), Government Treasury Bills (SPN) and Government bonds issued in foreign currency which are obtained from the primary and secondary markets, including U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities, and Taiwan Government Bonds. The details of Government bonds are as follows (continued):

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)			***Fair value through other comprehensive income (continued)***
Mata uang asing			*Foreign currency*
Obligasi Pemerintah *Fixed Rate*			*United States Dollar Fixed Rate*
Dolar Amerika Serikat	17.506.145	18.047.417	*Government Bonds*
Obligasi Pemerintah Sukuk	12.518.956	16.078.089	*Sukuk Government Bonds*
U.S. Treasury Bonds	2.488.344	1.636.119	*U.S. Treasury Bonds*
U.S. Treasury Bills	1.997.103	1.010.772	*U.S. Treasury Bills*
Singapore Government Securities (*SIGB*)	430.543	586.480	*Singapore Government Securities (SIGB)*
Obligasi Pemerintah Yen Jepang	233.841	225.207	*Japanese Yen Government Bonds*
Obligasi Pemerintah Euro Eropa	171.285	256.735	*European Euro Government Bonds*
Obligasi Pemerintah Taiwan	106.429	98.245	*Taiwanese Government Bonds*
	35.452.646	37.939.064	
	95.588.366	113.037.481	
Biaya perolehan diamortisasi			***Amortized costs***
Rupiah			*Rupiah*
Obligasi Pemerintah *Fixed Rate*	109.532.480	76.336.445	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	9.760.808	10.005.864	*Sukuk Government Bonds*
Obligasi Ritel Indonesia	-	319.140	*Indonesia Retail Bonds*
	119.293.288	86.661.449	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.1. Obligasi Pemerintah (lanjutan)

Obligasi Pemerintah merupakan obligasi yang diterbitkan oleh suatu negara dalam rangka pengelolaan portofolio surat utang negara tersebut, seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan Obligasi Pemerintah valuta asing yang diperoleh melalui pasar perdana dan juga pasar sekunder, termasuk *U.S. Treasury Bonds, U.S. Treasury Bills*, *Singapore Government Securities* dan Obligasi Pemerintah Taiwan. Rincian Obligasi Pemerintah adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.1. Government Bonds (continued)

Government bonds represent bonds issued by the government of a country in connection with the management of Government debentures portfolio, such as Government Debentures (SUN), Government Treasury Bills (SPN) and Government bonds issued in foreign currency which are obtained from the primary and secondary markets, including U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities and Taiwan Government Bonds. The details of Government bonds are as follows (continued):

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Biaya perolehan diamortisasi (lanjutan)			***Amortized costs (continued)***
Mata uang asing			*Foreign currency*
Obligasi Pemerintah *Fixed Rate*			*United States Dollar Fixed Rate*
Dolar Amerika Serikat	13.519.613	13.358.317	*Government Bonds*
Obligasi Pemerintah Sukuk	8.442.501	10.164.863	*Sukuk Government Bonds*
Obligasi Pemerintah Euro Eropa	399.749	596.256	*European Euro Government Bonds*
	22.361.863	24.119.436	
	141.655.151	110.780.885	
Total	**246.095.258**	**228.825.331**	***Total***

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut:

Information regarding interest rates and maturity date as follows:

	31 Desember 2025/*December 31*, 2025		31 Desember 2024/*December 31*, 2024		
	Tingkat Suku Bunga per Tahun (%)/ *Annual Interest Rate (%)*	**Tanggal Jatuh Tempo/ *Maturity Date***	**Tingkat Suku Bunga per Tahun (%)/ *Annual Interest Rate (%)***	**Tanggal Jatuh Tempo/ *Maturity Date***	
Rupiah					***Rupiah***
Surat Perbendaharaan Negara	4,47 - 4,54	12 Jan/*Jan 12,* 2026-5 Nov/*Nov* 5 2026	6,03 - 12,32	16 Jan/*Jan 16,* 2025-4 Ags/*Aug 4,* 2025	*Government Treasury Bills*
Obligasi Pemerintah *Fixed Rate*	5,12 - 12,00	15 Feb/Feb 15, 2026-15 Jul/*Jul* 15, 2064	5,12 - 12,00	15 Feb/*Feb 15,* 2025-15 Jul/*Jul* 15, 2054	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	4,88 - 9,00	10 Mar/*Mar 10,* 2026-15 Des/*Dec 15,* 2049	4,87 - 10,25	15 Jan/*Jan 15,* 2025-15 Des/*Dec 15,* 2049	*Sukuk Government Bonds*
Obligasi Ritel Indonesia	4,88 - 6,75	15 Jul/*Jul 15,* 2026-15 Feb/*Feb 15,* 2031	4,87 - 10,25	15 Feb/*Feb 15,* 2025-15 Jul/*Jul 15,* 2064	*Indonesia Retail Bonds*

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.1. Obligasi Pemerintah (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut: (lanjutan)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.1. Government Bonds (continued)

Information regarding interest rates and maturity date as follows: (continued)

	31 Desember 2025/*December 31*, 2025		31 Desember 2024/*December 31*, 2024		
	Tingkat Suku Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Tingkat Suku Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	
Mata uang asing					***Foreign currency***
Obligasi Pemerintah Sukuk	1,50 - 5,60	29 Mar/*Mar 29,* 2026-9 Jun/*Jun 9,* 2051	1,50 - 5,65	28 Mei/*May 28,* 2025-25 Nov/*Nov 25,* 2054	*Sukuk Government Bonds*
Obligasi Pemerintah *Fixed Rate* Dolar Amerika Serikat	1,85 - 8,50	8 Jan/*Jan 8,* 2026-23 Sep/*Sep 23,* 2061	1,50 - 8,50	15 Jan/*Jan 15,* 2025-12 Mar/*Mar 12,* 2071	*Fixed Rate Government Bonds United States Dollar*
Obligasi Pemerintah Euro Eropa	0,90 - 3,75	14 Feb/*Feb 14,* 2027-23 Mar/*Mar 23,* 2034	0,90 - 3,38	30 Jul/*Jul 30,* 2025-23 Mar/*Mar 23,* 2034	*European Euro Government Bonds*
Obligasi Pemerintah Yen Jepang	0,57	27 Mei/*May 27,* 2026	0,57	27 Mei/*May 27,* 2026	*Japanese Yen Government Bonds*
Obligasi Pemerintah Taiwan	1,00 - 2,13	10 Nov/*Nov 10,* 2026-23 Jun/*Jun 23,* 2027	1,00 - 2,13	10 Nov/*Nov 10,* 2026-23 Jun/*Jun 23,* 2027	*Taiwan Government Bonds*
U.S. Treasury Bonds	1,38 - 4,63	13 Nov/*Nov 13,* 2026	0,25 - 5,00	31 Jan/*Jan 31,* 2025-15 Nov/*Nov 15,* 2033	*U.S. Treasury Bonds*
U.S. Treasury Bills	3,56 - 3,66	15 Jan/*Jan 15,* 2026-28 Apr/*Apr 28,* 2026	3,18 - 4,99	14 Jan/*Jan 14,* 2025-11 Feb/*Feb 11,* 2025	*U.S. Treasury Bills*
Singapore Government Securities (SIGB)	2,13 - 2,63	5 Jan/*Jan 5,* 2026-6 Jan/*Jan 6,* 2026	0,50 - 2,63	1 Jun/*Jun 1,* 2025-1 Mei/*May 1,* 2028	*Singapore Government Securities (SIGB)*

Nilai pasar Obligasi Pemerintah yang diklasifikasikan sebagai "Nilai Wajar melalui Laba Rugi" dan "Nilai Wajar melalui Penghasilan Komprehensif Lain" berkisar dari 96,18% sampai dengan 133,71% dan 93,70% sampai dengan 120,52% masing-masing pada tanggal 31 Desember 2025 dan 2024.

Market values of Government bonds classified as "Fair Value through Profit or Loss" and "Fair Value through Other Comprehensive Income" ranged from 96.18% to 133.71% and 93.70% to 120.52% as of December 31, 2025 and 2024 respectively.

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.2. Obligasi / *c.2. Bonds*

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Indah Kiat Pulp & Paper Tbk	43.322	128.886	*PT Indah Kiat Pulp & Paper Tbk*
PT Adira Finance	28.455	-	*PT Adira Finance*
PT Astra Sedaya Finance	18.179	-	*PT Astra Sedaya Finance*
PT Federal International Finance	15.171	24.906	*PT Federal International Finance*
PT Bumi Serpong Damai Tbk	15.008	-	*PT Bumi Serpong Damai Tbk*
PT BPD Jabar Banten Tbk	14.288	-	*PT BPD Jabar Banten Tbk*
PT Chandra Asri Petrochemical Tbk	10.456	10.111	*PT Chandra Asri Petrochemical Tbk*
PT Mayora Indah Tbk	10.232	-	*PT Mayora Indah Tbk*
PT KB Finansia Multifinance	4.746	-	*PT KB Finansia Multifinance*
PT Surya Artha Nusantara Finance	4.716	-	*PT Surya Artha Nusantara Finance*
Lainnya	13.802	105.411	*Others*
	178.375	269.314	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk	45.979	38.640	*PT Bank Mandiri (Persero) Tbk*
PT Sarana Multigriya Finansial (Persero)	23.747	24.980	*PT Sarana Multigriya Finansial (Persero)*
PT Waskita Beton Precast Tbk	23.004	26.633	*PT Waskita Beton Precast Tbk*
PT Mandiri Tunas Finance	19.220	-	*PT Mandiri Tunas Finance*
PT Angkasa Pura I (Persero)	9.916	-	*PT Angkasa Pura I (Persero)*
PT Kereta Api Indonesia (Persero)	9.649	-	*PT Kereta Api Indonesia (Persero)*
PT Perusahaan Listrik Negara (Persero)	4.463	4.165	*PT Perusahaan Listrik Negara (Persero)*
PT Indonesia Infrastructure Finance	3.005	-	*PT Indonesia Infrastructure Finance*
PT Danareksa (Persero)	1.912	-	*PT Danareksa (Persero)*
PT Sarana Multi Infrastruktur (Persero)	1.891	3.992	*PT Sarana Multi Infrastruktur (Persero)*
Lainnya	956	-	*Others*
	143.742	98.410	
Dolar Amerika Serikat			*United States Dollar*
PT Bank Mandiri (Persero) Tbk	-	127.918	*PT Bank Mandiri (Persero) Tbk*
	-	127.918	
	322.117	495.642	

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.2. Obligasi (lanjutan) / *c.2. Bonds (continued)*

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through* other *comprehensive income***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Astra Sedaya Finance	621.638	574.991	*PT Astra Sedaya Finance*
PT Adira Finance	518.604	598.099	*PT Adira Finance*
PT Tower Bersama Infrastructure Tbk	350.317	-	*PT Tower Bersama Infrastructure Tbk*
PT Federal International Finance	343.523	338.577	*PT Federal International Finance*
PT Indomobil Multifinance	307.462	293.256	*PT Indomobil Multifinance*
PT Chandra Asri Petrochemical Tbk	293.675	294.115	*PT Chandra Asri Petrochemical Tbk*
PT Indah Kiat Pulp & Paper Tbk	249.507	118.877	*PT Indah Kiat Pulp & Paper Tbk*
PT Medco Power Indonesia	160.992	-	*PT Medco Power Indonesia*
PT Surya Artha Nusantara Finance	153.090	325.272	*PT Surya Artha Nusantara FInance*
PT Merdeka Copper Gold Tbk	127.886	-	*PT Merdeka Copper Gold Tbk*
Lainnya	1.045.128	677.581	*Others*
	4.171.822	3.220.768	
Dolar Amerika Serikat			*United States Dollar*
PT Freeport Indonesia	365.564	284.964	*PT Freeport Indonesia*
PT Indofood Sukses Makmur Tbk	170.240	155.877	*PT Indofood Sukses Makmur Tbk*
CIMB Bank Berhad	64.870	60.412	*CIMB Bank Berhad*
Toronto-Dominion Bank, N. A.	49.382	46.320	*Toronto-Dominion Bank, N. A.*
PT Tower Bersama Infrastruktur Tbk	40.802	-	*PT Tower Bersama Infrastruktur Tbk*
Bank of America	7.054	9.644	*Bank of America*
Verizon Communications	5.507	5.081	*Verizon Communications*
Morgan Stanley	4.150	3.882	*Morgan Stanley*
ATT Inc	4.121	-	*ATT Inc*
JP Morgan Chase Bank, N. A.	3.641	6.317	*JP Morgan Chase Bank, N. A.*
Lainnya	88.293	155.741	*Others*
	803.624	728.238	
Dolar Singapura			*Singaporean Dollar*
House and Development Board Singapore	13.090	11.633	*House and Development Board Singapore*
	13.090	11.633	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)			***Fair value through comprehensive income (continued)***
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Sarana Multigriya Finansial (Persero)	2.142.504	1.953.682	*PT Sarana Multigriya Finansial (Persero)*
PT Bank Mandiri (Persero) Tbk	1.098.707	339.480	*PT Bank Mandiri (Persero) Tbk*
PT Sarana Multi Infrastruktur (Persero)	797.246	947.653	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Negara Indonesia (Persero) Tbk	620.180	355.608	*PT Bank Negara Indonesia (Persero) Tbk*
PT Perusahaan Listrik Negara (Persero)	350.917	517.877	*PT Perusahaan Listrik Negara (Persero)*
PT Kereta Api Indonesia (Persero)	323.308	396.278	*PT Kereta Api Indonesia (Persero)*
PT Pupuk Indonesia (Persero)	312.128	470.283	*PT Pupuk Indonesia (Persero)*
PT Bank Syariah Indonesia	287.040	39.680	*PT Bank Syariah Indonesia*
PT Bank Tabungan Negara (Persero) Tbk	251.940	265.074	*PT Bank Tabungan Negara (Persero) Tbk*
PT Waskita Karya (Persero) Tbk	181.161	195.814	*PT Waskita Karya (Persero) Tbk*
Lainnya	451.485	878.551	*Others*
	6.816.616	6.359.980	
Dolar Amerika Serikat			*United States Dollar*
PT Perusahaan Listrik Negara (Persero)	1.087.809	847.568	*PT Perusahaan Listrik Negara (Persero)*
PT Pertamina (Persero)	737.215	763.991	*PT Pertamina (Persero)*
PT Indonesia Asahan Aluminium (Persero)	559.872	1.491.040	*PT Indonesia Asahan Aluminium (Persero)*
PT Bank Mandiri (Persero) Tbk	339.985	578.704	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	258.759	130.261	*PT Bank Negara Indonesia (Persero) Tbk*
PT Sarana Multi Infrastruktur (Persero)	230.093	213.961	*PT Sarana Multi Infrastruktur (Persero)*
PT Indonesia Infrastructure Finance	204.267	191.555	*PT Indonesia Infrastructure Finance*
PT Pertamina Geothermal Energy Tbk	135.815	-	*PT Pertamina Geothermal Energy Tbk*
PT Hutama Karya (Persero)	16.112	14.888	*PT Hutama Karya (Persero)*
PT Pelabuhan Indonesia II (Persero)	-	209.893	*PT Pelabuhan Indonesia II (Persero)*
	3.569.927	4.441.861	
	15.375.079	14.762.480	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Biaya perolehan diamortisasi			***Amortized costs***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Indosat Tbk	-	15.096	*PT Indosat Tbk*
	-	15.096	
Dolar Amerika Serikat			*United States Dollar*
United Overseas Bank	-	48.273	*United Overseas Bank*
	-	48.273	
Dolar Singapura			*Singaporean Dollar*
House and Development Board Singapore	118.839	111.908	*House and Development Board Singapore*
	118.839	111.908	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Sarana Multigriya Finansial (Persero)	75.000	75.000	*PT Sarana Multigriya Finansial (Persero)*
PT Perusahaan Listrik Negara (Persero)	2.003	39.015	*PT Perusahaan Listrik Negara (Persero)*
PT Perusahaan Pengelola Aset (Persero)	-	3.064	*PT Perusahaan Pengelola Aset (Persero)*
Lembaga Pembiayaan Ekspor Indonesia	-	78.858	*Lembaga Pembiayaan Ekspor Indonesia*
PT Sarana Multi Infrastruktur (Persero)	-	30.000	*PT Sarana Multi Infrastruktur (Persero)*
PT Telekomunikasi Indonesia (Persero) Tbk	-	5.158	*PT Telekomunikasi Indonesia (Persero) Tbk*
	77.003	231.095	
Dolar Amerika Serikat			*United States Dollar*
PT Perusahaan Listrik Negara (Persero)	191.087	184.252	*PT Perusahaan Listrik Negara (Persero)*
PT Bank Mandiri (Persero) Tbk	16.664	30.497	*PT Bank Mandiri (Persero) Tbk*
PT Pelabuhan Indonesia II (Persero)	-	44.114	*PT Pelabuhan Indonesia II (Persero)*
	207.751	258.863	
	403.593	665.235	
Total	**16.100.789**	**15.923.357**	***Total***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut:

7. *SECURITIES (continued)*

c) By Type and Issuer (continued):

c.2. Bonds (continued)

Information regarding interest rates and maturity date as follows:

	Tingkat Bunga Per Tahun (%)/ *Annual Interest Rate (%)*	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
		Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	
Pihak ketiga						***Third parties***
Rupiah						*Rupiah*
PT Astra Sedaya Finance	6,68	4 Nov/*Nov 4, 2026*- 24 Okt/*Oct 24*, 2030	idA-AA[*)]	22 Mar/*Mar 22, 2025*- 2 Okt/*Oct 2*, 2027	idAAA[*)]	*PT Astra Sedaya Finance*
PT Adira Dinamika Multifinance Tbk	6,58	9 Nov/*Nov 9, 2026*- 24 Okt/*Oct 24*, 2030	idAAA[*)]	22 Mar/*Mar 22, 2025*- 10 Okt/*Oct 10, 2029*	idAAA[*)]	*PT Adira Dinamika Multifinance Tbk*
PT Tower Bersama Infrastructure Tbk	6,45	22 Feb/*Feb 22, 2026*- 21 Mar/*Mar 21, 2030*	idAAA[*)]	22 Feb/ *Feb 22, 2026*- 21 Mar/*Mar 21, 2030*	idAA+[*)]	*PT Tower Bersama Infrastructure Tbk*
PT Federal International Finance	6,62	22 Feb/*Feb 22, 2026*- 8 Jul/*Jul 8, 2028*	idAAA[*)]	24 Feb/*Feb 24, 2026*- 6 Sep/*Sep 6, 2027*	idAAA[*)]	*PT Federal International Finance*
PT Chandra Asri Petrochemical Tbk	7,73	27 Sep/*Sep 27*, 2026- 27 Sep/*Sep 27*, 2030	idAAA[*)]	15 Apr/*Apr 15, 2026*- 27 Sep/*Sep 27*, 2030	idAA-[*)]	*PT Chandra Asri Petrochemical Tbk*
PT Indah Kiat Pulp & Paper Tbk	9,65	11 Jul/*Jul 11, 2026*- 30 Sep/*Sep 30, 2030*	idAAA[*)]	16 Des/*Dec 16*, *2025*- 11 Jul/*Jul 11, 2028*	idA - idA+-[*)]	*PT Indah Kiat Pulp & Paper Tbk*
PT Indomobil Finance Indonesia Tbk	7,28	21 Jun/*Jun 21, 2027*- 21 Jun/*Jun 21, 2029*	idAAA[*)]	21 Jun/*Jun 21, 2027*- 21 Jun/*Jun 21, 2029*	idAA-[*)]	*PT Indomobil Finance Indonesia Tbk*
PT Indosat Tbk	8,67	31 Mei/*May 31, 2027*- 23 Jul/*Jul 23, 2029*	idAAA[*)]	26 Okt/*Oct 26, 2025*- 3 Nov/*Nov 3, 2032*	idAA+ -idAAA[*)]	*PT Indosat Tbk*
PT Surya Artha Nusantara Finance	7,00	16 Mar/*Mar 16, 2026*- 20 Jun/*Jun 20, 2027*	idAAA[*)]	20 Jun/*Jun 20, 2027*- 26 Jun/*Jun 26*, 2029	idAAA[*)]	*PT Surya Artha Nusantara Finance*
PT Maybank Indonesia Tbk	6,81	8 Jul/*Jul 8, 2027*- 11 Jul/*Jul 11*, 2027	idAAA[*)]	30 Mar/*Mar 30, 2025*	idAAA[*)]	*PT Maybank Indonesia Tbk*
Lainnya	5,21	8 Jul/*Jul 8, 2026*- 23 Jun/*Jun 23, 2045*	idA*) idAAA[*)]	27 Jan/*Jan 27, 2025*- 5 Jul/*Jul 5, 2029*	idA idAAA[*)]	*Others*
Dolar Amerika Serikat						*United States Dollar*
PT Freeport Indonesia	4,80	14 Apr/*Apr 14, 2027*- 14 Apr/*Apr 14, 2032*	BBB[***)]	14 Apr/*Apr 14, 2027*- 14 Apr/*Apr 14, 2032*	BBB[***)]	*PT Freeport Indonesia*
PT Indofood Sukses Makmur Tbk	3,40	9 Jun/*Jun 9, 2031*	BBB[***)]	9 Jun/*Jun 9, 2031*	BBB[***)]	*PT Indofood Sukses Makmur Tbk*
CIMB Bank Berhad	2,13	20 Jul/*Jul 20, 2027*	A3[**)]	20 Jul/*Jul 20, 2027*	A3[**)]	*CIMB Bank Berhad*
Toronto Dominion Bank, N.A	2,80	10 Mar/*Mar 10, 2027*	A2[**)]	10 Mar/*Mar 10, 2027*	A2[**)]	*Toronto Dominion Bank, N.A*
PT Tower Bersama Infrastruktur Tbk	2,80	2 Mei/*May 2, 2027*	idAA+[*)]	2 Mei/*May 2, 2027*	idAA+[*)]	*PT Tower Bersama Infrastruktur Tbk*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)
**) Berdasarkan peringkat yang diterbitkan oleh Moody's
***) Berdasarkan peringkat yang diterbitkan oleh Fitch Ratings

*) *Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*
**) *Based on the rating published by Moody's*
***) *Based on the rating published by Fitch Ratings*

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

Information regarding interest rates and maturity date as follows (continued):

	Tingkat Bunga Per Tahun (%)/ *Annual Interest Rate (%)*	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
		Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	
Pihak ketiga (lanjutan)						***Third parties (continued)***
Dolar Amerika Serikat (lanjutan)						*United States Dollar (continued)*
Bank of America	2,52	19 Apr/Apr 19, 2026-24 Okt/*Oct 24,* 2031	A1**)	19 Apr/Apr 19, 2026-24 Okt/*Oct 24,* 2031	A1**)	Bank of America
JP Morgan Chase Bank, N.A	3,74	13 Mar/*Mar 13,* 2026-5 Des/*Dec 5,* 2029	A1[**)]	13 Mar/*Mar 13,* 2026-5 Des/*Dec 5,* 2029	A1[**)]	*JP Morgan Chase Bank, N.A*
Verizon Communications	3,67	21 Sep/*Sep 21,* 2028-15 Mar/*Mar 15,* 2032	A-[**)]	21 Sep/*Sep 21,* 2028-15 Mar/*Mar 15,* 2032	A-[**)]	*Verizon Communications*
Morgan Stanley	2,89	20 Jan/*Jan 20,* 2027-22 Jan/*Jan 22,* 2031	A+[***)]	20 Jan/*Jan 20,* 2027-22 Jan/*Jan 22,* 2031	A+[***)]	*Morgan Stanley*
AT&T Inc	3,23	1 Mar/*Mar 1,* 2027-1 Jun/*Jun 1,* 2031	A1[**)]	-	-	*AT&T Inc*
Lainnya	3,05	8 Jan/*Jan 8,* 2026-22 Mar/*Mar 22,* 2033	BBB-[**)] AAA[**)]	15 Jan/*Jan 15,* 2025-22 Mar/*Mar 22,* 2033	BBB-[**)] -AAA[**)]	*Others*
Dolar Singapura						*Singaporean Dollar*
Housing and Development Board Singapore	2,64	24 Jan/*Jan 24,* 2028-13 Sep/*Sep 13,* 2029	AAA[**)]	17 Sep/*Sep 17,* 2025-13 Sep/*Sep 13,* 2029	AAA[**)]	*Housing and Development Board Singapore*
Pihak berelasi (Catatan 44)						***Related parties (Note 44)***
Rupiah						*Rupiah*
PT Sarana Multigriya Finansial (Persero)	6,67	8 Jul/*Jul 8,* 2026-7 Agu/*Aug 7,* 2035	idAAA[*)]	18 Feb/*Feb 18,* 2025-15 Okt/*Oct 15,* 2046	idAAA[*)]	*PT Sarana Multigriya Finansial (Persero)*
PT Sarana Multi Infrastruktur (Persero)	6,69	17 Mei/*May 17,* 2026-10 Mar/*Mar 10,* 2028	idAAA[*)]	5 Agu/*Aug 5,* 2025-17 Mei/*May 17,* 2027	idAAA[*)]	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Mandiri (Persero) Tbk	6,84	4 Jul/*Jul 4,* 2026-19 Des/*Dec 19,* 2030	idAAA[*)]	12 Mei/*May 12,* 2025-4 Jul/*Jul 4,* 2028	idAAA[*)]	*PT Bank Mandiri (Persero) Tbk*
PT Kereta Api Indonesia (Persero)	7,12	13 Des/*Dec 13,* 2026-27 Mar/*Mar 27,* 2030	idAAA[*)]	13 Des/*Dec 13,* 2026-19 Nov/*Nov 19,* 2029	idAAA[*)]	*PT Kereta Api Indonesia (Persero)*
PT Pupuk Indonesia (Persero)	6,60	10 Mar/*Mar 10,* 2026-10 Mar/*Mar 10,* 2028	idAAA[*)]	3 Sep/*Sep 3,* 2025-10 Mar/*Mar 10,* 2028	idAAA[*)]	*PT Pupuk Indonesia (Persero)*
PT Perusahaan Listrik Negara (Persero)	7,57	1 Agu/*Aug 1,* 2026-18 Feb/*Feb 18,* 2035	idAAA[*)]	18 Feb/*Feb 18,* 2025-18 Feb/*Feb 18,* 2035	idAAA[*)]	*PT Perusahaan Listrik Negara (Persero)*
PT Bank Negara Indonesia (Persero) Tbk	6,74	21 Jun/*Jun 21,* 2027-4 Jul/*Jul 4,* 2030	idAAA[*)]	21 Jun/*Jun 21,* 2025-21 Jun/*Jun 21,* 2027	idAAA[*)]	*PT Bank Negara Indonesia (Persero) Tbk*
PT Mandiri Tunas Finance	6,70	27 Sep/*Sep 27,* 2026-27 Sep/*Sep 27,* 2028	idAAA[*)]	23 Feb/*Feb 23,* 2025-19 Nov/*Nov 19,* 2029	idAAA[*)]	*PT Mandiri Tunas Finance*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)
**) Berdasarkan peringkat yang diterbitkan oleh Moody's
***) Berdasarkan peringkat yang diterbitkan oleh Fitch Ratings

*) *Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*
**) *Based on the rating published by Moody's*
***) *Based on the rating published by Fitch Ratings*

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

Information regarding interest rates and maturity date as follows (continued):

	Tingkat Bunga Per Tahun (%)/ *Annual Interest Rate (%)*	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
		Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	
Pihak berelasi (Catatan 44) (lanjutan)						***Related parties (Note 44) (continued)***
Rupiah (lanjutan)						*Rupiah (continued)*
PT Bank Tabungan Negara (Persero) Tbk	8,90	13 Jul/*Jul 13,* 2027	idAAA[*)]	24 Mei/*May 24,* 2025-13 Jul/*Jul 13,* 2027	AA+[***)]	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	6,64	14 Jun/*Jun 14,* 2027-26 Jun/*Jun 26,* 2028	idAAA[*)]	-	-	*PT Bank Syariah Indonesia Tbk*
Lainnya	7,95	8 Feb /*Feb 8,* 2026-23 Jun/*Jun 23,* 2045	idAAA[*)]	14 Feb/*Feb 14,* 2025-23 Jun/*Jun 23,* 2045	AA[*)]-AAA[*)]	*Others*
Mata uang asing						*Foreign Currency*
PT Indonesia Asahan Aluminium (Persero) Tbk	5,71	*15* Nov/*Nov 15,* 2028-*15 Mei*/*May 15,* 2030	BBB-[***)]	15 Mei/*May 15,* 2025-*15* Mei/*May 15,* 2030	BBB-[***)]	*PT Indonesia Asahan Aluminium (Persero) Tbk*
PT Perusahaan Listrik Negara (Persero)	4,22	15 Mei/*May 15,* 2027-30 Jun/*Jun 30,* 2030	BBB-[***)]	15 Mei/*May 15,* 2027-30 Jun/*Jun 30,* 2030	BBB[***)]	*PT Perusahaan Listrik Negara (Persero)*
PT Pertamina (Persero)	4,16	9 Feb/*Feb 9,* 2026-9 Feb/*Feb 9,* 2031	BBB-[***)]	9 Feb/*Feb 9,* 2026-9 Feb/*Feb 9,* 2031	BBB[***)]	*PT Pertamina (Persero)*
PT Bank Mandiri (Persero) Tbk	3,85	*19* Apr/*Apr 19,* 2026-*24* Mar/*Mar 24,* 2028	BBB-[***)]	13 Mei/*May 13,* 2025-*19* Apr/*Apr 19,* 2026	BBB[***)]	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	5,28	5 Apr/*Apr 5,* 2029	BBB-[***)]	5 Apr/*Apr 5,* 2029	BBB-[***)]	*PT Bank Negara Indonesia (Persero) Tbk*
PT Sarana Multi Infrastruktur (Persero)	2,05	11 Mei/*May 11,* 2026	BBB-[***)]	11 Mei/*May 11,* 2026	BBB[***)]	*PT Sarana Multi Infrastruktur (Persero)*
PT Indonesia Infrastructure Finance	1,50	27 Jan/*Jan 27,* 2026	BBB-[***)]	27 Jan/*Jan 27,* 2026	BBB[***)]	*PT Indonesia Infrastructure Finance*
PT Hutama Karya (Persero) Tbk	3,75	11 Mei/*May 11,* 2030	BBB-[***)]	11 Mei/*May 11,* 2030	BBB-[***)]	*PT Hutama Karya (Persero) Tbk*
PT Pertamina Geothermal Energy Tbk	5,15	*27* Apr/*Apr 27,* 2028	BBB-[***)]	-	-	*PT Pertamina Geothermal Energy Tbk*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)
**) Berdasarkan peringkat yang diterbitkan oleh Moody's
***) Berdasarkan peringkat yang diterbitkan oleh Fitch Ratings

**) Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*
***) Based on the rating published by Moody's*
****) Based on the rating published by Fitch Ratings*

7. EFEK-EFEK (lanjutan) / 7. SECURITIES (continued)

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.3. Reksadana / *c.3. Mutual Fund*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PNM Dana Tunai	875.904	1.608.837	*PNM Dana Tunai*
BRI Seruni Pasar Uang II Kelas B	503.752	559.868	*BRI Seruni Pasar Uang II Kelas B*
Trim Kas 2 Kelas A	436.402	481.761	*Trim Kas 2 Kelas A*
Syailendra Dana Kas	311.374	378.166	*Syailendra Dana Kas*
Trimegah Fixed Income Plan	220.218	-	*Trimegah Fixed Income Plan*
Sucorinvest Syariah Sukuk	178.996	-	*Sucorinvest Syariah Sukuk*
Syailendra Sharia Fixed Income Kelas A	173.538	-	*Syailendra Sharia Fixed Income Kelas A*
Danamas Stabil	140.797	-	*Danamas Stabil*
Bahana Likuid Plus	134.909	350.600	*Bahana Likuid Plus*
BRI Ventura Investama Saham	115.408	158.767	*BRI Ventura Investama Saham*
Lainnya	864.708	4.100.042	*Others*
	3.956.006	7.638.041	
Dolar Amerika Serikat			*United States Dollar*
BRI Seruni Likuid Dolar	50.793	-	*BRI Seruni Likuid Dolar*
Schroder USD Bond Fund	10.565	9.567	*Schroder USD Bond Fund*
	61.358	9.567	
	4.017.364	7.647.608	
Nilai Wajar melalui Penghasilan Komprehensif Lain			***Fair value through other comprehensive income***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Syailendra Capital Protected Fund 45	1.014.974	1.012.153	*Syailendra Capital Protected Fund 45*
Manulife Proteksi Dana Utama III	765.773	762.248	*Manulife Proteksi Dana Utama III*
Manulife Proteksi Dana Utama II	764.370	763.282	*Manulife Proteksi Dana Utama II*
BNI-AM Proteksi Asoka	764.216	761.431	*BNI-AM Proteksi Asoka*
Danareksa Proteksi 85	760.765	758.844	*Danareksa Proteksi 85*
Manulife Proteksi Dana Utama V	759.893	759.360	*Manulife Proteksi Dana Utama V*
RDT Mandiri Investa 16	632.215	-	*RDT Mandiri Investa 16*
RDT Recapital Proteksi Cluster I	631.494	-	*RDT Recapital Proteksi Cluster I*
RDT Mandiri Investa 12	614.318	-	*RDT Mandiri Investa 12*
RDT BRIMI Proteksi 107	614.305	-	*RDT BRIMI Proteksi 107*
Lainnya	10.903.308	9.438.517	*Others*
	18.225.631	14.255.835	
Dolar Amerika Serikat			*United States Dollar*
Manulife USD Proteksi Brilian	847.674	816.821	*Manulife USD Proteksi Brilian*
	847.674	816.821	
	19.073.305	15.072.656	
Total	**23.090.669**	**22.720.264**	***Total***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.4. *Negotiable Certificate of Deposit* (NCD)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.4. Negotiable Certificate of Deposit (NCD)

	Nilai Nominal/ *Nominal Value*	Tingkat Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Nilai wajar/ Nilai tercatat *Fair value/ Carrying value* 31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Nilai wajar melalui penghasilan komprehensif lain						***Fair value through other compehensive income***
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
PT Bank DBS Indonesia						*PT Bank DBS Indonesia*
Seri B	100.000	6,85	27 Mei/*May* 27, 2027	91.930	-	*Series B*
Seri A	10.000	6,75	27 Nov/*Nov 27*, 2026	9.067	-	*Series A*
				100.997	**-**	***Total***
Mata Uang Asing						*Foreign Currency*
Central Bank Of China						*Central Bank Of China*
113123100711N	100	0,83	7 Jan/*Jan 7*, 2026	53.099	63.820	*113123100711N*
				53.099	**63.820**	
Total				**154.096**	**63.820**	***Total***

c.5. *Medium-Term Note* (MTN)

c.5. Medium-Term Note (MTN)

	Nilai Nominal/ *Nominal Value*	Tingkat Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Nilai wajar/ Nilai tercatat *Fair value/ Carrying value* 31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Nilai wajar melalui penghasilan komprehensif lain						***Fair value through other compehensive income***
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Bahana Pembinaan Usaha Indonesia (Persero) MTN I Tahun 2022*)	200.000	9,00	2 Nov/*Nov 2, 2027*	-	150.892	*PT Bahana Pembinaan Usaha Indonesia (Persero) MTN I Year 2022*)*
Perum Perumnas Tahap III Tahun 2018 Seri B*)	65.000	11,85	10 Des/*Dec 10, 2026*	59.997	60.135	*Perum Perumnas Phase III Year 2018 Series B*)*
				59.997	211.027	
Biaya perolehan diamortisasi						***Amortized cost***
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Perkebunan Nusantara II (Persero)						*PT Perkebunan Nusantara II (Persero)*
VIII Seri A*)	10.000	10,75	26 Jun/*Jun 26, 2027*	9.250	9.250	*VIII Series A*)*
VIII Seri B*)	1.000	10,75	31 Okt/*Oct 31, 2027*	925	925	*VIII Series B*)*
				10.175	10.175	
Total				**70.172**	**221.202**	***Total***

*) Bunga diterima setiap 3 (tiga) bulan sekali

*) *Interest received every 3 (three) months*

7. EFEK-EFEK (lanjutan)

d) BRI mengakui keuntungan dan (kerugian) yang belum direalisasi-neto dari perubahan nilai wajar efek-efek yang diklasifikasikan dalam "nilai wajar melalui laba rugi" sebesar Rp160.659 dan (Rp202.928) masing-masing untuk tahun yang Berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024, yang dilaporkan dalam akun "keuntungan atau kerugian yang belum direalisasi dari perubahan nilai wajar efek-efek" di laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

e) BRI mengakui keuntungan neto atas penjualan efek-efek sebesar Rp3.372.396 dan Rp2.209.474 masing-masing untuk tahun yang Berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024, yang dilaporkan dalam akun "keuntungan dari penjualan efek-efek - neto" di laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

f) Efek-efek sejumlah nominal Rp28.668.850 dan Rp26.373.000 masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024, telah dijual dengan janji dibeli kembali (Catatan 23).

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

7. SECURITIES (continued)

d) BRI recognized net unrealized gain and (loss) resulting from the changes in fair values of securities classified as "fair value through profit or loss" amounting to Rp160,659 and (Rp202,928) for the years ended December 31, 2025 and 2024, respectively which are presented in the "unrealized gain or loss on changes in fair value of securities" in the consolidated statement of profit or loss and other comprehensive income.

e) BRI recognized net gain on sale of securities amounting to Rp3,372,396 and Rp2,209,474 for year ended December 31, 2025 and 2024, respectively which are presented in the "gain on sale of securities - net" in the consolidated statement of profit or loss and other comprehensive income.

f) Securities with nominal Rp28,668,850 and Rp26,373,000 as of December 31, 2025 and 2024, respectively were sold under agreement to repurchase (Note 23).

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Nilai tercatat awal	167.876.286	-	-	167.876.286	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(925.358)	-	-	(925.358)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	61.897.463	-	-	61.897.463	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(63.519.601)	-	-	(63.519.601)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	724.043	-	-	724.043	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**166.052.833**	**-**	**-**	**166.052.833**	***Carrying value ending balance***

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. *SECURITIES (continued)*

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Nilai tercatat awal	135.240.662	-	-	135.240.662	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	771.967	-	-	771.967	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	60.373.303	-	-	60.373.303	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(15.357.328)	-	-	(15.357.328)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	687.662	-	-	687.662	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**181.716.266**	**-**	**-**	**181.716.266**	***Carrying value ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Nilai tercatat awal	163.339.165	-	-	163.339.165	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(53.193.465)	-	-	(53.193.465)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	78.665.862	-	-	78.665.862	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(21.882.846)	-	-	(21.882.846)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	947.570	-	-	947.570	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**167.876.286**	**-**	**-**	**167.876.286**	***Carrying value ending balance***

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. *SECURITIES (continued)*

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1 **Kerugian kredit ekspektasian 12 bulan/** ***Stage 1 - 12 - months expected credit loss***	***Stage 2*** **Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/** ***Stage 2 - life time expected credit loss - not impaired***	***Stage 3*** **Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/** ***Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Nilai tercatat awal	145.358.968	-	-	145.358.968	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(23.347.197)	-	-	(23.347.197)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	24.300.588	-	-	24.300.588	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.235.151)	-	-	(10.235.151)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(836.546)	-	-	(836.546)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**135.240.662**	**-**	**-**	**135.240.662**	***Carrying value ending balance***

	31 Desember 2025/*December 31, 2025*				
	Stage 1 **Kerugian kredit ekspektasian 12 bulan/** ***Stage 1 - 12 - months expected credit loss***	***Stage 2*** **Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/** ***Stage 2 - life time expected credit loss - not impaired***	***Stage 3*** **Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/** ***Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Cadangan atas kerugian kredit ekspektasian awal	43.884	**-**	**-**	43.884	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(25.563)	-	-	(25.563)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	38.856	-	-	38.856	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(11.842)	-	-	(11.842)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	17.305	-	-	17.305	*Foreign exchange model or parameter changes* and other changes
Cadangan atas kerugian kredit ekspektasian akhir*)	**62.640**	**-**	**-**	**62.640**	***Allowance for expected credit loss ending balance****

*) Cadangan kerugian penurunan nilai atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dicatat pada penghasilan komprehensif lain sehingga nilai tercatatnya disajikan sebesar nilai wajarnya.

*) *Allowance for expected credit losses on securities measured at fair value through other comprehensive income is recorded in other comprehensive income therefore the carrying value is stated at fair value.*

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. *SECURITIES (continued)*

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Cadangan atas kerugian kredit ekspektasian awal	58.823	-	-	58.823	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	22.238	-	-	22.238	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	27.104	-	-	27.104	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(2.889)	-	-	(2.889)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(15.757)	-	-	(15.757)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**89.519**	**-**	**-**	**89.519**	***Allowance for expected credit loss ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Cadangan atas kerugian kredit ekspektasian awal	128.230	-	-	128.230	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(45.267)	-	-	(45.267)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	12.675	-	-	12.675	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(33.308)	-	-	(33.308)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(18.446)	-	-	(18.446)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir[*)]	**43.884**	**-**	**-**	**43.884**	***Allowance for expected credit loss ending balance***[*)]

*) Cadangan kerugian penurunan nilai atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dicatat pada penghasilan komprehensif lain sehingga nilai tercatatnya disajikan sebesar nilai wajarnya.

*) *Allowance for expected credit losses on securities measured at fair value through other comprehensive income is recorded in other comprehensive income therefore the carrying value is stated at fair value.*

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. SECURITIES (continued)

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1 **Kerugian kredit ekspektasian 12 bulan/** ***Stage 1 - 12 - months expected credit loss***	***Stage 2*** **Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/** ***Stage 2 - life time expected credit loss - not impaired***	***Stage 3*** **Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/** ***Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Cadangan atas kerugian kredit ekspektasian awal	81.510	-	-	81.510	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(17.318)	-	-	(17.318)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	7.087	-	-	7.087	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.184)	-	-	(10.184)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.272)	-	-	(2.272)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**58.823**	**-**	**-**	**58.823**	***Allowance for expected credit loss ending balance***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pada tanggal 31 Desember 2025 dan 2024 telah memadai.

Management believes that the allowance for impairment losses as of December 31, 2025 and 2024 are adequate.

8. WESEL EKSPOR DAN TAGIHAN LAINNYA

a) Berdasarkan Jenis dan Mata Uang:

8. EXPORT BILLS AND OTHER RECEIVABLES

a) By Type and Currency:

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ ***Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/** ***Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/** ***Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/** ***Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Wesel Tagih		10.851.516		8.051.372	*Notes Receivables*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)		6.935.145		5.045.903	*Domestic Documentary Letter of Credit (SKBDN)*
Wesel Ekspor		1.827.094		2.660.935	*Export Bills*
Tagihan Lainnya		1.387.705		601.631	*Other Bills*
		21.001.460		16.359.841	

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

a) Berdasarkan Jenis dan Mata Uang (lanjutan):

a) By Type and Currency (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing					*Foreign currency*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)					*Domestic Documentary Letter of Credit (SKBDN)*
Dolar Amerika Serikat	134.100	2.236	345.964	5.568	*United States Dollar*
Wesel Ekspor					*Export Bills*
Dolar Amerika Serikat	506.893.594	8.452.675	503.415.272	8.102.469	*United States Dollar*
Renminbi	352.617.114	840.992	268.865.176	592.845	*Renminbi*
Euro Eropa	94.458	1.849		-	*European Euro*
		9.297.752		8.700.882	
Wesel Tagih					*Notes Receivables*
Dolar Amerika Serikat	538.372.062	8.977.354	682.485.573	10.984.605	*United States Dollar*
Euro Eropa	15.693.332	307.141	515.465	8.638	*European Euro*
Dolar Kanada	4.407.868	53.633		-	*Canadian Dollar*
Renminbi	4.460.556	10.638	16.298.725	35.939	*Renminbi*
Dolar Singapura	770.978	9.996	267.763	3.172	*Singaporean Dollar*
Pound Sterling Inggris	66.430	1.490		-	*Great Britain Pound Sterling*
Yen Jepang	10.645.976	1.134	8.845.896	911	*Japanese Yen*
		9.361.386		11.033.265	
Tagihan Lainnya					*Other Bills*
Dolar Amerika Serikat	49.037.358	816.964	36.124.548	581.425	*United States Dollar*
Renminbi	76.439.107	182.307	43.508.257	95.935	*Renminbi*
Euro Eropa	203.800	3.988	996.139	16.693	*European Euro*
Yen Jepang	3.400.000	362	50.449.826	5.198	*Japanese Yen*
Pound Sterling Inggris		-	27.500	556	*Great Britain Pound Sterling*
		1.003.621		699.807	
		19.662.759		20.433.954	
		40.664.219		36.793.795	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Wesel Tagih		3.253.423		2.101.883	*Notes Receivables*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)		821.830		1.033.077	*Domestic Documentary Letter of Credit (SKBDN)*
Wesel Ekspor		19.953		38.196	*Export Bills*
Tagihan Lainnya		106.733		45.142	*Other Bills*
		4.201.939		3.218.298	
Mata uang asing					*Foreign currency*
Wesel Tagih					*Notes Receivables*
Dolar Amerika Serikat	150.491.746	2.508.249	13.629.896	219.373	*United States Dollar*
Wesel Ekspor					*Export Bills*
Dolar Amerika Serikat	22.182.729	369.897	54.272	874	*United States Dollar*
		2.878.146		220.247	

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

a) Berdasarkan Jenis dan Mata Uang (lanjutan):

a) By Type and Currency (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak berelasi (Catatan 44) (lanjutan)					*Related parties (Note 44) (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
Tagihan Lainnya					*Other Bills*
Dolar Amerika Serikat	30.407.499	507.779	24.597.623	395.899	*United States Dollar*
Yen Jepang		-	252.855.428	26.052	*Japanese Yen*
Euro Eropa		-	151.045	2.531	*European Euro*
		507.779		424.482	
		3.385.925		644.729	
		7.587.864		3.863.027	
Total		**48.252.083**		**40.656.822**	***Total***
Cadangan kerugian penurunan nilai		(465.498)		(1.075.559)	*Allowance for impairment losses*
Neto		**47.786.585**		**39.581.263**	***Net***

b) Berdasarkan Jangka Waktu:

b) By Period:

Klasifikasi jangka waktu wesel ekspor dan tagihan lainnya berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of export bills and other receivables based on their remaining period to maturity are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
≤ 1 bulan	12.530.550	8.678.038	*≤ 1 month*
> 1 bulan - 3 bulan	18.413.000	14.272.657	*> 1 month - 3 months*
> 3 bulan - 1 tahun	9.720.669	13.843.100	*> 3 months - 1 year*
	40.664.219	36.793.795	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
≤ 1 bulan	2.576.272	1.708.996	*≤ 1 month*
> 1 bulan - 3 bulan	3.347.190	1.474.739	*> 1 month - 3 months*
> 3 bulan - 1 tahun	1.664.402	679.292	*> 3 months - 1 year*
	7.587.864	3.863.027	
Total	48.252.083	40.656.822	***Total***
Cadangan kerugian penurunan nilai	(465.498)	(1.075.559)	*Allowance for impairment losses*
Neto	**47.786.585**	**39.581.263**	***Net***

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Nilai tercatat awal	40.613.972	39.783	3.067	40.656.822	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	36.480.957	1.805	-	36.482.762	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(29.219.379)	(39.866)	(3.067)	(29.262.312)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	374.728	83	-	374.811	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**48.250.278**	**1.805**	**-**	**48.252.083**	***Carrying value ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Nilai tercatat awal	52.617.395	1.512.702	-	54.130.097	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	40.613.736	39.783	3.067	40.656.586	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(52.637.500)	(1.512.640)	-	(54.150.140)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	20.341	(62)	-	20.279	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**40.613.972**	**39.783**	**3.067**	**40.656.822**	***Carrying value ending balance***

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Cadangan atas kerugian kredit ekspektasian awal	1.043.130	29.362	3.067	1.075.559	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	471.888	1.805	-	473.693	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.049.728)	(29.362)	(3.067)	(1.082.157)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1.597)	-	-	(1.597)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**463.693**	**1.805**	**-**	**465.498**	***Allowance for expected credit loss ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Cadangan atas kerugian kredit ekspektasian awal	1.067.552	1.256.364	-	2.323.916	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	1.043.129	29.362	3.067	1.075.558	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.069.999)	(1.256.366)	-	(2.326.365)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	2.448	2	-	2.450	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**1.043.130**	**29.362**	**3.067**	**1.075.559**	***Allowance for expected credit loss ending balance***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai wesel ekspor dan tagihan lainnya pada tanggal 31 Desember 2025 dan 2024 telah memadai.

Management believes that the allowance for impairment losses on export bills and other receivables as of December 31, 2025 and 2024 are adequate.

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2025 dan 2024 terdiri dari:

Securities purchased under agreement to resell as of December 31, 2025 and 2024 consist of:

	31 Desember 2025/*December 31, 2025*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	**Tanggal Beli/ *Date of Purchase***	**Tanggal Jual Kembali/ *Date of Resale***	**Nilai Beli/ *Purchase Amount***	**Nilai Tercatat/ *Carrying Value***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
PT Bank UOB Indonesia Tbk						*PT Bank UOB Indonesia Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0064	4,75	18 Des/*Dec 18*, 2025	2 Jan/*Jan 2, 2026*	4.876	4.885	*FR0064*
FR0064	4,75	19 Des/*Dec 19*, 2025	2 Jan/*Jan 2, 2026*	4.884	4.892	*FR0064*
FR0064	4,77	22 Des/*Dec 22*, 2025	5 Jan/*Jan 5, 2026*	4.888	4.894	*FR0064*
FR0064	4,81	24 Des/*Dec 24*, 2025	7 Jan/*Jan 7, 2026*	4.890	4.895	*FR0064*
FR0064	4,80	30 Des/*Dec 30*, 2025	13 Jan/*Jan 13, 2026*	4.885	4.886	*FR0064*
Total				**24.423**	**24.452**	***Total***

	31 Desember 2024/*December 31, 2024*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	**Tanggal Beli/ *Date of Purchase***	**Tanggal Jual Kembali/ *Date of Resale***	**Nilai Beli/ *Purchase Amount***	**Nilai Tercatat/ *Carrying Value***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank Indonesia						*Bank Indonesia*
Obligasi Pemerintah						*Government Bonds*
VR0034	6,00	13 Des/*Dec 13, 2024*	7 Jan/*Jan 7, 2025*	197.776	197.809	*VR0034*
Deutsche Bank AG						*Deutsche Bank AG*
Obligasi Pemerintah						*Government Bonds*
FR0081	6,45	*24 Des/Dec 24, 2024*	7 Jan/Jan 7, 2025	4.900	4.907	*FR0081*
PT Bank Central Asia Tbk						*PT Bank Central Asia Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0056	6,45	19 Des/ *Dec 19, 2024*	2 Jan/ *Jan 2, 2025*	298.173	298.867	*FR0056*
FR0056	6,45	23 Des/ *Dec 23, 2024*	6 Jan/ *Jan 6, 2025*	99.445	99.606	*FR0056*
PT BPD Sulawesi Selatan dan Barat						*PT BPD Sulawesi Selatan dan Barat*
Obligasi Pemerintah						*Government Bonds*
IDSR080925367S	6,65	17 Des/*Dec 17, 2024*	16 Jan/ *Jan 16, 2025*	94.999	95.263	*IDSR080925367S*
PT Bank Mayapada Internasional Tbk						*PT Bank Mayapada Internasional Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0081	6,55	11 Des/*Dec 11, 2024*	8 Jan/*Jan 8, 2025*	202.082	202.854	*FR0081*
FR0084	6,55	19 Des/*Dec 19, 2024*	16 Jan/*Jan 16, 2025*	98.030	98.262	*FR0084*
FR0086	6,55	19 Des/*Dec 19, 2024*	16 Jan/*Jan 16, 2025*	94.102	94.325	*FR0086*
PT. Bank Sinarmas Tbk						*PT. Bank Sinarmas Tbk.*
Obligasi Pemerintah						*Government Bonds*
FR0087	6,55	12 Des/ *Dec 12, 2024*	9 Jan/ *Jan 9, 2025*	460.945	462.622	*FR0087*
FR0087	6,55	10 Des/ *Dec 10, 2024*	7 Jan/ *Jan 7, 2025*	184.227	184.965	*FR0087*
PT Bank CTBC Indonesia						*PT Bank CTBC Indonesia*
Obligasi Pemerintah						*Government Bonds*
FR0056	6,65	2 Des/*Dec 2, 2024*	2 Jan/*Jan 2, 2025*	99.803	100.356	*FR0056*
PT Bank OCBC NISP Tbk						*PT Bank OCBC NISP Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR300525364S	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	1.939.858	1.940.191	*IDSR300525364S*
FR0064	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	1.864.553	1.864.872	*FR0064*
FR0082	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	944.937	945.098	*FR0082*

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2025 dan 2024 terdiri dari (lanjutan):

Securities purchased under agreement to resell as of December 31, 2025 and 2024 consist of (continued):

	31 Desember 2024/*December 31, 2024*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	**Tanggal Beli/ *Date of Purchase***	**Tanggal Jual Kembali/ *Date of Resale***	**Nilai Beli/ *Purchase Amount***	**Nilai Tercatat/ *Carrying Value***	
Pihak ketiga (lanjutan)						*Third parties (continued)*
Rupiah (lanjutan)						*Rupiah (continued)*
PT Bank Danamon						*PT Bank Danamon*
Obligasi Pemerintah						*Government Bonds*
IDSR170125364S	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	996.778	996.948	*IDSR170125364S*
PT Bank Capital Indonesia Tbk						*PT Bank Capital Indonesia Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR070225182S	6,55	9 Des/*Dec 9, 2024*	6 Jan/*Jan 6, 2025*	296.514	297.755	*IDSR070225182S*
FR0087	6,55	4 Des/*Dec 4, 2024*	2 Jan/*Jan 2, 2025*	74.040	74.417	*FR0087*
IDSR040425182S	6,65	24 Des/*Dec 24, 2024*	24 Jan/*Jan 24, 2025*	49.079	49.152	*IDSR040425182S*
PT Bank DBS Indonesia						*PT Bank DBS Indonesia*
Obligasi Pemerintah						*Government Bonds*
IDSR200625364S	6,50	5 Des/*Dec 5, 2024*	14 Jan/*Jan 14, 2025*	1.541.333	1.545.450	*IDSR200625364S*
IDSR130625364S	6,45	30 Des/*Dec 30, 2024*	13 Jan/*Jan 13, 2025*	483.716	483.889	*IDSR130625364S*
IDSR260925364S	6,55	9 Des/*Dec 9, 2024*	6 Jan/*Jan 6, 2025*	473.913	475.896	*IDSR260925364S*
IDSR250725364S	6,55	11 Des/*Dec 11, 2024*	8 Jan/*Jan 8, 2025*	286.982	288.078	*IDSR250725364S*
IDSR031025364S	6,65	9 Des/*Dec 9, 2024*	9 Jan/*Jan 9, 2025*	283.965	285.171	*IDSR031025364S*
IDSR071125364S	6,55	10 Des/*Dec 10, 2024*	7 Jan/*Jan 7, 2025*	187.813	188.564	*IDSR071125364S*
IDSR170125364S	6,65	3 Des/*Dec 3, 2024*	3 Jan/*Jan 3, 2025*	99.152	99.683	*IDSR170125364S*
IDSR110625364S	6,65	16 Des/*Dec 16, 2024*	16 Jan/*Jan 16, 2025*	96.520	96.805	*IDSR110625364S*
IDSR040425364S	6,65	13 Des/*Dec 13, 2024*	13 Jan/*Jan 13, 2025*	48.946	49.118	*IDSR040425364S*
IDSR040425273S	6,65	10 Des/*Dec 10, 2024*	10 Jan/*Jan 10, 2025*	48.841	49.039	*IDSR040425273S*
IDSR190925364S	6,65	11 Des/*Dec 11, 2024*	13 Jan/*Jan 13, 2025*	47.455	47.639	*IDSR190925364S*
PT Bank Victoria International Tbk						*PT Bank Victoria International Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0081	6,55	9 Des/ *Dec 9, 2024*	6 Jan/ *Jan 6, 2025*	202.049	202.894	*FR0081*
FR0059	6,55	4 Des/ *Dec 4, 2024*	2 Jan/ *Jan 2, 2025*	191.839	192.816	*FR0059*
FR0059	6,55	10 Des/ *Dec 10, 2024*	7 Jan/ *Jan 7, 2025*	95.718	96.101	*FR0059*
PT Bank UOB Indonesia						*PT Bank UOB Indonesia*
Obligasi Pemerintah						*Government Bonds*
FR0040	6,45	18 Des/ *Dec 18, 2024*	2 Jan/ *Jan 2, 2025*	5.194	5.207	*FR0040*
FR0040	6,45	19 Des/ *Dec 19, 2024*	2 Jan/ *Jan 2, 2025*	5.193	5.205	*FR0040*
FR0040	6,45	20 Des/ *Dec 20, 2024*	3 Jan/ *Jan 3, 2025*	5.193	5.204	*FR0040*
FR0040	6,45	31 Des/ *Dec 31, 2024*	14 Jan/ *Jan 14, 2025*	5.203	5.204	*FR0040*
FR0040	6,45	23 Des/ *Dec 23, 2024*	6 Jan/ *Jan 6, 2025*	5.195	5.204	*FR0040*
FR0040	6,45	30 Des/ *Dec 30, 2024*	13 Jan/ *Jan 13, 2025*	5.202	5.203	*FR0040*
FR0040	6,45	27 Des/ *Dec 27, 2024*	10 Jan/ *Jan 10, 2025*	5.198	5.203	*FR0040*
FR0040	6,45	24 Des/ *Dec 24, 2024*	7 Jan/ *Jan 7, 2025*	5.195	5.202	*FR0040*
PT Bank Permata Tbk						*PT Bank Permata Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0101	6,20	31 Des/*Dec 31, 2024*	3 Jan/*Jan 3, 2025*	480.011	480.094	*FR0101*
PT Bank Mega Tbk						*PT Bank Mega Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0085 N	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	977.790	977.957	*FR0085 N*
PT BPD Jawa Barat dan Banten Tbk						*PT BPD Jawa Barat dan Banten Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0087	6,45	24 Des/*Dec 24, 2024*	7 Jan/*Jan 7, 2025*	9.210	9.223	*FR0087*
PT Bank CIMB Niaga Tbk						*PT Bank CIMB Niaga Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR250425364S	6,55	30 Des/*Dec 30, 2024*	30 Jan/*Jan 30, 2025*	488.448	488.626	*IDSR250425364S*
IDSR110625364S	6,45	27 Des/*Dec 27, 2024*	10 Jan/*Jan 10, 2025*	483.645	484.078	*IDSR110625364S*
IDSR200625364S	6,55	23 Des/*Dec 23, 2024*	20 Jan/*Jan 20, 2025*	482.215	483.005	*IDSR200625364S*

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2025 dan 2024 terdiri dari (lanjutan):

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

Securities purchased under agreement to resell as of December 31, 2025 and 2024 consist of (continued):

	31 Desember 2024/*December 31, 2024*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	Tanggal Beli/ *Date of Purchase*	Tanggal Jual Kembali/ *Date of Resale*	Nilai Beli/ *Purchase Amount*	Nilai Tercatat/ *Carrying Value*	
Pihak ketiga (lanjutan)						*Third parties (continued)*
Mata uang asing						*Foreign currency*
Standard Chartered Bank, Jakarta						*Standard Chartered Bank, Jakarta*
Obligasi Pemerintah						*Government Bonds*
FR0059	5,15	13 Des/*Dec 13, 2024*	13 Feb/*Feb 13, 2025*	806.429	808.621	*FR0059*
				15.857.804	**15.882.648**	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Bank Tabungan Negara (Persero) Tbk						*PT Bank Tabungan Negara (Persero) Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR110625364S	6,15	31 Des/ *Dec 31, 2024*	2 Jan/*Jan 2, 2025*	484.027	484.109	*IDSR110625364S*
IDSR080825364S	6,15	31 Des/ *Dec 31, 2024*	2 Jan/*Jan 2, 2025*	478.851	478.933	*IDSR080825364S*
				962.878	**963.042**	
Total				**16.820.682**	**16.845.690**	***Total***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai tidak diperlukan pada tanggal-tanggal 31 Desember 2025 dan 2024, karena manajemen berkeyakinan bahwa efek-efek yang dibeli dengan janji dijual kembali dapat ditagih.

Management believes that the allowance for impairment losses is not necessary as of December 31, 2025 and 2024, because management believes that marketable securities purchased under agreement to resell are collectible.

10. TAGIHAN DAN LIABILITAS DERIVATIF

Ikhtisar transaksi derivatif adalah sebagai berikut:

10. DERIVATIVE RECEIVABLES AND PAYABLES

The summary of the derivatives transactions are as follows:

	31 Desember 2025/*December 31, 2025*		
Transaksi	**Tagihan derivatif/ *Derivative receivables***	**Liabilitas derivatif/ *Derivative payables***	***Transaction***
Swap mata uang asing	651.230	383.297	*Foreign currency swap*
Pembelian dan penjualan *forward* mata uang asing	237.629	438.327	*Purchase and sale of foreign currency forward*
Swap suku bunga	121.203	117.790	*Interest rate swap*
Swap mata uang dan suku bunga	128.213	140.679	*Foreign currency and interest rate swap*
Pembelian dan penjualan *spot* mata uang asing	16.426	11.862	*Purchase and sale of foreign currency spot*
Option mata uang	12.328	9.798	*Currency option*
Total	**1.167.029**	**1.101.753**	***Total***

10. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

Ikhtisar transaksi derivatif adalah sebagai berikut (lanjutan):

10. DERIVATIVE RECEIVABLES AND PAYABLES (continued)

The summary of the derivatives transactions are as follows (continued):

	31 Desember 2024/*December 31, 2024*		
Transaksi	**Tagihan derivatif/ *Derivative receivables***	**Liabilitas derivatif/ *Derivative payables***	***Transaction***
Swap mata uang asing	409.454	656.917	*Foreign currency swap*
Pembelian dan penjualan *forward* mata uang asing	408.102	589.736	*Purchase and sale of foreign currency forward*
Swap suku bunga	244.837	247.276	*Interest rate swap*
Swap mata uang dan suku bunga	15.029	80.968	*Foreign currency and interest rate swap*
Pembelian dan penjualan *spot* mata uang asing	9.626	10.223	*Purchase and sale of foreign currency spot*
Total	**1.087.048**	**1.585.120**	***Total***

	Nilai Nosional (mata uang asing nilai penuh, Rupiah dalam jutaan)/ *Notional amounts (foreign currency full amount, in millions of Rupiah)*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Swap mata uang dan suku bunga			*Foreign currency and interest rate swap*
Rupiah	3.401.710	1.769.657	*Rupiah*
Dolar Amerika Serikat	177.975.340	29.805.814	*United States Dollar*
Swap suku bunga			*Interest rate swap*
Dolar Amerika Serikat	773.845.772	757.044.325	*United States Dollar*
Option mata uang			*Currency option*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	142.361.224	103.242.720	*United States Dollar*
Kontrak pembelian			*Purchase contract*
Dolar Amerika Serikat	10.000.000	-	*United States Dollar*
Euro Eropa	10.000.000	-	*European Euro*
Spot mata uang asing			*Foreign currency spot*
Kontrak pembelian			*Purchase contract*
Dolar Amerika Serikat	158.002.393	171.173.000	*United States Dollar*
Euro Eropa	1.200.000	-	*European Euro*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	279.518.230	152.000.000	*United States Dollar*
Euro Eropa	659.369	-	*European Euro*
Dolar Singapura	420.337	-	*Singaporean Dollar*
Forward mata uang asing			*Foreign currency forward*
Kontrak pembelian			*Purchase contract*
Yen Jepang	751.851,435	1.054.088.247	*Japanese Yen*
Dolar Amerika Serikat	648.523.869	1.241.732.627	*United States Dollar*
Euro Eropa	48.000.000	20.460.608	*European Euro*
Renminbi	15.600.000	7.342.495	*Renminbi*
Dolar Australia	5.000.000	-	*Australian Dollar*
Pound Sterling Inggris	10.000.0000	-	*Great Britain Pound Sterling*

10. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

Ikhtisar transaksi derivatif adalah sebagai berikut (lanjutan):

10. DERIVATIVE RECEIVABLES AND PAYABLES (continued)

The summary of the derivatives transactions are as follows (continued):

	Nilai nosional (mata uang asing nilai penuh, Rupiah dalam jutaan)/ Notional *amounts (foreign currency full amount, in millions of Rupiah)*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Forward mata uang asing			*Foreign currency forward*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	4.563.690.136	2.778.990.927	*United States Dollar*
Yen Jepang	-	1.500.000.000	*Japanese Yen*
Euro Eropa	55.900.000	30.000.000	*European Euro*
Dolar Australia	-	9.774.858	*Australian Dollar*
Dolar Singapura	15.000.000	70.000.000	*Singaporean Dollar*
Renminbi	3.570.000	-	*Renminbi*
Pound Sterling Inggris	3.000.000	25.000.000	*Great Britain Pound Sterling*
Swap mata uang asing			*Foreign currency swap*
Kontrak pembelian			*Purchase contract*
Dolar Amerika Serikat	2.132.512.100	2.115.691.546	*United States Dollar*
Euro Eropa	162.000.000	50.000.000	*European Euro*
Renminbi	3.570.000	-	*Renminbi*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	3.627.071.633	2.712.004.437	*United States Dollar*
Euro Eropa	260.000.000	100.000.000	*European Euro*
Pound Sterling Inggris	40.000.0000	-	*Great Britain Pound Sterling*
Dolar Australia	20.000.000	-	*Dolar Australia*
Dolar New Zealand	-	15.000.000	*New Zealand Dolar*

Para pihak yang melakukan kontrak derivatif dalam bentuk *swap* suku bunga ataupun *swap* mata uang dan suku bunga dengan BRI berkewajiban membayar bunga tetap atau bunga mengambang antara lain SOFR 3 (tiga) bulanan atau 6 (enam) bulanan ditambah dengan marjin tertentu.

The parties entering into derivative contracts in the form of interest rate swaps or currency and interest rate swaps with BRI are required to pay fixed rates or floating rates, including but not limited to 3 (three) monthly or 6 (six) monthly SOFR plus a certain margin.

11. KREDIT YANG DIBERIKAN

a) Berdasarkan Jenis dan Mata Uang:

Rincian kredit yang diberikan berdasarkan jenis dan mata uang adalah sebagai berikut:

11. LOANS

a) By Type and Currency:

The details of loans by type and currency are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Modal kerja	691.424.669	691.046.152	*Working Capital*
Konsumsi	375.035.690	325.971.783	*Consumer*
Investasi	118.406.791	86.026.768	*Investment*
Cash Collateral	656.904	159.681	*Cash Collateral*
	1.185.524.054	1.103.204.384	

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

a) Berdasarkan Jenis dan Mata Uang (lanjutan): / *a) By Type and Currency (continued):*

Rincian kredit yang diberikan berdasarkan jenis dan mata uang adalah sebagai berikut: (lanjutan) / *The details of loans by type and currency are as follows: (continued)*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak ketiga			*Third parties*
Mata uang asing			*Foreign currency*
Investasi	65.095.491	59.129.607	*Investment*
Modal kerja	54.294.233	45.850.048	*Working Capital*
Konsumsi	1.045.182	1.010.998	*Consumer*
	120.434.906	105.990.653	
	1.305.958.960	1.209.195.037	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Modal kerja	43.259.847	25.858.983	*Working Capital*
Investasi	73.084.039	28.686.394	*Investment*
Konsumsi	192.432	209.229	*Consumer*
	116.536.318	54.754.606	
Mata uang asing			*Foreign currency*
Modal kerja	9.788.447	7.994.913	*Working Capital*
Investasi	28.445.693	26.373.533	*Investment*
	38.234.140	34.368.446	
	154.770.458	89.123.052	
Total	**1.460.729.418**	**1.298.318.089**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(79.328.619)	(76.902.889)	*Less allowance for impairment losses*
Neto	**1.381.400.799**	**1.221.415.200**	***Net***

	31 Desember 2025/*December 31, 2025*		**31 Desember 2024/*December 31, 2024***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Rupiah		1.302.060.372		1.157.958.990	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	9.515.385.056	158.669.046	8.720.657.328	140.358.980	*United States Dollar*
Dolar Singapura	-	-	10.000	119	*Singaporean Dollar*
		158.669.046		140.359.099	
Total		**1.460.729.418**		**1.298.318.089**	***Total***
Dikurangi cadangan kerugian penurunan nilai		(79.328.619)		(76.902.889)	*Less allowance for impairment losses*
Neto		**1.381.400.799**		**1.221.415.200**	***Net***

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

b) Berdasarkan Sektor Ekonomi: / *b) By Economic Sector:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Perdagangan, perhotelan dan restoran	388.502.355	394.832.978	*Trading, hotels and restaurants*
Pertanian	224.982.146	196.879.241	*Agriculture*
Jasa dunia usaha	82.700.148	74.661.396	*Business services*
Perindustrian	72.873.387	69.709.337	*Manufacturing*
Pengangkutan, pergudangan dan komunikasi	24.026.974	20.898.887	*Transportation, warehousing and communications*
Konstruksi	16.978.494	14.512.977	*Construction*
Jasa pelayanan sosial	8.613.301	7.012.170	*Social services*
Pertambangan	6.721.810	14.307.696	*Mining*
Listrik, gas dan air	4.397.360	2.042.417	*Electricity, gas and water*
Lain-lain	355.728.079	308.347.285	*Others*
	1.185.524.054	1.103.204.384	
Mata uang asing			*Foreign currency*
Perindustrian	39.511.068	36.463.367	*Manufacturing*
Pertambangan	20.384.167	15.399.907	*Mining*
Konstruksi	2.089.902	3.864.496	*Construction*
Pertanian	13.330.533	11.602.690	*Agriculture*
Listrik, gas dan air	13.548.107	10.083.211	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	16.640.270	9.934.038	*Trading, hotels and restaurants*
Jasa pelayanan sosial	8.864.633	6.248.959	*Social services*
Jasa dunia usaha	4.042.222	11.042.966	*Business services*
Pengangkutan, pergudangan dan komunikasi	974.986	299.529	*Transportation, warehousing and communications*
Lain-lain	1.049.018	1.051.490	*Others*
	120.434.906	105.990.653	
	1.305.958.960	1.209.195.037	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Perdagangan, perhotelan dan restoran	18.012.788	10.356.610	*Trading, hotels and restaurant*
Konstruksi	60.533.447	16.320.018	*Construction*
Pertanian	7.156.132	7.515.932	*Agriculture*
Pengangkutan, pergudangan dan komunikasi	8.424.246	7.371.946	*Transportation, warehousing and communications*
Listrik, gas dan air	13.930.446	6.752.467	*Electricity, gas and water*
Jasa dunia usaha	3.381.517	2.508.888	*Business services*
Perindustrian	4.162.361	3.409.824	*Manufacturing*
Pertambangan	661.269	307.804	*Mining*
Jasa pelayanan sosial	80.000	-	*Social services*
Lain-lain	194.112	211.117	*Others*
	116.536.318	54.754.606	

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

b) Berdasarkan Sektor Ekonomi (lanjutan): / *b) By Economic Sector (continued):*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak berelasi (Catatan 44) (lanjutan)			*Related parties (Note 44) (continued)*
Mata uang asing			*Foreign currency*
Listrik, gas dan air	21.570.039	17.602.619	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	5.924.533	2.320.284	*Trading, hotels and restaurant*
Perindustrian	4.410.345	3.236.084	*Manufacturing*
Jasa dunia usaha	3.199.820	2.784.653	*Business services*
Pertambangan	1.633.495	6.476.830	*Mining*
Konstruksi	912.283	1.947.976	*Construction*
Pertanian	583.625	-	*Agriculture*
	38.234.140	34.368.446	
	154.770.458	89.123.052	
Total	**1.460.729.418**	**1.298.318.089**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(79.328.619)	(76.902.889)	*Less allowance for impairment losses*
Neto	**1.381.400.799**	**1.221.415.200**	***Net***

c) Berdasarkan Jangka Waktu / *c) By Period*

Klasifikasi jangka waktu kredit yang diberikan berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut: / *The classification of loans based on the remaining period to maturity are as follows:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	31.166.640	32.837.937	*≤ 1 month*
> 1 bulan - 3 bulan	46.977.097	46.825.277	*> 1 month - 3 months*
> 3 bulan - 1 tahun	295.907.143	252.440.469	*> 3 months - 1 year*
> 1 tahun - 2 tahun	151.584.882	138.280.655	*> 1 year - 2 years*
> 2 tahun - 5 tahun	361.593.439	376.837.492	*> 2 years - 5 years*
> 5 tahun	298.294.853	255.982.554	*> 5 years*
	1.185.524.054	1.103.204.384	
Mata uang asing			*Foreign currency*
≤ 1 bulan	3.493.731	5.781.294	*≤ 1 month*
> 1 bulan - 3 bulan	7.606.660	8.032.817	*> 1 month - 3 months*
> 3 bulan - 1 tahun	37.304.190	26.314.688	*> 3 months - 1 year*
> 1 tahun - 2 tahun	13.914.483	7.600.206	*> 1 year - 2 years*
> 2 tahun - 5 tahun	22.235.257	29.935.619	*> 2 years - 5 years*
> 5 tahun	35.880.585	28.326.029	*> 5 years*
	120.434.906	105.990.653	
	1.305.958.960	1.209.195.037	

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

c) Berdasarkan Jangka Waktu (lanjutan) / *c) By Period (continued)*

Klasifikasi jangka waktu kredit yang diberikan berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut (lanjutan):

The classification of loans based on the remaining period to maturity are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	3.172.519	1.961.564	*≤ 1 month*
> 1 bulan - 3 bulan	1.353.130	634.479	*> 1 month - 3 months*
> 3 bulan - 1 tahun	32.024.192	12.560.025	*> 3 months - 1 year*
> 1 tahun - 2 tahun	678.533	5.263.222	*> 1 year - 2 years*
> 2 tahun - 5 tahun	8.544.362	7.419.907	*> 2 years - 5 years*
> 5 tahun	70.763.582	26.915.409	*> 5 years*
	116.536.318	54.754.606	
Mata uang asing			*Foreign currency*
≤ 1 bulan	2.417.875	66.844	*≤ 1 month*
> 1 bulan - 3 bulan	294.529	1.448.550	*> 1 month - 3 months*
> 3 bulan - 1 tahun	2.654.620	4.941.385	*> 3 months - 1 year*
> 1 tahun - 2 tahun	111.892	2.033.142	*> 1 year - 2 years*
> 2 tahun - 5 tahun	17.019.252	13.515.139	*> 2 years - 5 years*
> 5 tahun	15.735.972	12.363.386	*> 5 years*
	38.234.140	34.368.446	
	154.770.458	89.123.052	
Total	**1.460.729.418**	**1.298.318.089**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(79.328.619)	(76.902.889)	*Less allowance for impairment losses*
Neto	**1.381.400.799**	**1.221.415.200**	***Net***

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

d) Perubahan Nilai Tercatat dan Cadangan Kerugian Ekspektasian / *d) The Changes in Carrying Value and Allowance for Expected Losses*

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan: / *The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:*

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang diberikan					*Loans*
Nilai tercatat awal	1.165.943.855	95.119.494	37.254.740	1.298.318.089	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	4.648.837	(4.297.443)	(351.394)	-	*Stage 1*
Stage 2	(40.930.497)	41.423.893	(493.396)	-	*Stage 2*
Stage 3	(23.272.933)	(16.831.480)	40.104.413	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(69.163.086)	(12.087.099)	(2.006.081)	(83.256.266)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	572.477.199	8.763.151	3.279.191	584.519.541	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(284.676.333)	(9.998.298)	(5.567.593)	(300.242.224)	*Derecognized financial assets*
Penghapusbukuan	(4.645.142)	(11.392.463)	(26.379.181)	(42.416.786)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	3.482.519	251.110	73.435	3.807.064	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**1.323.864.419**	**90.950.865**	**45.914.134**	**1.460.729.418**	***Carrying value ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang diberikan					*Loans*
Nilai tercatat awal	1.068.681.784	106.849.668	37.046.634	1.212.578.086	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	8.463.559	(8.131.698)	(331.861)	-	*Stage 1*
Stage 2	(38.204.791)	38.018.303	186.488	-	*Stage 2*
Stage 3	(14.666.745)	(13.579.258)	28.246.003	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(93.726.786)	(12.539.903)	(1.429.608)	(107.696.297)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	505.281.602	17.129.844	2.371.087	524.782.533	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(266.671.580)	(21.461.149)	(3.151.492)	(291.284.221)	*Derecognized financial assets*
Penghapusbukuan	(6.154.590)	(11.417.407)	(25.790.346)	(43.362.343)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	2.941.402	251.094	107.835	3.300.331	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**1.165.943.855**	**95.119.494**	**37.254.740**	**1.298.318.089**	***Carrying value ending balance***

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

d) Perubahan Nilai Tercatat dan Cadangan Kerugian Ekspektasian (lanjutan) / *d) The Changes in Carrying Value and Allowance for Expected Losses (continued)*

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan): / *The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):*

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang Diberikan					*Loans*
Cadangan atas kerugian kredit ekspektasian awal	19.961.020	29.540.799	27.401.070	76.902.889	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	828.894	(612.984)	(215.910)	-	*Stage 1*
Stage 2	(1.147.756)	1.431.552	(283.796)	-	*Stage 2*
Stage 3	(1.386.708)	(6.075.412)	7.462.120	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	2.847.217	11.410.220	25.052.966	39.310.403	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	8.638.893	2.853.292	2.608.103	14.100.288	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(3.600.438)	(2.013.925)	(2.930.593)	(8.544.956)	*Derecognized financial assets*
Penghapusbukuan	(4.645.142)	(11.392.463)	(26.379.181)	(42.416.786)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1.889)	(16.700)	(4.630)	(23.219)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**21.494.091**	**25.124.379**	**32.710.149**	**79.328.619**	***Allowance for expected credit loss ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang Diberikan					*Loans*
Cadangan atas kerugian kredit ekspektasian awal	22.024.337	32.994.228	26.905.837	81.924.402	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	1.321.099	(1.167.790)	(153.309)	-	*Stage 1*
Stage 2	(1.599.789)	1.705.276	(105.487)	-	*Stage 2*
Stage 3	(529.570)	(3.970.325)	4.499.895	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	1.396.127	11.797.766	22.232.599	35.426.492	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	12.702.961	8.570.934	1.798.109	23.072.004	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(8.479.405)	(8.423.116)	(1.307.438)	(18.209.959)	*Derecognized financial assets*
Penghapusbukuan	(6.154.590)	(11.417.407)	(25.790.346)	(43.362.343)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(720.150)	(548.767)	(678.790)	(1.947.707)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**19.961.020**	**29.540.799**	**27.401.070**	**76.902.889**	***Allowance for expected credit loss ending balance***

11. KREDIT YANG DIBERIKAN (lanjutan)

e) Informasi mengenai restrukturisasi yang dilakukan BRI dan entitas anak

Tabel berikut merupakan informasi atas kredit yang diberikan yang telah direstrukturisasi BRI dan entitas anak:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
BRI (Entitas Induk)	81.730.452	85.373.193	*BRI (Parent Entity)*
BRI (Entitas Anak)	2.945.734	4.050.098	*BRI (Subsidiary)*
Total	**84.676.186**	**89.423.291**	***Total***

Skema restrukturisasi umumnya dilakukan dengan perpanjangan masa pelunasan kredit dan penjadwalan kembali bunga yang tertunggak.

f) Informasi Penting Lainnya

1) Kredit yang diberikan pada umumnya dijamin dengan agunan yang diikat dengan hak tanggungan, surat kuasa untuk menjual, giro, tabungan, deposito berjangka atau jaminan lain yang umumnya diterima oleh perbankan (Catatan 19, 20 dan 21), serta barang jaminan berupa emas (entitas anak).

2) Kredit modal kerja dan investasi diberikan kepada debitur untuk memenuhi kebutuhan modal kerja dan barang-barang modalnya.

3) Kredit konsumsi terdiri dari kredit kepada pekerja dan pensiun, kredit pemilikan rumah, kredit kendaraan bermotor dan kredit konsumsi lainnya.

4) Kredit program merupakan kredit yang disalurkan BRI berdasarkan petunjuk dari Pemerintah dalam rangka mendukung pembangunan di Indonesia khususnya pengembangan usaha kecil, menengah dan koperasi.

5) Kredit Kupedes merupakan kredit yang disalurkan BRI melalui kantor BRI Unit dengan sasaran usaha mikro dan golongan berpenghasilan tetap yang memerlukan tambahan pembiayaan yang besarnya sesuai dengan ketentuan batasan plafon Kupedes. Sektor ekonomi yang menjadi sasaran adalah pertanian, industri, perdagangan dan lain-lain.

11. LOANS (continued)

e) Information regarding restructured loan by BRI and its subsidiaries

The following table provides informations of restructured loan by BRI and subsidiaries, as follows:

Restructuring scheme generally consists of extention of the loan period and rescheduling the overdue interest.

f) Other Significant Information

1) The loans are generally collateralized by registered mortgages, by powers of attorneys to sell, demand deposits, saving deposits, time deposits or by other guarantees generally accepted by banks (Notes 19, 20 and 21), as well as collateral in the form of gold (subsidiaries).

2) Working capital and investment loans are given to debtors for working capital requirements and capital goods.

3) Consumption loans consist of loans to employees and retired employees, housing, motor vehicles and other consumption loans.

4) Program loans represent loan facilities channeled by BRI based on the guidelines from the Government in order to support the development in Indonesia especially the development of small scale industry, middle scale industry and corporate.

5) Kupedes loans represent loan facilities channeled by BRI through BRI's Units. The target of these loans is micro scale industry and fixed income employees that require additional funds, in accordance with the maximum limit amount stated in the Kupedes regulation. The targeted economic sectors are agriculture, manufacturing, trading and others.

11. KREDIT YANG DIBERIKAN (lanjutan)

f) Informasi Penting Lainnya (lanjutan)

6) Kredit sindikasi merupakan kredit yang diberikan kepada debitur di bawah perjanjian pembiayaan bersama dengan bank-bank lain. Jumlah kredit sindikasi yang diberikan BRI adalah sebesar Rp130.275.425 dan Rp73.697.390 masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024. Keikutsertaan BRI sebagai pimpinan sindikasi berkisar dari 3% sampai dengan 72% masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024, selanjutnya sebagai anggota sindikasi berkisar dari 1% sampai dengan 80% masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024.

7) Pinjaman pekerja adalah pinjaman yang diberikan kepada pekerja dengan tingkat bunga berkisar 4,5% sampai dengan 5,5% per tahun yang ditujukan untuk pembelian kendaraan, rumah dan keperluan lainnya dengan jangka waktu berkisar antara 4 (empat) tahun sampai dengan 20 (dua puluh) tahun. Pembayaran pokok pinjaman dan bunga dilunasi melalui pemotongan gaji setiap bulan. Perbedaan antara tingkat bunga pinjaman pekerja dan *Base Lending Rate* (BLR) ditangguhkan dan dicatat sebagai beban yang ditangguhkan untuk pinjaman pekerja, bagian dari Aset Lain-lain. Besarnya akun beban yang ditangguhkan untuk pinjaman pekerja sebesar Rp4.148.213 dan Rp4.747.556 masing-masing pada tanggal 31 Desember 2025 dan 2024 (Catatan 17).

8) Berdasarkan Segmen Operasi

11. LOANS (continued)

f. Other Significant Information (continued)

6) Syndicated loans represent loans provided to debtors under syndication agreements with other banks. The total BRI loan with the syndication scheme amounted to Rp130,275,425 and Rp73,697,390 as of December 31, 2025 and 2024, respectively. BRI's participation as leader in the syndicated loans ranged from 3% to 72% as of December 31, 2025 and 2024, respectively. BRI's participation as a member in the syndicated loans ranged from 1% to 80% as of December 31, 2025 and 2024.

7) Employee loans are loans given to employees with 4.5% to 5.5% annual interest rate that are intended for the acquisition of vehicles, houses and other necessities with 4 (four) to 20 (twenty) years maturity. Loan principal and interest payments were collected through monthly payroll deductions. The difference between employee loan's interest rate and Base Lending Rate (BLR) is deferred and recorded as deferred expense for employee loans as part of other assets. The deferred expense for employee loans amounted to Rp4,148,213 and Rp4,747,556 as of December 31, 2025 and 2024, respectively (Note 17).

8) By Operating Segment

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Mikro	585.960.587	575.546.128	*Micro*
Ritel	526.176.148	474.311.856	*Retail*
Korporasi	73.387.319	53.346.400	*Corporate*
	1.185.524.054	1.103.204.384	
Mata uang asing			*Foreign currency*
Korporasi	115.834.841	103.392.347	*Corporate*
Ritel	4.600.065	2.598.306	*Retail*
	120.434.906	105.990.653	
	1.305.958.960	1.209.195.037	

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

f) Informasi Penting Lainnya (lanjutan) / *f. Other Significant Information (continued)*

8) Berdasarkan Segmen Operasi (lanjutan) / *8) By Operating Segment (continued)*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Korporasi	115.061.550	53.237.066	*Corporate*
Ritel	1.474.768	1.517.540	*Retail*
	116.536.318	54.754.606	
Mata uang asing			*Foreign currency*
Korporasi	38.234.140	34.368.446	*Corporate*
	154.770.458	89.123.052	
Total	**1.460.729.418**	**1.298.318.089**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(79.328.619)	(76.902.889)	*Less Allowance for impairment losses*
Neto	**1.381.400.799**	**1.221.415.200**	***Net***

Pada tanggal-tanggal 31 Desember 2025 dan 2024, terdapat kredit entitas anak (Pegadaian dan PNM) digunakan sebagai jaminan atas pinjaman bank masing-masing sebesar Rp74.593.275 dan Rp80.932.893 (Catatan 25).

As of December 31, 2025 and 2024, there are loans from subsidiaries (Pegadaian and PNM) used as collaterals for bank loans amounted to Rp74,593,275 and Rp80,932,893, respectively (Note 25).

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai kredit yang diberikan pada tanggal-tanggal 31 Desember 2025 dan 2024 telah memadai.

Management believes that the allowance for impairment losses on loans as of December 31, 2025 and December 31, 2024 are adequate.

12. PINJAMAN SYARIAH / *12. SHARIA LOANS*

a) Pinjaman syariah berdasarkan jangka waktu dan mata uang adalah sebagai berikut: / *a) Sharia loans based on the remaining period to maturity and currency are as follows:*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	163.298	195.952	*≤ 1 month*
> 1 bulan - 3 bulan	894.344	836.624	*> 1 month - 3 months*
> 3 bulan - 1 tahun	35.190.312	37.260.451	*> 3 months - 1 year*
> 1 tahun - 2 tahun	14.337.839	6.446.381	*> 1 year - 2 years*
> 2 tahun - 5 tahun	5.606.997	4.966.088	*> 2 years - 5 years*
> 5 tahun	157.492	183.586	*> 5 years*
Total	**56.350.282**	**49.889.082**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(3.565.115)	(3.995.032)	*Less allowance for impairment losses*
Neto	**52.785.167**	**45.894.050**	***Net***

12. PINJAMAN SYARIAH (lanjutan)

a) Pinjaman syariah berdasarkan jangka waktu dan mata uang adalah sebagai berikut (lanjutan):

Pinjaman syariah merupakan produk dari entitas anak Pegadaian dan PNM. Untuk pinjaman syariah Pegadaian terdiri dari *arrum* haji, *amanah*, *arrum* emas, *arrum* BPKB, *arrum* safar, *arrum* express loan-KUR syariah, *rahn tasjily* tanah, mulia dan emasku syariah serta *Rahn* gadai syariah, sementara pinjaman syariah PNM terdiri dari *mekaar syariah* dan *ulamm syariah*.

b) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

12. SHARIA LOANS (continued)

a) Sharia loans based on the remaining period to maturity and currency are as follows (continued):

Sharia loans are products of subsidiaries of Pegadaian and PNM. Pegadaian sharia loans consist of arrum haji, amanah, arrum gold, arrum BPKB, arrum safar, arrum express loan-KUR syariah, rhan tasjily land, mulia and emasku syariah as well as rahn syariah, while PNM sharia loans consist of mekaar sharia and ulamm sharia.

b) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Pinjaman Syariah					*Sharia Loans*
Nilai tercatat awal	45.088.319	3.960.852	839.911	49.889.082	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	404.105	(391.436)	(12.669)	-	*Stage 1*
Stage 2	(1.650.384)	1.694.614	(44.230)	-	*Stage 2*
Stage 3	(7.175.826)	(1.668.231)	8.844.057	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	5.161.858	(885.868)	(208.610)	4.067.380	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	48.066.064	1.663.256	400.532	50.129.852	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(37.312.812)	(1.362.898)	(6.082.691)	(44.758.401)	*Derecognized financial assets*
Penghapusbukuan	-	-	(2.977.631)	(2.977.631)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**52.581.324**	**3.010.289**	**758.669**	**56.350.282**	***Carrying value ending balance***

12. PINJAMAN SYARIAH (lanjutan)

b) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

12. SHARIA LOANS (continued)

b) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Pinjaman Syariah					*Sharia Loans*
Nilai tercatat awal	43.253.228	1.938.693	745.775	45.937.696	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	739.737	(600.924)	(138.813)	-	*Stage 1*
Stage 2	(2.780.990)	3.124.675	(343.685)	-	*Stage 2*
Stage 3	(2.292.560)	(108.001)	2.400.561	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	4.746.525	(506.746)	327.367	4.567.146	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	42.966.165	6.219.495	2.405.133	51.590.793	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(41.543.786)	(6.106.340)	(2.617.871)	(50.267.997)	*Derecognized financial assets*
Penghapusbukuan	-	-	(1.938.556)	(1.938.556)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**45.088.319**	**3.960.852**	**839.911**	**49.889.082**	***Carrying value ending balance***

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Pinjaman Syariah					*Sharia Loans*
Cadangan atas kerugian kredit ekspektasian awal	1.325.565	2.030.509	638.958	3.995.032	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	37.261	(32.935)	(4.326)	-	*Stage 1*
Stage 2	(29.571)	32.805	(3.234)	-	*Stage 2*
Stage 3	(1.591.035)	(2.296.865)	3.887.900	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(78.493)	(378.587)	51.274	(405.806)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	3.936.216	839.449	304.720	5.080.385	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(141.485)	(95.212)	(1.890.168)	(2.126.865)	*Derecognized financial assets*
Penghapusbukuan	-	-	(2.977.631)	(2.977.631)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**3.458.458**	**99.164**	**7.493**	**3.565.115**	***Allowance for expected credit loss ending balance***

12. PINJAMAN SYARIAH (lanjutan)

b) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

12. SHARIA LOANS (continued)

b) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1- **Kerugian kredit ekspektasian 12 bulan/** ***Stage 1 - 12 - months expected credit loss***	***Stage 2-*** **Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/** ***Stage 2 - life time expected credit loss - not impaired***	***Stage 3-*** **Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/** ***Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Pinjaman Syariah					*Sharia Loans*
Cadangan atas kerugian kredit ekspektasian awal	1.670.599	1.275.830	415.749	3.362.178	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	258.193	(150.956)	(107.237)	-	*Stage 1*
Stage 2	(215.431)	465.697	(250.266)	-	*Stage 2*
Stage 3	(571.081)	(1.073.894)	1.644.975	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(882.219)	(1.703.050)	(1.312.850)	(3.898.119)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	15.456.008	3.937.621	2.284.330	21.677.959	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(14.390.504)	(720.739)	(97.187)	(15.208.430)	*Derecognized financial assets*
Penghapusbukuan	-	-	(1.938.556)	(1.938.556)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**1.325.565**	**2.030.509**	**638.958**	**3.995.032**	***Allowance for expected credit loss ending balance***

b) Informasi mengenai restrukturisasi pinjaman syariah

Tabel berikut merupakan informasi atas pinjaman syariah yang telah direstrukturisasi Pegadaian dan PNM:

b) Information regarding structured sharia loan by subsidiaries

The following table provides informations of restructured sharia loans by Pegadaian and PNM:

	31 Desember 2025/ ***December 31, 2025***	**31 Desember 2024/** ***December 31, 2024***	
Pegadaian	16.853	71.303	*Pegadaian*
PNM	2.105.498	3.429.375	*PNM*
Total	**2.122.351**	**3.500.678**	***Total***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pinjaman syariah pada tanggal-tanggal 31 Desember 2025 dan 2024 telah memadai.

Management believes that the allowance for impairment losses on sharia loans as of December 31, 2025 and 2024 is adequate.

Jenis jaminan yang diserahkan oleh debitur atas pinjaman syariah antara lain berupa agunan yang diikat dengan hak tanggungan, surat kuasa untuk menjual, fidusia, emas atau jaminan lain yang umumnya diterima.

The type of collateral submitted by the debtors for the sharia loans are collateral secured by a mortgage, a power of attorney to sell, fiduciary guarantees,gold, fiduciary, and other commonly accepted forms of collateral.

12. PINJAMAN SYARIAH (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, terdapat pinjaman syariah yang digunakan sebagai jaminan atas pinjaman bank masing-masing sebesar Rp27.711.699 dan Rp28.410.016 (Catatan 25).

12. SHARIA LOANS (continued)

As December 31, 2025 and 2024, there are sharia loans that are used as collateral for bank loans amounted to Rp27,711,699 and Rp28,410,016, respectively (Note 25).

13. PIUTANG SEWA PEMBIAYAAN

13. FINANCE LEASE RECEIVABLES

a) Piutang sewa pembiayaan pada tanggal 31 Desember 2025 dan 2024 yang terdiri dari:

a) Finance lease receivables as of December 31, 2025 and 2024 consisting of:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Piutang sewa pembiayaan - bruto	5.257.373	7.798.737	*Finance lease receivables - gross*
Nilai sisa yang terjamin	1.430.132	1.508.683	*Guaranteed residual values*
Pendapatan sewa pembiayaan yang belum diakui	(883.502)	(1.407.321)	*Unearned finance leases income*
Simpanan jaminan	(1.430.132)	(1.508.683)	*Security deposit*
	4.373.871	6.391.416	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Piutang sewa pembiayaan - bruto	36.897	50.370	*Finance lease receivables - gross*
Nilai sisa yang terjamin	12.914	12.080	*Guaranteed residual values*
Pendapatan sewa pembiayaan yang belum diakui	(4.611)	(8.178)	*Unearned finance leases income*
Simpanan jaminan	(12.914)	(12.080)	*Security deposit*
	32.286	42.192	
Total	**4.406.157**	**6.433.608**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(164.922)	(165.590)	*Less allowance for impairment losses*
Neto	**4.241.235**	**6.268.018**	***Net***

b) Piutang Sewa Pembiayaan berdasarkan sisa umur sampai dengan jatuh tempo adalah sebagai berikut:

b) Finance lease receivables based on the remaining period to maturity are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 tahun	2.238.019	2.749.428	*≤ 1 year*
> 1 tahun - 2 tahun	1.323.852	1.893.927	*> 1 year - 2 years*
> 2 tahun - 5 tahun	782.252	1.707.198	*> 2 years - 5 years*
> 5 tahun	29.748	34.819	*> 5 years*
	4.373.871	6.385.372	
Dolar Amerika Serikat			*United States Dollar*
≤ 1 tahun	-	6.044	*≤ 1 year*
	-	6.044	
	4.373.871	6.391.416	

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

b) Piutang Sewa Pembiayaan berdasarkan sisa umur sampai dengan jatuh tempo adalah sebagai berikut (lanjutan):

13. FINANCE LEASE RECEIVABLES (continued)

b) Finance lease receivables based on the remaining period to maturity are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 tahun	11.096	10.636	*≤ 1 year*
> 1 tahun - 2 tahun	10.758	10.635	*> 1 year - 2 years*
> 2 tahun - 5 tahun	10.432	20.921	*> 2 years - 5 years*
	32.286	42.192	
Total	**4.406.157**	**6.433.608**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(164.922)	(165.590)	*Less allowance for impairment losses*
Neto	**4.241.235**	**6.268.018**	***Net***

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Nilai tercatat awal	6.192.820	137.312	103.476	6.433.608	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	24.083	(21.875)	(2.208)	-	*Stage 1*
Stage 2	(207.723)	208.318	(595)	-	*Stage 2*
Stage 3	(60.182)	(29.010)	89.192	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	1.359.749	21.903	2.592	1.384.244	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(3.122.238)	(99.941)	(35.822)	(3.258.001)	*Derecognized financial assets*
Penghapusbukuan	(50.413)	(30.641)	(72.640)	(153.694)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**4.136.096**	**186.066**	**83.995**	**4.406.157**	***Carrying value ending balance***

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

13. FINANCE LEASE RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Nilai tercatat awal	7.590.538	179.073	143.854	7.913.465	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	93.913	(85.983)	(7.930)	-	*Stage 1*
Stage 2	(128.027)	128.950	(923)	-	*Stage 2*
Stage 3	(52.324)	(16.141)	68.465	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	1.911.558	11.872	17.433	1.940.863	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(3.168.718)	(53.491)	(37.550)	(3.259.759)	*Derecognized financial assets*
Penghapusbukuan	(54.120)	(26.968)	(79.873)	(160.961)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**6.192.820**	**137.312**	**103.476**	**6.433.608**	***Carrying value ending balance***

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Cadangan atas kerugian kredit ekspektasian awal	78.254	8.943	78.393	165.590	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	4.774	(2.504)	(2.270)	-	*Stage 1*
Stage 2	(1.262)	1.794	(532)	-	*Stage 2*
Stage 3	(4.065)	(5.040)	9.105	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	64.934	45.019	81.268	191.221	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	5.081	2.249	2.592	9.922	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(17.317)	(10.518)	(31.869)	(59.704)	*Derecognized financial assets*
Penghapusbukuan	(50.413)	(30.641)	(72.640)	(153.694)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	11.587	-	-	11.587	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**91.573**	**9.302**	**64.047**	**164.922**	***Allowance for expected credit loss ending balance***

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

13. FINANCE LEASE RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Cadangan atas kerugian kredit ekspektasian awal	24.744	65.863	124.701	215.308	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	52.229	(46.192)	(6.037)	-	*Stage 1*
Stage 2	(4.680)	5.422	(742)	-	*Stage 2*
Stage 3	(640)	(1.107)	1.747	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(7.047)	9.233	60.374	62.560	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	85.044	8.075	14.704	107.823	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(16.197)	(5.383)	(36.481)	(58.061)	*Derecognized financial assets*
Penghapusbukuan	(54.120)	(26.968)	(79.873)	(160.961)	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1.079)	-	-	(1.079)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**78.254**	**8.943**	**78.393**	**165.590**	***Allowance for expected credit loss ending balance***

Pada tanggal-tanggal 31 Desember 2025 dan 2024 dan terdapat piutang sewa pembiayaan digunakan sebagai jaminan atas utang bank masing-masing sebesar Rp1.522.932 dan Rp3.303.755 (catatan 25).

As of December 31, 2025 and 2024 and there were financing receivables that used as collateral for bank loans amounting Rp1,522,932 and Rp3,303,755, respectively (note 25).

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai piutang sewa pembiayaan pada tanggal-tanggal 31 Desember 2025 dan 2024 telah memadai.

Management believes that the allowance for impairment losses for finance lease receivable as of December 31, 2025 and 2024 are adequate.

14. TAGIHAN DAN LIABILITAS AKSEPTASI

a) Berdasarkan Jenis dan Mata Uang:

14. ACCEPTANCES RECEIVABLE AND PAYABLE

a) By Type and Currency:

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
L/C Impor dan Surat Kredit Berdokumen Dalam Negeri (SKBDN)		9.904.354		6.685.784	*Import Letters of Credit and Domestic Documentary L/C (SKBDN)*

14. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

14. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

a) Berdasarkan Jenis dan Mata Uang (lanjutan):

a) By Type and Currency (continued):

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing					*Foreign currency*
L/C Impor dan SKBDN					*Import L/C and SKBDN*
Dolar Amerika Serikat	46.632.380	777.595	52.987.125	852.828	*United States Dollar*
Renminbi	107.092.758	255.416	222.847.124	491.376	*Renminbi*
Euro Eropa	743.064	14.543	765.779	12.833	*European Euro*
Yen Jepang	24.574.000	2.617	61.210.000	6.306	*Japanese Yen*
Dolar Singapura	124.500	1.614		-	*Singapore Dollar*
Pound Sterling Inggris	-	-	29.862	604	*Great Britain Pound Sterling*
		1.051.785		1.363.947	
		10.956.139		8.049.731	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
L/C Impor dan SKBDN		1.645.307		1.757.587	*Import L/C and SKBDN*
Mata uang asing					*Foreign currency*
L/C Impor dan SKBDN					*Import L/C and SKBDN*
Dolar Amerika Serikat	28.612.941	477.121	18.518.480	298.055	*United States Dollar*
		2.122.428		2.055.642	
Total		**13.078.567**		**10.105.373**	***Total***
Cadangan kerugian penurunan nilai		(32.226)		(321.683)	*Allowance for impairment losses*
Neto		**13.046.341**		**9.783.690**	***Net***

b) Berdasarkan Jangka Waktu:

Klasifikasi jangka waktu tagihan akseptasi berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

b) By Period:

The classification of acceptances receivable based on the remaining period until maturity are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
≤ 1 bulan	2.321.337	1.861.735	*≤ 1 month*
> 1 bulan - 3 bulan	4.073.241	2.463.651	*> 1 month - 3 months*
> 3 bulan - 1 tahun	4.561.561	3.724.345	*> 3 months - 1 year*
	10.956.139	8.049.731	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
≤ 1 bulan	630.929	232.241	*≤ 1 month*
> 1 bulan - 3 bulan	635.696	739.638	*> 1 month - 3 months*
> 3 bulan - 1 tahun	855.803	1.083.763	*> 3 months - 1 year*
	2.122.428	2.055.642	
Total	**13.078.567**	**10.105.373**	***Total***
Cadangan kerugian penurunan nilai	(32.226)	(321.683)	*Allowance for impairment losses*
Neto	**13.046.341**	**9.783.690**	***Net***

14. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

14. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember 2025/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Nilai tercatat awal	10.105.373	-	-	10.105.373	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	13.073.348	5.219	-	13.078.567	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.112.718)	-	-	(10.112.718)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	7.345	-	-	7.345	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**13.073.348**	**5.219**	**-**	**13.078.567**	***Carrying value ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Nilai tercatat awal	10.193.597	23.811	-	10.217.408	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	10.105.373	-	-	10.105.373	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.218.091)	(23.811)	-	(10.241.902)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	24.494	-	-	24.494	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**10.105.373**	**-**	**-**	**10.105.373**	***Carrying value ending balance***

14. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

14. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember 2024/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Cadangan atas kerugian kredit ekspektasian awal	321.683	-	-	321.683	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	30.113	2.115	-	32.228	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(321.684)			(321.684)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1)	-	-	(1)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**30.111**	**2.115**	**-**	**32.226**	***Allowance for expected credit loss ending balance***

	31 Desember 2024/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Cadangan atas kerugian kredit ekspektasian awal	244.117	5.581	-	249.698	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	321.683	-	-	321.683	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(244.118)	(5.581)	-	(249.699)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	1	-	-	1	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**321.683**	**-**	**-**	**321.683**	***Allowance for expected credit loss ending balance***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pada 31 Desember 2025 dan 2024 telah memadai.

Management believes that the allowance for impairment losses as of December 31, 2025 and 2024 is adequate.

15. PENYERTAAN SAHAM / *15. INVESTMENT IN SHARES*

Rincian penyertaan saham adalah sebagai berikut: / *The details of investment in shares are as follows:*

Nama Perusahaan / *Company Name*	Jenis Usaha / *Type of Business*	Persentase Pemilikan (%) / *Percentage of Ownership (%)*	31 Desember 2025 / *December 31, 2025*			31 Desember 2024 / *December 31, 2024*		
			Biaya Perolehan / *Acquisition Cost*	Akumulasi Bagian Laba Neto Asosiasi / *Accumulated Net Earning Associated Entities*	Nilai Tercatat / *Carrying Value*	Biaya Perolehan / *Acquisition Cost*	Akumulasi Bagian Laba Neto Asosiasi / *Accumulated Net Earning Associated Entities*	Nilai Tercatat / *Carrying Value*
Metode Ekuitas / ***Equity Method***								
Pihak berelasi (Catatan 44) / *Related parties (Note 44)*								
(Investasi dalam entitas asosiasi) / *(Investment in associates)*								
PT Bank Syariah Indonesia Tbk / *PT Bank Syariah Indonesia Tbk*	Perbankan / *Banking*	15,38	3.546.381	3.965.599	7.511.980	3.546.381	2.902.597	6.448.978
PT Bahana Artha Ventura / *PT Bahana Artha Ventura*	Modal ventura / *Venture Capital*	15,10	71.325	1.975	73.300	71.325	5.450	76.775
			3.617.706	3.967.574	7.585.280	3.617.706	2.908.047	6.525.753

Nama Perusahaan / *Company Name*	Jenis Usaha / *Type of Business*	Persentase Pemilikan (%) / *Percentage of Ownership (%)*	31 Desember 2025 / *December 31, 2025*			31 Desember 2024 / *December 31, 2024*		
			Biaya Perolehan / *Acquisition Cost*	Akumulasi Bagian Laba Neto Asosiasi / *Accumulated Net Earning Associated Entities*	Nilai Tercatat / *Carrying Value*	Biaya Perolehan / *Acquisition Cost*	Akumulasi Bagian Laba Neto Asosiasi / *Accumulated Net Earning Associated Entities*	Nilai Tercatat / *Carrying Value*
Metode Nilai Wajar / ***Fair Value Method***								
Pihak ketiga / *Third parties*								
Grab Holding / *Grab Holding*	Penyelenggara Teknologi Finansial / *Financial Technology Provider*	0,07			179.494			163.510
PT Bukalapak.com / *PT Bukalapak.com*	Penyelenggara Teknologi Finansial / *Financial Technology Provider*	0,18			28.605			22.631
PT Pefindo Biro Kredit / *PT Pefindo Biro Kredit*	Perusahaaan Informasi Pengkreditan / *Credit Information Provider*	13,88			30.856			23.308
PT Pemeringkat Efek Indonesia / *PT Pemeringkat Efek Indonesia*	Pemeringkat efek / *Credit Rating Agency*	6,78			27.317			26.717
PT Kustodian Sentral Efek Indonesia / *PT Kustodian Sentral Efek Indonesia*	Jasa Penitipan Surat Berharga / *Securities Depository Service*	4,25			4.650			4.650
PT Penyelesaian Transaksi Elektronik Nasional / *PT Penyelesaian Transaksi Elektronik Nasional*	Jasa Pembayaran / *Payment Service*	17,50			3.500			3.500
PT Kliring Berjangka Indonesia (Persero) / *PT Kliring Berjangka Indonesia (Persero)*	Lembaga Kliring / *Clearing Institution*	1,92			1.646			1.440
Investasi lain-lain / *Other Invesments*	Beragam / *Various*	Beragam / *Various*			686.564			714.428
Pihak berelasi (Catatan 44) / *Related parties (Note 44)*								
PT Fintek Karya Nusantara / *PT Fintek Karya Nusantara*	Penyelenggara Jasa Sistem Perbankan / *Banking System Service Provider*	12,73			286.956			590.630
					1.249.588			**1.550.814**
Neto / ***Net***					**8.834.868**			**8.076.567**

15. PENYERTAAN SAHAM (lanjutan) / *15. INVESTMENT IN SHARES (continued)*

Jumlah aset, liabilitas, pendapatan, dan laba tahun berjalan dari entitas asosiasi adalah sebagai berikut:

Total assets, liabilities, income and net income for the year of associates are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
PT Bank Syariah Indonesia Tbk			*PT Bank Syariah Indonesia Tbk*
Total aset	456.192.606	408.613.432	*Total assets*
Total liabilitas	104.929.242	102.281.321	*Total liabilities*
Total dana *syirkah* temporer	299.310.490	261.290.539	*Total temporary syirkah funds*
PT Bahana Artha Ventura			*PT Bahana Artha Ventura*
Total aset	1.227.466	1.269.997	*Total assets*
Total liabilitas	492.047	512.323	*Total liabilities*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
PT Bank Syariah Indonesia Tbk			*PT Bank Syariah Indonesia Tbk*
Total pendapatan	26.065.682	22.965.653	*Total income*
Total laba bersih	7.962.185	7.158.012	*Total net income*
PT Bahana Artha Ventura			*PT Bahana Artha Ventura*
Total pendapatan	119.451	125.944	*Total income*
Total (rugi) laba bersih	(23.011)	17.648	*Total (loss) net income*

Rincian penerimaan dividen adalah sebagai berikut:

The details of dividend receipts are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
BRI			*BRI*
PT Bank Syariah Indonesia Tbk	161.583	131.550	*PT Bank Syariah Indonesia Tbk*
Entitas Anak			*Subsidiaries*
PT Pegadaian	2.850	3.609	*PT Pegadaian*
PT BRI Danareksa Sekuritas	1.881	1.696	*PT BRI Danareksa Sekuritas*
PT BRI Asuransi Indonesia	93	154	*PT BRI Asuransi Indonesia*
PT Bank Raya Indonesia Tbk	16	26	*PT Bank Raya Indonesia Tbk*
	4.840	5.485	
Total	**166.423**	**137.035**	***Total***

16. ASET TETAP / *16. PREMISES AND EQUIPMENT*

Aset tetap terdiri atas: / *Premises and equipment consist of:*

Keterangan / *Description*	31 Desember 2025/*December 31, 2025*						
	Saldo Awal/ *Beginning Balance*	Revaluasi/ *Revaluation*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan							*Cost*
Hak atas tanah	32.852.260	540.403	187.176	11.428	841.314	34.409.725	*Landrights*
Bangunan	18.318.517	-	1.693.618	1.347.883	1.218.573	19.882.825	*Buildings*
Kendaraan bermotor	5.791.640	-	975.599	535.428	2.764	6.234.575	*Motor vehicles*
Komputer dan mesin*)	19.401.530	-	880.101	339.290	1.023.951	20.966.292	*Computers and machineries*)*
Perlengkapan kantor	5.395.223	-	820.042	126.477	(205.143)	5.883.645	*Furnitures and fixtures*
Satelit	3.288.890	-	-	-	-	3.288.890	*Satellite*
Aset dalam penyelesaian	3.431.758	-	2.987.056	158.004	(2.881.459)	3.379.351	*Assets in progress*
	88.479.818	540.403	7.543.592	2.518.510	-	94.045.303	
Akumulasi Penyusutan							*Accumulated Depreciation*
Bangunan	6.396.277	-	1.699.127	528.745	(15)	7.566.644	*Buildings*
Kendaraan bermotor	2.226.710	-	986.395	359.594	-	2.853.511	*Motor vehicles*
Komputer dan mesin*)	12.699.795	-	2.414.840	123.198	2.469	14.993.906	*Computers and machineries*)*
Perlengkapan kantor	3.029.853	-	548.164	108.637	(2.454)	3.466.926	*Furnitures and fixtures*
Satelit	1.649.218	-	220.858	-	-	1.870.076	*Satellite*
	26.001.853	-	5.869.384	1.120.174	-	30.751.063	
Nilai buku - Neto	**62.477.965**					**63.294.240**	***Book value - Net***

*) Termasuk *software* / **) Include software*

Keterangan / *Description*	31 Desember 2024/*December 31, 2024*						
	Saldo Awal/ *Beginning Balance*	Revaluasi/ *Revaluation*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan							*Cost*
Hak atas tanah	33.317.427	9.670	94.501	598.508	29.170	32.852.260	*Landrights*
Bangunan	15.128.036	-	1.553.451	570.447	2.207.477	18.318.517	*Buildings*
Kendaraan bermotor	5.221.398	-	1.345.701	775.384	(75)	5.791.640	*Motor vehicles*
Komputer dan mesin*)	16.863.879	-	1.207.603	1.224.492	2.554.540	19.401.530	*Computers and machineries*)*
Perlengkapan kantor	3.978.351	-	1.579.180	130.670	(31.638)	5.395.223	*Furnitures and fixtures*
Satelit	3.288.878	-	12	-	-	3.288.890	*Satellite*
Aset dalam penyelesaian	3.665.808	-	4.554.140	28.716	(4.759.474)	3.431.758	*Assets in progress*
	81.463.777	9.670	10.334.588	3.328.217	-	88.479.818	
Akumulasi Penyusutan							*Accumulated Depreciation*
Bangunan	5.225.792	-	1.767.869	599.748	2.364	6.396.277	*Buildings*
Kendaraan bermotor	1.928.834	-	846.680	549.200	396	2.226.710	*Motor vehicles*
Komputer dan mesin*)	10.594.732	-	2.531.625	421.345	(5.217)	12.699.795	*Computers and machineries*)*
Perlengkapan kantor	2.607.940	-	476.312	56.856	2.457	3.029.853	*Furnitures and fixtures*
Satelit	1.428.360	-	220.858	-	-	1.649.218	*Satellite*
	21.785.658	-	5.843.344	1.627.149	-	26.001.853	
Nilai buku - Neto	**59.678.119**					**62.477.965**	***Book value - Net***

*) Termasuk *software* / **) Include software*

Biaya perolehan dan akumulasi penyusutan aset tetap per 31 Desember 2025 dan 2024 pada tabel di atas termasuk juga nilai Aset Hak Guna (AHG) BRI dan entitas anak, dengan rincian sebagai berikut:

The acquiring cost and accumulated depreciation of premises and equipment as of December 31, 2025 and 2024, based on table above also includes the value of BRI and subsidiaries right-of-use assets, with the following details:

	Saldo awal 1 Jan 2025/ *Beginning balance Jan 1, 2025*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Saldo akhir 31 Des 2025/ *Ending balance Dec 31, 2025*	
Biaya perolehan aset hak guna					*Acquistion cost of right-of-use assets*
Bangunan	2.820.005	850.048	736.055	2.933.998	*Buildings*
Kendaraan bermotor	402.830	233.686	97.774	538.742	*Motor vehicles*
Komputer dan mesin*)	-	3.635	-	3.635	*Computers and machineries*)*
Perlengkapan kantor	123.325	35.142	20.085	138.382	*Furnitures and fixtures*
	3.346.160	1.122.511	853.914	3.614.757	
Akumulasi penyusutan aset hak guna					*Accumulated depreciation of right-of-use assets*
Bangunan	1.503.628	591.858	452.633	1.642.853	*Buildings*
Kendaraan bermotor	309.986	120.625	56.339	374.272	*Motor vehicles*
Komputer dan mesin*)	-	1.770	-	1.770	*Computers and machineries*)*
Perlengkapan kantor	41.552	29.362	16.680	54.234	*Furnitures and fixtures*
	1.855.166	743.615	525.652	2.073.129	
Nilai buku - Neto	**1.490.994**			**1.541.628**	***Book value - Net***

*) Termasuk *software* / **) Include software*

16. ASET TETAP (lanjutan) / *16. PREMISES AND EQUIPMENT (continued)*

Biaya perolehan dan akumulasi penyusutan aset tetap per 31 Desember 2025 dan 2024 pada tabel di atas termasuk juga nilai Aset Hak Guna (AHG) BRI dan entitas anak, dengan rincian sebagai berikut (lanjutan):

The acquiring cost and accumulated depreciation of premises and equipment as of December 31, 2025 and 2024 based on table above also includes the value of BRI and subsidiaries right-of-use assets, with the following details (continued):

	Saldo awal 1 Jan 2024/ *Beginning balance Jan 1, 2024*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Saldo akhir 31 Des 2024/ *Ending balance Dec 31, 2024*	
Biaya perolehan aset hak guna					*Acquistion cost of right-of-use assets*
Bangunan	2.466.176	741.988	388.159	2.820.005	*Buildings*
Kendaraan bermotor	640.898	30.618	268.686	402.830	*Motor vehicles*
Perlengkapan kantor	132.120	9.298	18.093	123.325	*Furnitures and fixtures*
	3.239.194	781.904	674.938	3.346.160	
Akumulasi penyusutan aset hak guna					*Accumulated depreciation of right-of-use assets*
Bangunan	1.150.454	810.520	457.346	1.503.628	*Buildings*
Kendaraan bermotor	214.112	168.926	73.052	309.986	*Motor vehicles*
Perlengkapan kantor	20.778	23.338	2.564	41.552	*Furnitures and fixtures*
	1.385.344	1.002.784	532.962	1.855.166	
Nilai buku - Neto	**1.853.850**			**1.490.994**	***Book value - Net***

Tabel berikut menyajikan beban hak guna yang dilaporkan dalam laporan laba rugi konsolidasian:

The following table presents the right-of-use expenses reported in the consolidated statements of profit or loss:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31, 2025*		
	Beban penyusutan aset hak guna/ *Depreciation expense of right-of-use assets*	Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities*	
Bangunan	591.858	14.503	*Building*
Kendaraan bermotor	120.625	14.937	*Motor vehicles*
Komputer dan mesin*)	1.770	-	*Computers and machineries**)
Perlengkapan kantor	29.362	3.508	*Furnitures and fixtures*
Total	**743.615**	**32.948**	***Total***

*) Termasuk *software* / **) Include software*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31, 2024*		
	Beban penyusutan aset hak guna/ *Depreciation expense of right-of-use assets*	Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities*	
Bangunan	810.520	10.174	*Building*
Kendaraan bermotor	168.926	21.477	*Motor vehicles*
Perlengkapan kantor	23.338	1.217	*Furnitures and fixtures*
Total	1.002.784	32.868	***Total***

16. ASET TETAP (lanjutan)

Rata-rata masa sewa berdasarkan kontrak yang dimiliki BRI adalah lebih dari 2 (dua) tahun.

Jumlah penyusutan aset tetap yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebesar Rp5.869.384 dan Rp5.843.344 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 (Catatan 36).

BRI dan entitas anak telah mengasuransikan aset tetap (tidak termasuk hak atas tanah dan satelit) untuk menutup kemungkinan kerugian terhadap risiko kebakaran, pencurian, vandalisme, *force majeur* dan lain-lain kepada PT BRI Asuransi Indonesia (BRI Insurance) (Entitas Anak), PT Askrindo, PT Asuransi Tri Pakarta, PT Asuransi Wahana Tata, PT Asuransi Sinar, PT Asuransi Sahabat Artha Proteksi, dan MS Amlin Marine MV dengan nilai pertanggungan seluruhnya sebesar Rp25.610.422 dan Rp21.121.231 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024.

BRI telah mengasuransikan aset tetap satelit kepada PT BRI Asuransi Indonesia (BRI Insurance) (Entitas Anak) dengan nilai pertanggungan seluruhnya pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp1.544.032 dan Rp1.746.226, masing-masing polis asuransi tersebut berakhir pada tanggal 19 Juni 2026 dan 2025.

Tidak ada aset tetap yang dimiliki BRI dan entitas anak yang dijadikan jaminan pada tanggal-tanggal 31 Desember 2025 dan 2024.

Nilai tercatat bruto aset tetap yang telah terdepresiasi penuh, namun masih digunakan oleh BRI adalah masing-masing sebesar Rp12.413.792 dan Rp10.793.958 pada tanggal 31 Desember 2025 dan 2024.

Pada tanggal 1 April 2016, BRI mengubah kebijakan akuntansi untuk pengukuran hak atas tanah menjadi model revaluasian dari sebelumnya menggunakan model biaya.

16. PREMISES AND EQUIPMENT (continued)

The average lease period based on the contract owned by BRI is more than 2 (two) years.

Depreciation expense of premises and equipment charged to the consolidated statement of profit or loss and other comprehensive income amounting to Rp5,869,384 and Rp5,843,344 for the years ended December 31, 2025 and 2024, respectively (Note 36).

BRI and its subsidiaries insured its premises and equipment (excluding landrights and satellite) from losses due to risks of fire, theft, vandalism, force majeur, and others to PT BRI Asuransi Indonesia (BRI Insurance) (Subsidiary entity), PT Askrindo, PT Asuransi Tri Pakarta, PT Asuransi Wahana Tata, PT Asuransi Sinar, PT Asuransi Sahabat Artha Proteksi, and MS Amlin Marine MV with coverage amount Rp25,610,422 and Rp21,121,231 for the years ended December 31, 2025 and 2024 respectively.

BRI insured its satellites to PT BRI Asuransi Indonesia (BRI Insurance) (Subsidiary) on December 31, 2025 and 2024 with full coverage amounted to Rp1,544,032 and Rp1,746,226 in which the insurance policies mature on June 19, 2026 and 2025, respectively.

As of December 31, 2025 and 2024 there are no premises and equipment owned by BRI and its subsidiaries which are pledged as collateral.

The gross carrying value of premises and equipments that have been fully depreciated but still used by BRI amounted to Rp12,413,792 and Rp10,793,958 as of December 31, 2025 and 2024, respectively.

On April 1, 2016, BRI changed its accounting policy for landrights measurement from cost method to revaluation method.

16. ASET TETAP (lanjutan)

Penilaian dilakukan berdasarkan POJK No. 28/POJK.04/2021 tanggal 30 Desember 2021 tentang "Penyajian Laporan Penilaian Properti di Pasar Modal" dan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim. Metode penilaian yang dipakai adalah metode data pasar dan metode biaya.

Penilaian atas tanah dilakukan oleh penilai independen eksternal sebagai berikut:

1. KJPP Anas Karim Rivai dan Rekan, dengan laporan No.00676/2.0030-00/PI/07/0067/1/IX/2025 tanggal 29 September 2025 sebesar Rp1.804.384 ditandatangani oleh Anas Karim Rivai.
2. KJPP Sih Wiryadi dan Rekan, dengan laporan No. 00422/2.0013-00/PI/07/0109/1/IX/2025 tanggal 29 September 2025 sebesar Rp2.142.235 ditandatangani oleh Sih Wiryadi.
3. KJPP Sapto, Kasmodiard dan Rekan, dengan laporan No. 01588/2.0084-00/PI/07/0274/1/IX/2025 tanggal 29 September 2025 sebesar Rp10.225.991 ditandatangani oleh Sapto Haji.
4. KJPP Firdaus, Ali dan Rekan, dengan laporan No. 00246/2.0134-00/PI/07/0071/1/IX/2025 tanggal 29 September 2025 sebesar Rp1.499.838 ditandatangani oleh M. Firdaus Asriadin.
5. KJPP Benedictus Darmapuspita dan Rekan, dengan laporan No. 00329/2.0103-00/PI/07/0121/1/IX/2025 tanggal 29 September 2025 sebesar Rp2.730.137 ditandatangani oleh Benny Supriyanto.
6. KJPP Budi, Edy, Saptono dan Rekan, dengan laporan No. 00174/2.0033-00/PI/07/0470/1/IX/2025 tanggal 29 September 2025 sebesar Rp1.346.606 ditandatangani oleh Suryani Siregar.

16. PREMISES AND EQUIPMENT (continued)

The valuation is performed based on POJK No. 28/POJK.04/2021 dated December 30, 2021 regarding "Presentation of Property Appraisal Reports in the Capital Market" and Indonesian Appraisal Standards, determined based on the current market transactions and carried out under customary conditions. The valuation methods used are market data method and cost method.

The valuation of landrights is performed by external independent appraiser, as follows:

1. *KJPP Anas Karim Rivai and Partners, with report No. 00676/2.0030-00/PI/07/0067/1/IX/2025 dated September 29, 2025 amounting to Rp1,804,384 signed by Anas Karim Rivai.*
2. *KJPP Sih Wiryadi and Partners, with report No. 00422/2.0013-00/PI/07/0109/1/IX/2025 dated September 29, 2025 amounting to Rp2,142,235 signed by Sih Wiryadi.*
3. *KJPP Sapto, Kasmodiard and Partners, with report No. 01588/2.0084-00/PI/07/0274/1/IX/2025 dated September 29, 2025 amounting to Rp10,225,991 signed by Sapto Haji.*
4. *KJPP Firdaus, Ali, and Partners, with report No. 00246/2.0134-00/PI/07/0071/1/IX/2025 dated September 29, 2025, amounting to Rp1,499,838 signed by M. Firdaus Asriadin.*
5. *KJPP Benedictus Darmapuspita and Partners, with report No. 00329/2.0103-00/PI/07/0121/1/IX/2025 dated September 29, 2025 amounting to Rp2,730,137 signed by Benny Supriyanto.*
6. *KJPP Budi, Edy, Saptono and Partners, with report No. 00174/2.0033-00/PI/07/0470/1/IX/2025 dated September 29, 2025 amounting to Rp1,346,606 signed by Suryani Siregar.*

16. ASET TETAP (lanjutan)

Penilaian atas tanah dilakukan oleh penilai independen eksternal sebagai berikut (lanjutan):

7. KJPP Muttaqin, Bambang, Purwanto, Rozak, Uswatun (MBPRU) dan Rekan, dengan laporan No. 01088/2.0027-00/PI/07/0196/1/IX/2025 tanggal 29 September 2025 sebesar Rp1.649.385 ditandatangani oleh Muhammad A. Muttaqin.

8. KJPP Abdullah Fitriantoro dan Rekan, dengan laporan No. 00372/2.0051-00/PI/07/0152/1/IX/2025 tanggal 29 September 2025 sebesar Rp1.186.543 ditandatangani oleh Abdullah Fitriantoro.

9. KJPP Aditya Iskandar dan Rekan, dengan laporan No. 00460/2.0003-00/PI/07/0023/1/IX/2025 tanggal 25 September 2025 sebesar Rp1.427.811 ditandatangani oleh Aditya Iskandar.

Kenaikan nilai tercatat yang timbul dari penilaian kembali atas hak atas tanah BRI (Entitas induk) pada tanggal 1 April 2025 sebesar Rp22.372 dicatat sebagai "Surplus Revaluasi Aset Tetap" dan disajikan dalam penghasilan komprehensif lain sebesar Rp9.153, sedangkan penurunan nilai tercatat yang timbul dari penilaian kembali sebesar Rp13.219 diakui dalam laporan laba rugi periode berjalan. Nilai wajar hak atas tanah termasuk pada hierarki nilai wajar level 2.

Pada tanggal 31 Desember 2025 dan 2024, Entitas anak melakukan revaluasi aset kepemilikan langsung untuk hak atas tanah dengan peningkatan masing-masing sebesar Rp522.719 dan Rp9.670 yang dicatat dalam "Surplus Revaluasi Aset Tetap" dan disajikan dalam penghasilan komprehensif lain.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, jika tanah diukur menggunakan model biaya, nilai tercatatnya masing-masing adalah sebesar Rp14.780.582 dan Rp14.593.406.

BRI dan entitas anak tidak memiliki aset tetap yang tidak terpakai sementara, tidak memiliki aset tetap yang dihentikan dari penggunaan aktif, dan aset tetap yang diklasifikasikan sebagai tersedia untuk dijual pada tanggal-tanggal 31 Desember 2025 dan 2024.

16. PREMISES AND EQUIPMENT (continued)

The valuation of landrights is performed by external independent appraiser, as follows (continued):

7. KJPP Muttaqin, Bambang, Purwanto, Rozak, Uswatun (MBPRU) and Partners, with report No. 01088/2.0027-00/PI/07/0196/1/IX/2025 dated September 29, 2025 amounting Rp1,649,385 signed by Muhammad A. Muttaqin.

8. KJPP Abdullah Fitriantoro and Partners, with report No. 00372/2.0051-00/PI/07/0152/1/IX/2025 dated September 29, 2025 amounting to Rp1,186,543 signed by Abdullah Fitriantoro.

9. KJPP Aditya Iskandar and Partners, with report No. 00460/2.0003-00/PI/07/0023/1/IX/2025 dated September 25, 2025 amounting to Rp1,427,811 signed by Aditya Iskandar.

The increase in the carrying value arising from the revaluation of BRI's (Parent entity) landrights on April 1, 2025 amounted to Rp22,372 was recognized as a "Revaluation Surplus arising from Premises and Equipment" and presented in other comprehensive income amounted to Rp9,153 while the decrease in carrying value arising from the revaluation amounted to Rp13,219 was recognized in the statement of profit or loss for the period. The fair value of landrights is included in the level 2 fair value hierarchy.

As of December 31, 2025 and 2024, the subsidiaries revaluated its direct ownership assets for land rights with increase in valuation of Rp522,719 and Rp9,670 respectively, recognized as a "Revaluation Surplus arising from Premises and Equipment" and presented in other comprehensive income.

As of December 31, 2025 and 2024 if the landrights were measured using the cost method, the carrying values would be Rp14,780,582 and Rp14,593,406, respectively.

BRI and its subsidiaries do not have premises and equipment that are temporarily not being used, do not have premises and equipment that are discontinued from active use and not classified as available for sale as of December 31, 2025 and 2024.

16. ASET TETAP (lanjutan) / *16. PREMISES AND EQUIPMENT (continued)*

Rincian aset dalam penyelesaian, adalah sebagai berikut: / *Details of assets in progress are as follows:*

	31 Desember 2025/*December 31, 2025*			
	Akumulasi biaya/ *Cost accumulation*	**Persentase penyelesaian/ *Completion percentage***	**Estimasi penyelesaian/ *Estimated Date of Completion***	
Bangunan dalam penyelesaian:				*Building in progress:*
Kawasan IT Ragunan	645.482	79,44%	Apr/*Apr 2026*	*Ragunan IT Area*
Kawasan IT Tabanan	140.529	65,36	Apr/*Apr 2026*	*Tabanan IT Area*
Kantor Cabang BRI Bangko	24.400	80,00	Mei/*May 2026*	*BRI Bangko Branch Office*
Kantor Cabang BRI Sinjai	24.000	80,00	Apr/Apr 2026	*BRI Sinjai Branch Office*
Kantor Cabang Samarinda	21.080	80,00	Jun/*Jun* 2026	*BRI Samarinda Branch Office*
Lain-lain	926.538	Beragam/*Various*	Beragam/*Various*	*Others*
	1.782.029			
Software dalam penyelesaian:				*Software in progress:*
Pengadaan Infrastruktur *New Data Center* IT	388.415	62.65%	Des/*Dec* 2026	*Procurement of New Data Center IT Infrastructure*
Pengadaan Peningkatan Kapasitas & *Performance* SAP BRIFIRST	316.957	77,53	Des/*Dec* 2028	*Procurement of Capacity & Performance SAP BRIFIRST*
Pengadaan Network *Access Control* (NAC)	125.181	95,85	Jun/*Jun* 2026	*Procurement of Network Access Control* (NAC)
Pengadaan Konsultan Modernisasi Kartu Kredit & *Acquiring*	96.688	81,25	Jun/*Jun* 2026	*Procurement of Credit Card Modernization & Acquiring Consultant*
Pengadaan Enhancement Sistem Kelistrikan GTI	83.055	67,36	Jun/*Jun* 2026	*GTI Electrical System Enhancement Procurement*
Lain-lain	500.989	Beragam/*Various*	Beragam/*Various*	*Others*
	1.511.285			
Hardware dalam penyelesaian	86.037	Beragam/*Various*	Beragam/*Various*	*Hardware in progress*
Total	**3.379.351**			***Total***

	31 Desember 2024/*December 31, 2024*			
	Akumulasi biaya/ *Cost accumulation*	**Persentase penyelesaian/ *Completion percentage***	**Estimasi penyelesaian/ *Estimated Date of Completion***	
Bangunan dalam penyelesaian:				*Building in progress:*
Kawasan IT Ragunan	194.197	23,00%	Apr/*Apr 2026*	*Ragunan IT Area*
Kawasan IT Tabanan	64.920	30,00	Feb/*Feb 2025*	*Tabanan IT Area*
Menara BRI Semarang	63.893	30,00	Jul/*Jul 2025*	*BRI Tower Semarang*
Kantor Cabang S. Parman	37.877	90,00	Mar/*Mar 2025*	*S. Parman Branch Office*
Kantor Cabang BRI Demak	32.175	92,00	Mar/*Mar 2025*	*BRI Demak Branch Office*
Lain-lain	829.292	Beragam/*Various*	Beragam/*Various*	*Others*
	1.222.354			
Software dalam penyelesaian:				*Software in progress:*
Pengadaan Konsultan IT-Fase *Implementasi Product*	363.796	95,00%	Jan/*Jan 2025*	*Procurement of IT Consultant-Product Implementation Phase*
Pengadaan Infrastruktur *New Data Center IT*	190.525	31,00	Des/*Dec 2026*	*Procurement of New Data Center IT Infrastructure*
Pengadaan Peningkatan Kapasitas & *Performance* SAP BRIFIRST	106.209	26,00	Des/*Dec 2028*	*Procurement of Capacity & Performance SAP BRIFIRST*
Pengadaan Rubrik *Security Cloud* (RSC)	104.670	97,00	Jun/*Jun 2027*	*Procurement of Rubric Security Cloud (RSC)*
Pengadaan Konsultan Modernisasi Kartu Kredit & *Acquiring*	76.160	64,00	Okt/*Oct 2025*	*Procurement of Credit Card Modernization & Acquiring Consultant*
Lain-lain	589.085	Beragam/*Various*	Beragam/*Various*	*Others*
	1.430.445			
Hardware dalam penyelesaian	778.959	Beragam/*Various*	Beragam/*Various*	*Hardware in progress*
Total	**3.431.758**			***Total***

16. ASET TETAP (lanjutan)

Manajemen berpendapat bahwa tidak terdapat penurunan nilai aset tetap selain yang disebutkan di atas dan jumlah nilai pertanggungan asuransi cukup untuk menutup risiko kerugian yang mungkin timbul atas aset tetap pada tanggal-tanggal 31 Desember 2025 dan 2024.

16. PREMISES AND EQUIPMENT (continued)

Management believes that there is no impairment of premises and equipments and the amount of insurance coverage is adequate to cover the risk of loss that may arise on the premises and equipments as of December 31, 2025 and 2024.

17. PROPERTI INVESTASI DAN ASET LAIN-LAIN

a) Properti investasi

Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau kedua-duanya) yang dikuasai oleh entitas anak untuk menghasilkan rental atau untuk kenaikan nilai atau kedua-duanya, dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha sehari-hari.

Nilai wajar dari properti investasi pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp19.115 dan Rp197.380, berdasarkan perhitungan laporan penilai independen Kantor Jasa Penilai Publik (KJPP) Muttaqin Bambang Purwanto Rozak Uswatun & Rekan, KJPP Dasa'at, Yudistira & Rekan dan KJPP Karmanto & Rekan.

Entitas anak menyajikan nilai wajar atas properti investasi berdasarkan hierarki nilai wajar tingkat 2.

Metode yang digunakan untuk penilaian properti investasi adalah pendekatan pasar (*market approach*) dan/atau pendekatan biaya (*cost approach)* untuk menilai tanah, bangunan, dan unit apartemen.

Perubahan dalam properti investasi adalah sebagai berikut:

17. INVESTMENT PROPERTY AND OTHER ASSETS

a) Investment property

Investment properties are defined as property (land or a building or part of a building or both) held by subsidiries for the purpose of which is to earn a rental income or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

The fair value of investment properties as of December 31, 2025 and 2024, amounted to Rp19,115 and Rp197,380, respectively, which was based on the report of independent appraisal Kantor Jasa Penilai Publik (KJPP) Muttaqin Bambang Purwanto Rozak Uswatun & Rekan, KJPP Dasa'at, Yudistira & Rekan and KJPP Karmanto & Rekan.

The subsidiaries present the fair value of the investment property based on fair value hierarcy level 2.

Method used for valuation of investment properties is market approach and/or cost approach in valuing the land, building, and apartement unit.

Movements of investment in properties are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024*)/ *December 31, 2024**)**	
Saldo awal tahun	197.380	199.635	*Beginning balance*
Penyesuaian nilai wajar properti investasi	(178.265)	(2.255)	*Fair value adjustment on investment property*
Total	**19.115**	**197.380**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

17. PROPERTI INVESTASI DAN ASET LAIN-LAIN (lanjutan)

17. *INVESTMENT PROPERTY AND OTHER ASSETS (continued)*

b) Aset lain-lain

b) Other assets

Aset lain-lain terdiri atas:

Other assets consist of:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024*)/ *December 31, 2024**)	
Rupiah			*Rupiah*
Biaya dibayar dimuka	8.544.805	10.906.161	*Prepaid expense*
Piutang bunga:			*Interest receivables:*
Usaha gadai	4.088.907	2.941.973	*Pawn business*
Efek-efek	3.642.024	2.860.232	*Securities*
Lain-lain	586.134	327.191	*Others*
Uang muka pajak terkait PPh Badan	6.305.887	1.089.287	*Prepaid tax related to Corporate Income Tax*
Tagihan kepada Pemerintah terkait pemberian KUR	4.486.293	1.904.023	*Receivables from government related to KUR disbursement*
Beban yang ditangguhkan untuk pinjaman pekerja (Catatan 11)	4.148.213	4.747.556	*Deferred expense for Employee loan (Note 11)*
Piutang lain-lain	3.468.595	1.996.023	*Other receivables*
Reasuransi kontrak aset	3.274.458	2.699.409	*Reinsurance contract assets*
Aset deposito emas	3.271.908	-	*Gold deposit asset*
Persediaan emas	2.754.108	1.279.747	*Gold inventories*
Tagihan terkait dengan transaksi ATM dan kartu kredit	2.321.585	1.744.804	*Receivables related to ATM and credit card transaction*
Aset atas sewa operasi - neto	885.545	900.623	*Assets under operating lease - net*
Uang muka pajak terkait PPh 21	811.612	879.222	*Prepaid tax related to Income Tax Art 21*
Persekot intern	223.948	111.172	*Internal advance*
Kas yang dibatasi penggunaannya	148.133	151.600	*Restricted cash in bank*
Aset tetap belum didistribusikan	140.439	41.319	*Premises and equipment not yet distributed*
Agunan yang diambil alih	101.678	102.880	*Foreclosed collaterals*
Setoran jaminan	55.350	53.664	*Guarantee deposits*
Lain-lain	4.352.855	3.184.974	*Others*
	53.612.477	37.921.860	
Mata uang asing			*Foreign currency*
Piutang bunga:			*Interest receivables:*
Efek-efek	1.116.363	1.034.290	*Securities*
Lain-lain	301.080	192.426	*Other*
Term deposit valas devisa hasil ekspor (TD Valas DHE) Bank Indonesia	341.838	333.971	*Foreign currency term deposit for exchange foreign proceeds of export Bank Indonesia*
Lain-lain	244.166	841.677	*Others*
	2.003.447	2.402.364	
Total	**55.615.924**	**40.324.224**	***Total***
Dikurangi cadangan penurunan nilai	(1.079.658)	(1.152.352)	*Less allowance for impairment losses*
Neto	**54.536.266**	**39.171.872**	***Net***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

18. LIABILITAS SEGERA / *18. LIABILITIES DUE IMMEDIATELY*

Liabilitas segera terdiri atas: / *Liabilities due immediately consist of:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Rupiah			*Rupiah*
Titipan pembayaran dividen	20.633.740	20.338.300	*Dividend payment deposits*
Titipan *advance payment*	5.957.166	5.913.773	*Advance payment deposits*
Titipan kerja sama pihak ketiga	1.605.401	915.396	*Third parties cooperation deposits*
Titipan ATM dan kartu kredit	987.789	814.138	*ATM and credit card deposits*
Titipan biaya operasional jaringan	886.621	381.481	*Network operating cost deposit*
Utang kepada nasabah	750.004	419.479	*Debt to customers*
Titipan dana pihak ketiga	748.288	487.993	*Third parties funding deposits*
Titipan uang elektronik	614.422	564.013	*Electronic money deposits*
Titipan setoran pajak	605.977	809.434	*Tax payment deposits*
Titipan asuransi	295.452	227.242	*Insurance deposits*
Titipan biaya *outsourcing*	145.194	140.347	*Outsourcing fee deposits*
Lain-lain	5.445.546	5.167.223	*Others*
	38.675.600	36.178.819	
Mata uang asing			*Foreign currency*
Titipan *remittance*	619.939	289.959	*Remitance deposits*
Titipan setoran pajak	226.812	151.402	*Tax payment deposits*
Titipan dana pihak ketiga	60.189	47.247	*Third parties funding deposits*
Titipan *advance payment*	41.733	44.123	*Advance payment deposits*
Titipan ATM dan kartu kredit	5.382	-	*ATM and credit card deposits*
Lain-lain	189.090	110.111	*Others*
	1.143.145	642.842	
Total	**39.818.745**	**36.821.661**	***Total***

19. GIRO / *19. DEMAND DEPOSITS*

Giro terdiri atas: / *Demand deposits consist of:*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah		133.195.674		125.234.303	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	3.747.299.105	62.486.213	6.828.445.495	109.903.830	*United States Dollar*
Euro Eropa	32.183.235	629.872	16.693.329	279.749	*European Euro*
Yen Jepang	3.082.034.096	328.237	2.514.257.926	259.044	*Japanese Yen*
Renminbi	122.328.690	291.754	203.061.964	447.750	*Renminbi*
Dirham Uni Emirat Arab	26.560.641	120.599	33.321.977	146.020	*United Arab Emirates Dirham*
Dolar Taiwan Baru	192.736.496	102.341	51.920.252	25.489	*New Taiwan Dollar*
Dolar Singapura	5.909.007	76.611	4.022.852	47.649	*Singaporean Dollar*
Dolar Hong Kong	8.987.036	19.253	8.169.855	16.937	*Hong Kong Dollar*
Pound Sterling Inggris	511.152	11.470	93.231	1.885	*Great Britain Pound Sterling*
Riyal Arab Saudi	2.210.677	9.830	14.013.377	60.033	*Saudi Arabian Riyal*
Dolar Australia	865.069	9.647	2.123.116	21.260	*Australian Dollar*
Ringgit Malaysia	2.490	10	2.490	9	*Malaysian Ringgit*
		64.085.837		111.209.655	
		197.281.511		236.443.958	

19. GIRO (lanjutan) / *19. DEMAND DEPOSITS (continued)*

Giro terdiri atas (lanjutan): / *Demand deposits consist of (continued):*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah		132.560.910		75.606.841	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	7.076.019.011	117.992.617	3.845.937.787	61.900.368	*United States Dollar*
Dolar Singapura	13.375.147	173.409	12.951.350	153.403	*Singaporean Dollar*
Euro Eropa	6.962.190	136.260	22.684.350	380.147	*European Euro*
Yen Jepang	531.876.837	56.645	660.367.033	68.038	*Japanese Yen*
Renminbi	632.925	1.510	632.260	1.394	*Renminbi*
Pound Sterling Inggris	36.024	808	9.424	191	*Great Britain Pound Sterling*
		118.361.249		62.503.541	
		250.922.159		138.110.382	
Total		**448.203.670**		**374.554.340**	***Total***

Giro yang dijadikan jaminan atas fasilitas perbankan yang diberikan oleh BRI dan entitas anak adalah masing-masing sebesar Rp797.343 dan Rp624.144 pada tanggal-tanggal 31 Desember 2025 dan 2024.

Demand deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp797,343 and Rp624,144 as of December 31, 2025 and 2024 respectively.

20. TABUNGAN / *20. SAVING DEPOSITS*

Tabungan terdiri atas: / *Saving deposits consist of:*

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Simpedes		322.819.385		323.947.506	*Simpedes*
Britama		243.181.372		203.608.262	*Britama*
Lain-lain		11.528.182		10.314.729	*Others*
		577.528.939		537.870.497	
Mata uang asing					*Foreign currency*
Britama					*Britama*
Dolar Amerika Serikat	269.639.533	4.496.239	218.579.951	3.518.045	*United States Dollar*
Yen Jepang	21.915.941.990	2.334.048	23.335.190.316	2.404.225	*Japanese Yen*
Dolar Singapura	57.007.599	739.106	7.905.130	93.633	*Singaporean Dollar*
Euro Eropa	14.352.765	280.904	8.396.159	140.704	*European Euro*
Dolar Australia	4.428.701	49.390	2.276.961	22.800	*Australian Dollar*
Dolar Taiwan Baru	79.292.170	42.103	18.397.529	9.032	*New Taiwan Dollar*
Dirham Uni Emirat Arab	6.879.087	31.234	3.244.510	14.218	*United Arab Emirates Dirham*
Renminbi	12.904.012	30.776	21.245.557	46.846	*Renminbi*
Pound Sterling Inggris	588.147	13.198	690.737	13.966	*Great Britain Pound Sterling*
Ringgit Malaysia	2.220.892	9.124	379.550	1.366	*Malaysian Ringgit*
Riyal Arab Saudi	961.092	4.273	1.371.029	5.873	*Saudi Arabian Riyal*
Dolar Hong Kong	242.044	519	172.748	358	*Hong Kong Dollar*
Baht Thailand	148.392	79	79.473	37	*Thailand Baht*
Won Korea Selatan	352.006	4	227.799	2	*South Korean Won*

20. TABUNGAN (lanjutan) / *20. SAVING DEPOSITS (continued)*

Tabungan terdiri atas (lanjutan): / *Saving deposits consist of (continued):*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
Lain-lain					*Others*
Dolar Amerika Serikat	705	12	30.388	489	*United States Dollar*
		8.031.009		6.271.594	
		585.559.948		544.142.091	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Britama		1.957.933		207.531	*Britama*
Simpedes		21.247		10.086	*Simpedes*
Lain-lain		34.146		50.047	*Others*
		2.013.326		267.664	
Mata uang asing					*Foreign currency*
Britama					*Britama*
Dolar Amerika Serikat	731.000	12.189	981.846	15.804	*United States Dollar*
Pound Sterling Inggris	4.584	103	2.384	48	*Great Britain Pound Sterling*
Euro Eropa	5.052	99	5.021	84	*European Euro*
Dolar Singapura	7.140	93	8.061	95	*Singaporean Dollar*
Yen Jepang	599.356	64	10.875.122	1.120	*Japanese Yen*
Ringgit Malaysia	5.112	21	1.884	7	*Malaysian Ringgit*
Riyal Arab Saudi	3.990	18	6.168	26	*Saudi Arabian Riyal*
Renminbi	503	1	237	1	*Renminbi*
Baht Thailand		-	14.980	7	*Thailand Baht*
		12.588		17.192	
		2.025.914		284.856	
Total		**587.585.862**		**544.426.947**	***Total***

Tabungan yang dijadikan jaminan atas fasilitas perbankan yang diberikan oleh BRI dan entitas anak adalah masing-masing sebesar Rp443.024 dan Rp152.900 pada tanggal-tanggal 31 Desember 2025 dan 2024.

Saving deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp443,024 and Rp152,900 as of December 31, 2025 and 2024 respectively.

21. DEPOSITO BERJANGKA / *21. TIME DEPOSITS*

Deposito berjangka terdiri atas: / *Time deposits consist of:*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah		250.287.893		297.390.673	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	1.637.050.767	27.297.822	1.842.930.774	29.661.973	*United States Dollar*
Dolar Taiwan Baru	699.800.393	371.584	727.074.778	356.939	*New Taiwan Dollar*
Renminbi	74.828.294	178.465	74.653.066	164.609	*Renminbi*
Dolar Singapura	11.652.589	151.076	10.904.806	129.163	*Singaporean Dollar*
Dolar Australia	7.504.731	83.695	7.786.002	77.965	*Australian Dollar*
Euro Eropa	271.569	5.315	481.878	8.075	*European Euro*

21. DEPOSITO BERJANGKA (lanjutan) / *21. TIME DEPOSITS (continued)*

Deposito berjangka terdiri atas: / *Time deposits consist of:*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
Pound Sterling Inggris	50.329	1.129	726.437	14.687	*Great Britain Pound Sterling*
Riyal Arab Saudi	25.701	114	5.013	21	*Saudi Arabian Riyal*
Yen Jepang	1.034.955	110	150.000	15	*Japanese Yen*
		28.089.310		30.413.447	
		278.377.203		327.804.120	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah		143.248.838		104.406.122	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	565.410.383	9.428.218	885.900.885	14.258.575	*United States Dollar*
Yen Jepang	450.000	48		-	*Japanese Yen*
		9.428.266		14.258.575	
		152.677.104		118.664.697	
Total		**431.054.307**		**446.468.817**	***Total***

Deposito berjangka berdasarkan periode kontrak adalah sebagai berikut: / *Time deposits based on their contractual periods are as follows:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Deposits on call	7.046.914	6.962.874	*Deposits on call*
Deposito			*Deposits*
1 bulan	53.245.544	51.995.422	*1 month*
3 bulan	163.958.295	192.809.465	*3 months*
6 bulan	14.773.711	33.958.654	*6 months*
12 bulan	10.589.872	10.891.245	*12 months*
Lebih dari 12 bulan	673.557	773.013	*More than 12 months*
	250.287.893	297.390.673	
Mata uang asing			*Foreign currency*
Deposits on call	-	83.903	*Deposits on call*
Deposito			*Deposits*
1 bulan	14.254.127	9.888.829	*1 month*
3 bulan	9.016.225	16.719.631	*3 months*
6 bulan	625.072	1.266.400	*6 months*
12 bulan	3.966.515	2.244.837	*12 months*
Lebih dari 12 bulan	227.371	209.847	*More than 12 months*
	28.089.310	30.413.447	
	278.377.203	327.804.120	

21. DEPOSITO BERJANGKA (lanjutan) / *21. TIME DEPOSITS (continued)*

Deposito berjangka berdasarkan periode kontrak adalah sebagai berikut (lanjutan):

Time deposits based on their contractual periods are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pihak berelasi (Catatan 44)			*Related parties (Notes 44)*
Rupiah			*Rupiah*
Deposits on call	4.115.350	1.943.030	*Deposits on call*
Deposito			*Deposits*
1 bulan	15.627.585	18.335.372	*1 month*
3 bulan	56.219.820	63.128.726	*3 months*
6 bulan	66.497.968	20.382.959	*6 months*
12 bulan	784.788	605.209	*12 months*
Lebih dari 12 bulan	3.327	10.826	*More than 12 months*
	143.248.838	104.406.122	
Mata uang asing			*Foreign currency*
Deposits on call	16.675	162.027	*Deposits on call*
Deposito			*Deposits*
1 bulan	5.626.635	6.734.202	*1 month*
3 bulan	2.235.059	4.609.687	*3 months*
6 bulan	506.163	1.985.712	*6 months*
12 bulan	1.043.734	726.709	*12 months*
Lebih dari 12 bulan	-	40.238	*More than 12 months*
	9.428.266	14.258.575	
	152.677.104	118.664.697	
Total	**431.054.307**	**446.468.817**	***Total***

Deposito berjangka yang dijadikan jaminan atas fasilitas perbankan yang diberikan oleh BRI dan entitas anak adalah sebesar Rp94.745 dan Rp77.634 pada tanggal-tanggal 31 Desember 2025 dan 2024.

Time deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp94,745 and Rp77,634 as of December 31, 2025 and 2024.

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN / *22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS*

Simpanan dari bank lain dan lembaga keuangan lain terdiri atas:

Deposits from other banks and other financial institutions consist of:

	31 Desember 2025/*December 31, 2025*		**31 Desember 2024/*December 31, 2024***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Inter-bank call money		7.402.000		3.435.000	*Inter-bank call money*
Giro		2.383.415		2.096.321	*Demand deposits*
Deposit On Call		750.000		-	*Deposit On Call*
Deposito berjangka		500.090		624.984	*Time deposits*
Tabungan		5.619		6.185	*Saving deposits*
		11.041.124		6.162.490	

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN (lanjutan)

Simpanan dari bank lain dan lembaga keuangan lain terdiri atas (lanjutan):

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS (continued)

Deposits from other banks and other financial institutions consist of (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat					*United States Dollar*
Inter-bank call money	29.307.427	488.701	259.212.592	4.172.026	*Inter-bank call money*
Deposito berjangka	169.500.000	2.826.413	151.000.000	2.430.345	*Time deposits*
Giro	99.608.610	1.660.973	44.084.669	709.543	*Demand deposits*
Deposito on call	12.500.000	208.438	3.000.000	48.285	*Deposits on call*
		5.184.525		7.360.199	
Euro Eropa					*European Euro*
Giro		-	127	2	*Demand deposits*
		-		2	
		16.225.649		13.522.691	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Giro		38.958		12.872	*Demand deposits*
Deposito berjangka		43		42	*Time deposits*
		39.001		12.914	
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat					*United States Dollar*
Inter-bank call money	80.000.000	1.334.000	71.000.000	1.142.745	*Inter-bank call money*
Giro	167.072	2.786	70.312	1.132	*Demand deposits*
		1.336.786		1.143.877	
		1.375.787		1.156.791	
Total		**17.601.436**		**14.679.482**	***Total***

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN (lanjutan)

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS (continued)

Klasifikasi jangka waktu simpanan dari bank lain dan lembaga keuangan lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of deposits from other banks and other financial institutions based on their remaining period to maturity are as follows:

	31 Desember 2025/*December 31, 2025*					
	< 1 bulan *< 1 month*	**> 1 bulan - 3 bulan/** *> 1 month - 3 months>*	**> 3 bulan - 1 tahun/** *3 months - 1 year*	**>1 tahun/** *> 1 year*	**Total/*Total***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Inter-bank call money	7.402.000	-	-	-	7.402.000	*Inter-bank call money*
Giro	2.383.415	-	-	-	2.383.415	*Demand deposits*
Deposit On Call	750.000	-	-	-	750.000	*Deposit On Call*
Deposito Berjangka	253.515	243.575	3.000	-	500.090	*Time deposits*
Tabungan	5.619	-	-	-	5.619	*Saving deposits*
	10.794.549	243.575	3.000	-	11.041.124	
Mata uang asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	50.148	438.553	-	-	488.701	*Inter-bank call money*
Deposito Berjangka	433.550	2.392.863	-	-	2.826.413	*Time deposits*
Giro	1.660.973	-	-	-	1.660.973	*Demand deposits*
Deposit On Call	208.438	-	-	-	208.438	*Deposit on call*
	2.353.109	2.831.416	-	-	5.184.525	
	13.147.658	3.074.991	3.000	-	16.225.649	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
Giro	38.958	-	-	-	38.958	*Demand deposits*
Deposito Berjangka	43	-	-	-	43	*Time deposits*
	39.001	-	-	-	39.001	
Mata Uang Asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	833.750	500.250	-	-	1.334.000	*Inter-bank call money*
Giro	2.786	-	-	-	2.786	*Demand deposits*
	836.536	500.250	-	-	1.336.786	
	875.537	500.250	-	-	1.375.787	
Total	**14.023.195**	**3.575.241**	**3.000**	**-**	**17.601.436**	***Total***

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN (lanjutan)

Klasifikasi jangka waktu simpanan dari bank lain dan lembaga keuangan lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut (lanjutan):

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS (continued)

The classification of deposits from other banks and other financial institutions based on their remaining period to maturity are as follows (continued):

	31 Desember 2024/*December 31, 2024*					
	< 1 bulan / *< 1 month*	**> 1 bulan - 3 bulan/ *> 1 month - 3 months>***	**> 3 bulan - 1 tahun/ *3 months - 1 year***	**>1 tahun/ *> 1 year***	**Total/*Total***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Inter-bank call money	2.835.000	600.000	-	-	3.435.000	*Inter-bank call money*
Giro	2.096.321	-	-	-	2.096.321	*Demand deposits*
Deposito Berjangka	165.859	442.125	15.500	1.500	624.984	*Time deposits*
Tabungan	6.185	-	-	-	6.185	*Saving deposits*
	5.103.365	1.042.125	15.500	1.500	6.162.490	
Mata uang asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	3.544.321	563.325	64.380	-	4.172.026	*Inter-bank call money*
Deposito Berjangka	-	2.430.345	-	-	2.430.345	*Time deposits*
Giro	709.543	-	-	-	709.543	*Demand deposits*
Deposito *on call*	48.285	-	-	-	48.285	*Deposits on call*
	4.302.149	2.993.670	64.380	-	7.360.199	
Euro Eropa						*European Euro*
Giro	2	-	-	-	2	*Demand deposits*
	2	-	-	-	2	
	9.405.516	4.035.795	79.880	1.500	13.522.691	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
Deposito Berjangka	42	-	-	-	42	*Time deposits*
Giro	12.872	-	-	-	12.872	*Demand deposits*
	12.914	-	-	-	12.914	
Mata Uang Asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	1.142.745	-	-	-	1.142.745	*Inter-bank call money*
Giro	1.132	-	-	-	1.132	*Demand deposits*
	1.143.877	-	-	-	1.143.877	
	1.156.791	-	-	-	1.156.791	
Total	**10.562.307**	**4.035.795**	**79.880**	**1.500**	**14.679.482**	***Total***

23. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI

23. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE

Efek-efek yang dijual dengan janji dibeli kembali terdiri atas:

Securities sold under agreement to repurchase consist of:

	31 Desember 2025/*December 31, 2025*					
	Tanggal Jual/ *Date Of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank Indonesia						*Bank Indonesia*
Obligasi Korporasi						*Corporate Bonds*
PT Sarana Multigriya Finansial (Persero)						*PT Sarana Multigriya Finansial (Persero)*
Tahun 2023	30 Des/ *Dec* 30, 2025	06 Jan/ *Jan* 06, 2026	5.000	4.405	4.406	*Year 2023*
			5.000	4.405	4.406	
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0091	31 Des/ *Dec* 31, 2025	07 Jan/ *Jan* 07, 2026	4.000.000	3.852.166	3.852.683	*FR0091*
FR0086	11 Sep/ *Sep* 11, 2024	15 Apr/ *Apr* 15, 2026	2.000.000	1.917.782	1.945.622	*FR0086*
FR0091	31 Des/ *Dec* 31, 2025	05 Jan/ *Jan* 05, 2026	1.200.000	1.155.650	1.155.796	*FR0091*
FR0103	31 Des/ *Dec* 31, 2025	07 Jan/ *Jan* 07, 2026	1.100.000	1.106.384	1.106.530	*FR0103*
FR0086	11 Sep/ *Sep* 11, 2024	15 Apr/ *Apr* 15, 2026	1.080.000	1.002.285	1.016.835	*FR0086*
FR0086	14 Jul/ *Jul* 14, 2023	15 Apr/ *Apr* 15, 2026	1.150.000	1.001.549	1.015.112	*FR0086*
FR0090	04 Feb/ *Feb* 04, 2025	15 Apr/ *Apr* 15, 2027	1.130.850	1.000.006	1.014.674	*FR0090*
FR0090	06 Feb/ *Feb* 06, 2025	15 Apr/ *Apr* 15, 2027	1.069.000	999.832	1.014.455	*FR0090*
FR0090	21 Feb/ *Feb* 21, 2025	15 Apr/ *Apr* 15, 2027	1.059.000	999.324	1.013.507	*FR0090*
FR0103	31 Des/ *Dec* 31, 2025	07 Jan/ *Jan* 07, 2026	1.000.000	1.005.804	1.005.938	*FR0103*
FR0103	31 Des/ *Dec* 31, 2025	02 Jan/ *Jan* 02, 2026	1.000.000	1.005.804	1.005.921	*FR0103*
FR0090	07 Feb/ *Feb* 07, 2025	15 Apr/ *Apr* 15, 2027	1.000.000	937.255	950.962	*FR0090*
FR0090	19 Mei/ *May* 19, 2025	15 Apr/ *Apr* 15, 2027	1.000.000	935.250	948.218	*FR0090*
FR0086	11 Sep/ *Sep* 11, 2024	15 Apr/ *Apr* 15, 2026	1.000.000	904.987	918.124	*FR0086*
FR0104	22 Des/ *Dec* 22, 2025	05 Jan/ *Jan* 05, 2026	800.000	812.159	813.242	*FR0104*
FR0073	31 Des/ *Dec* 31, 2025	05 Jan/ *Jan* 05, 2026	600.000	643.791	643.872	*FR0073*
FR0103	31 Des/ *Dec* 31, 2025	07 Jan/ *Jan* 07, 2026	400.000	402.321	402.375	*FR0103*
FR0103	30 Des/ *Dec* 30, 2025	02 Jan/ *Jan* 02, 2026	400.000	401.772	401.868	*FR0103*
FR0091	31 Des/ *Dec* 31, 2025	06 Jan/ *Jan* 06, 2026	400.000	385.217	385.266	*FR0091*
FR0091	31 Des/ *Dec* 31, 2025	05 Jan/ *Jan* 05, 2026	300.000	288.912	288.949	*FR0091*
FR0104	23 Des/ *Dec* 23, 2025	23 Jan/ *Jan* 23, 2026	10.000	10.131	10.143	*FR0104*
FR0103	31 Des/ *Dec* 31, 2025	30 Jan/ *Jan* 30, 2026	10.000	10.058	10.059	*FR0103*
FR0103	29 Des/ *Dec* 29, 2025	29 Jan/ *Jan* 29, 2026	10.000	10.009	10.013	*FR0103*
FR0103	19 Des/ *Dec* 19, 2025	19 Jan/ *Jan* 19, 2026	10.000	9.989	10.006	*FR0103*
FR0103	17 Des/ *Dec* 17, 2025	19 Jan/ *Jan* 19, 2026	10.000	9.974	9.994	*FR0103*
FR0103	15 Des/ *Dec* 15, 2025	12 Jan/ *Jan* 12, 2026	10.000	9.961	9.983	*FR0103*
FR0103	11 Des/ *Dec* 11, 2025	08 Jan/ *Jan* 08, 2026	10.000	9.937	9.965	*FR0103*
FR0103	09 Des/ *Dec* 09, 2025	06 Jan/ *Jan* 06, 2026	10.000	9.920	9.950	*FR0103*
FR0091	16 Des/ *Dec* 16, 2025	13 Jan/ *Jan* 13, 2026	10.000	9.610	9.631	*FR0091*
FR0091	22 Des/ *Dec* 22, 2025	22 Jan/ *Jan* 22, 2026	10.000	9.608	9.620	*FR0091*
FR0091	10 Des/ *Dec* 10, 2025	12 Jan/ *Jan* 12, 2026	10.000	9.587	9.615	*FR0091*
			21.798.850	20.867.034	21.008.928	
			21.803.850	20.871.439	21.013.334	

23. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

23. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (continued)

Efek-efek yang dijual dengan janji dibeli kembali terdiri atas (lanjutan):

Securities sold under agreement to repurchase consist of (continued):

	31 Desember 2025/*December 31, 2025*					
	Tanggal Jual/ *Date of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Puhak ketiga (lanjutan)						*Third parties (continued)*
Mata uang asing						*Foreign currency*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0086	20 Jun/ *Jun* 20, 2023	15 Apr/ *Apr* 15, 2026	900.000	905.776	914.706	*FR0086*
FR0086	16 Jun/ *Jun* 16, 2023	15 Apr/ *Apr* 15, 2026	900.000	877.767	886.420	*FR0086*
FR0086	06 Des/ *Dec* 06, 2021	15 Apr/ *Apr* 15, 2026	815.000	834.398	843.437	*FR0086*
			2.615.000	2.617.941	2.644.563	
Pihak berelasi (Catatan 44)						*Related parties (note 44)*
Rupiah						*Rupiah*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0103	31 Des/ *Dec* 31, 2025	02 Jan/ *Jan* 02, 2026	4.000.000	4.023.214	4.023.684	*FR0103*
FR0103	30 Des/ *Dec* 30, 2025	02 Jan/ *Jan* 02, 2026	250.000	251.108	251.168	*FR0103*
			4.250.000	4.274.322	4.274.852	
Total			**28.668.850**	**27.763.702**	**27.932.749**	***Total***

	31 Desember 2024/*December 31, 2024*					
	Tanggal Jual/ *Date Of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank Indonesia						*Bank Indonesia*
Obligasi Pemerintah						*Government Bonds*
IDSR250425364S	30 Des/ *Dec 30,* 2024	30 Jan/ *Jan 30,* 2025	500.000	488.448	488.624	*IDSR250425364S*
IDSR110625364S	27 Des/ *Dec 27,* 2024	10 Jan/ *Jan 10,* 2025	500.000	483.645	484.075	*IDSR110625364S*
IDSR130625364S	30 Des/ *Dec 30,* 2024	13 Jan/ *Jan 13,* 2025	500.000	483.716	483.888	*IDSR130625364S*
IDSR200625364S	23 Des/ *Dec 23,* 2024	20 Jan/ *Jan 20,* 2025	500.000	482.215	482.999	*IDSR200625364S*
IDSR200625364S	05 Des/ *Dec 05,* 2024	02 Jan/ *Jan 02,* 2025	500.000	480.497	482.839	*IDSR200625364S*
IDSR260925364S	09 Des/ *Dec 09,* 2024	06 Jan/ *Jan 06,* 2025	500.000	473.913	475.881	*IDSR260925364S*
FR0087	12 Des/ *Dec 12,* 2024	09 Jan/ *Jan 09,* 2025	500.000	460.945	462.609	*FR0087*
IDSR200625364S	27 Des/ *Dec 27,* 2024	10 Jan/ *Jan 10,* 2025	400.000	386.079	386.422	*IDSR200625364S*
IDSR200625364S	23 Des/ *Dec 23,* 2024	06 Jan/ *Jan 06,* 2025	400.000	385.772	386.390	*IDSR200625364S*
FR0056	19 Des/ *Dec 19,* 2024	02 Jan/ *Jan 02,* 2025	300.000	298.173	298.862	*FR0056*
IDSR070225182S	09 Des/ *Dec 09,* 2024	06 Jan/ *Jan 06,* 2025	300.000	296.514	297.745	*IDSR070225182S*
IDSR200625364S	17 Des/ *Dec 17,* 2024	14 Jan/ *Jan 14,* 2025	300.000	288.985	289.767	*IDSR200625364S*
IDSR250725364S	11 Des/ *Dec 11,* 2024	08 Jan/ *Jan 08,* 2025	300.000	286.982	288.070	*IDSR250725364S*
FR0095	30 Des/ *Dec 30,* 2024	01 Jun/ *Jun 01,* 2025	250.000	238.458	238.251	*FR0095*
FR0081	09 Des/ *Dec 09,* 2024	06 Jan/ *Jan 06,* 2025	200.000	202.049	202.888	*FR0081*
FR0081	11 Des/ *Dec 11,* 2024	08 Jan/ *Jan 08,* 2025	200.000	202.082	202.848	*FR0081*
FR0059	04 Des/ *Dec 04,* 2024	02 Jan/ *Jan 02,* 2025	200.000	191.839	192.809	*FR0059*
IDSR071125364S	10 Des/ *Dec 10,* 2024	07 Jan/ *Jan 07,* 2025	200.000	187.813	188.559	*IDSR071125364S*
FR0087	10 Des/ *Dec 10,* 2024	07 Jan/ *Jan 07,* 2025	200.000	184.227	184.959	*FR0087*
FR0056	23 Des/ *Dec 23,* 2024	06 Jan/ *Jan 06,* 2025	100.000	99.445	99.605	*FR0056*
FR0084	19 Des/ *Dec 19,* 2024	16 Jan/ *Jan 16,* 2025	100.000	98.030	98.260	*FR0084*
FR0059	10 Des/ *Dec 10,* 2024	07 Jan/ *Jan 07,* 2025	100.000	95.718	96.099	*FR0059*
FR0086	19 Des/ *Dec 19,* 2024	16 Jan/ *Jan 16,* 2025	100.000	94.102	94.323	*FR0086*
FR0087	04 Des/ *Dec 04,* 2024	02 Jan/ *Jan 02,* 2025	80.000	74.040	74.414	*FR0087*
FR0071	30 Des/ *Dec 30,* 2024	01 Feb/ *Feb 01,* 2025	50.000	52.441	52.432	*FR0071*
			7.280.000	7.016.128	7.033.618	

23. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

Efek-efek yang dijual dengan janji dibeli kembali terdiri atas (lanjutan):

23. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (continued)

Securities sold under agreement to repurchase consist of (continued):

	31 Desember 2024/*December 31, 2024*					
	Tanggal Jual/ *Date Of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Pihak ketiga (lanjutan)						*Third parties (continued)*
Rupiah (lanjutan)						*Rupiah (continued)*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0086	13 Sep/ *Sep 13*, 2024	15 Apr/ *Apr 15*, 2026	2.000.000	1.917.782	1.945.622	*FR0086*
FR0081	10 Jul/ *Jul 10*, 2023	13 Jun/ *Jun 13*, 2025	1.500.000	1.322.032	1.325.675	*FR0081*
FR0086	12 Sep/ *Sep 12*, 2024	15 Apr/ *Apr 15*, 2026	1.080.000	1.002.285	1.016.835	*FR0086*
FR0086	18 Jul/ *Jul 18*, 2023	15 Apr/ *Apr 15*, 2026	1.150.000	1.001.549	1.015.112	*FR0086*
FR0081	11 Jul/ *Jul 11*, 2023	15 Jun/ *Jun 13*, 2025	1.098.000	999.680	1.002.457	*FR0081*
FR0081	04 Apr/ *Apr 04*, 2023	12 Jun/ *Jun 12*, 2025	1.000.000	887.065	990.855	*FR0081*
FR0086	12 Sep/ *Sep 12*, 2024	15 Apr/ *Apr 15*, 2026	1.000.000	904.987	918.124	*FR0086*
FR0081	12 Jul/ *Jul 12*, 2023	13 Jun/ *Jun 13*, 2025	600.000	547.677	598.927	*FR0081*
FR0081	15 Jul/ *Jul 15*, 2024	15 Jun/ *Jun 15*, 2025	575.000	501.445	502.982	*FR0081*
FR0081	12 Jul/ *Jul 12*, 2024	15 Jun/ *Jun 15*, 2025	575.000	501.259	502.797	*FR0081*
FR0081	14 Des/ *Dec 14*, 2023	13 Jun/ *Jun 13*, 2025	500.000	491.298	492.783	*FR0081*
FR0081	22 Mei/ *May 22*, 2024	13 Jun/ *Jun 13*, 2025	500.000	489.302	490.781	*FR0081*
FR0081	29 Mei/ *May 29*, 2024	13 Jun/ *Jun 13*, 2025	500.000	447.112	448.463	*FR0081*
FR0078	30 Des/ *Dec 30*, 2024	06 Jan/ *Jan 06*, 2025	300.000	302.115	302.222	*FR0078*
FR0101	23 Des/ *Dec 23*, 2024	23 Jan/ *Jan 23*, 2025	300.000	288.175	288.636	*FR0101*
FR0090	27 Des/ *Dec 27*, 2024	03 Jan/ *Jan 03*, 2025	225.000	207.328	207.510	*FR0090*
FR0090	24 Des/ *Dec 24*, 2024	07 Jan/ *Jan 07*, 2025	200.000	184.226	184.490	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	06 Jan/ *Jan 06*, 2025	150.000	138.372	138.397	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	31 Jan/ *Jan 31*, 2025	100.000	92.248	92.265	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	06 Jan/ *Jan 06*, 2025	100.000	92.248	92.264	*FR0090*
FR0090	30 Des/ *Dec 30*, 2024	02 Jan/ *Jan 02*, 2025	100.000	92.203	92.235	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	14 Jan/ *Jan 14*, 2025	100.000	91.951	91.968	*FR0090*
FR0090	27 Des/ *Dec 27*, 2024	03 Jan/ *Jan 03*, 2025	75.000	69.109	69.170	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	14 Jan/ *Jan 14*, 2025	50.000	46.124	46.132	*FR0090*
FR0090	27 Des/ *Dec 27*, 2024	10 Jan/ *Jan 10*, 2025	50.000	46.073	46.114	*FR0090*
FR0083	31 Des/ *Dec 31*, 2024	07 Jan/ *Jan 07*, 2025	20.000	19.549	19.552	*FR0083*
FR0090	30 Des/ *Dec 30*, 2024	13 Jan/ *Jan 13*, 2025	5.000	4.610	4.612	*FR0090*
FR0090	27 Des/ *Dec 27*, 2024	10 Jan/ *Jan 10*, 2025	5.000	4.607	4.611	*FR0090*
			13.858.000	12.692.411	12.931.591	
			21.138.000	19.708.539	19.965.209	
Mata uang asing						*Foreign currency*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0086	22 Jun/*Jun 22*, 2023	15 Apr/*Apr 15*, 2026	900.000	874.271	884.177	*FR0086*
FR0086	21 Jun/*Jun 21*, 2023	15 Apr/*Apr 15*, 2026	900.000	847.236	856.836	*FR0086*
FR0086	16 Des/*Dec 16*, 2021	15 Apr/*Apr 15*, 2026	815.000	805.375	815.287	*FR0086*
FR0081	16 Des/*Dec 16*, 2021	13 Jun/*Jun 13*, 2025	791.500	804.342	806.262	*FR0081*
RI0128	21 Nov/*Nov 21*, 2024	21 Feb/*Feb 21*, 2025	370.185	333.037	334.858	*RI0128*
RI0126	05 Sep/*Sep 05*, 2024	05 Mar/*Mar 05*, 2025	336.321	318.547	323.840	*RI0126*
RI0127	23 Sep/*Sep 23*, 2024	24 Mar/*Mar 24*, 2025	321.900	300.606	304.614	*RI0127*
RI0229	30 Okt/*Oct 30*, 2024	28 Jan/*Jan 28*, 2025	305.805	284.995	287.454	*RI0229*
RI0230	26 Sep/*Sep 26*, 2024	27 Jan/*Jan 27*, 2025	78.866	65.482	66.341	*RI0230*
			4.819.577	4.633.891	4.679.669	
Sukuk Berharga Syariah Negara						*Sharia Government Treasury Bills*
INDOIS 25	30 Sep/*Sep 30*, 2024	27 Jan/*Jan 27*, 2025	378.233	361.117	365.661	*INDOIS 25*
INDOIS 26	26 Sep/*Sep 26*, 2024	27 Jan/*Jan 27*, 2025	32.190	28.195	28.565	*INDOIS 26*
			410.423	389.312	394.226	
			5.230.000	5.023.203	5.073.895	
			26.368.000	24.731.742	25.039.104	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0090	31 Des/*Dec 31*, 2024	02 Jan/*Jan 02*, 2025	5.000	4.612	4.613	*FR0090*
			5.000	4.612	4.613	
Total			**26.373.000**	**24.736.354**	**25.043.717**	***Total***

24. SURAT BERHARGA YANG DITERBITKAN

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut:

24. MARKETABLE SECURITIES ISSUED

BRI and Subsidiaries issued marketable securities with details as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rupiah			*Rupiah*
Obligasi Berkelanjutan II BRI			*BRI Shelf Registration Bond II*
Tahap I Tahun 2016			*Phase I Year 2016*
Pihak ketiga	1.024.734	947.924	*Third parties*
Pihak berelasi (Catatan 44)	1.185.790	1.267.811	*Related parties (Note 44)*
Tahap II Tahun 2017			*Phase II Year 2017*
Pihak ketiga	820.187	819.009	*Third parties*
Pihak berelasi (Catatan 44)	439.025	439.935	*Related parties (Note 44)*
Tahap IV Tahun 2018			*Phase IV Year 2018*
Pihak ketiga	-	289.957	*Third parties*
Pihak berelasi (Catatan 44)	-	304.958	*Related parties (Note 44)*
Obligasi Berwawasan Lingkungan Berkelanjutan I BRI			*BRI Green Shelf Registration Bond I*
Tahap I Tahun 2022			*Phase I Year 2022*
Pihak ketiga	390.173	2.006.336	*Third parties*
Pihak berelasi (Catatan 44)	105.408	375.445	*Related parties (Note 44)*
Tahap II Tahun 2023			*Phase II Year 2023*
Pihak ketiga	459.805	4.113.744	*Third parties*
Pihak berelasi (Catatan 44)	39.983	539.920	*Related parties (Note 44)*
Tahap III Tahun 2024			*Phase III Year 2024*
Pihak ketiga	836.949	1.979.705	*Third parties*
Pihak berelasi (Catatan 44)	414.851	499.927	*Related parties (Note 44)*
MTN BRI Tahun 2022			*BRI MTN Year 2022*
Pihak ketiga	-	2.999.159	*Third parties*
LTN BRI Tahun 2022			*BRI LTN Year 2022*
Pihak ketiga	40.543	44.580	*Third parties*
LTN BRI Tahun 2023			*BRI LTN Year 2023*
Pihak ketiga	50.320	54.995	*Third parties*
LTN BRI Tahun 2024			*BRI LTN Year 2024*
Pihak ketiga	124.554	52.694	*Third parties*
Obligasi Berwawasan Sosial Berkelanjutan I			*BRI Social Shelf Registration Bond I*
Tahap I BRI Tahun 2025			*Phase I Year 2025*
Pihak Ketiga	3.684.547	-	*Third parties*
Pihak berelasi (Catatan 44)	1.131.377	-	*Related parties (Note 44)*
SBK Berkelanjutan BRI			*Commercial Paper Sustainable Bond I*
Tahap I Tahun 2025			*BRI Year 2025 Phase I*
Pihak ketiga	480.756	-	*Third parties*
Obligasi I BRI Finance Tahun 2022			*BRI Finance Bond I Year 2022*
Pihak ketiga	-	430.971	*Third parties*
Pihak berelasi (Catatan 44)	-	119.890	*Related parties (Note 44)*
Obligasi II BRI Finance Tahun 2023			*BRI Finance Bond II Year 2023*
Pihak ketiga	262.718	262.249	*Third parties*
Pihak berelasi (Catatan 44)	34.957	34.902	*Related parties (Note 44)*
Obligasi Berkelanjutan I BRI Finance			*BRI Finance BRI Shelf Registration*
Tahap I Tahun 2025			*Bond I Phase I Year 2025*
Pihak ketiga	590.428	-	*Third parties*
Obligasi Berkelanjutan III PNM			*PNM Shelf Registration Bond III*
Tahap III Tahun 2020			*Phase III Year 2020*
Pihak ketiga	-	194.857	*Third parties*
Tahap IV Tahun 2020			*Phase IV Year 2020*
Pihak ketiga	-	291.952	*Third parties*
Tahap V Tahun 2021			*Phase V Year 2021*
Pihak ketiga	298.674	306.572	*Third parties*
Pihak berelasi (Catatan 44)	37.490	32.486	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

24. MARKETABLE SECURITIES ISSUED (continued)

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi Berkelanjutan IV PNM			*PNM Shelf Registration Bond IV*
Tahap I Tahun 2021			*Phase I Year 2021*
Pihak ketiga	981.381	990.781	*Third parties*
Pihak berelasi (Catatan 44)	17.989	7.997	*Related parties (Note 44)*
Tahap II Tahun 2022			*Phase II Year 2022*
Pihak ketiga	-	449.293	*Third parties*
Pihak berelasi (Catatan 44)	-	136.942	*Related parties (Note 44)*
Obligasi Berkelanjutan V PNM			*PNM Shelf Registration Bond V*
Tahap I Tahun 2022			*Phase I Year 2022*
Pihak ketiga	-	115.890	*Third parties*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	260.672	1.594.512	*Third parties*
Pihak berelasi (Catatan 44)	29.890	29.928	*Related parties (Note 44)*
Obligasi Berwawasan *Sosial Orange*			*PNM Socially Conscious Orange*
Berkelanjutan I PNM Tahap I Tahun 2025			*Registration Bonds I Phase I Year 2025*
Pihak ketiga	578.549	-	*Third parties*
Pihak berelasi (Catatan 44)	273.781	-	*Related parties (Note 44)*
MTN III PNM Venture Capital Tahun 2022			*PNM MTN III Venture Capital Year 2022*
Pihak ketiga	298.500	350.000	*Third parties*
MTN V PNM Venture Capital			*PNM MTN V Venture Capital*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	216.961	148.000	*Third parties*
Sukuk Mudharabah Berkelanjutan I			*PNM Shelf Registration*
Tahap I Tahun 2021			*Sukuk Mudharabah I Phase I Year 2021*
Pihak ketiga	245.554	291.000	*Third parties*
Pihak berelasi (Catatan 44)	76.000	36.000	*Related parties (Note 44)*
Tahap II Tahun 2023			*Sukuk Mudharabah I Phase II Year 2023*
Pihak ketiga	888.100	890.900	*Third parties*
Pihak berelasi (Catatan 44)	207.800	205.000	*Related parties (Note 44)*
Tahap III Tahun 2024			*Sukuk Mudharabah I Phase III Year 2024*
Pihak ketiga	1.305.920	1.432.500	*Third parties*
Pihak berelasi (Catatan 44)	25.020	67.000	*Related parties (Note 44)*
Sukuk Mudharabah Jangka Menengah VI			*PNM Shelf Registration Sukuk*
Tahap I Tahun 2024			*Term VI Phase I Year 2024*
Pihak ketiga	-	500.000	*Third parties*
Tahap II Tahun 2024			*Term VI Phase II Year 2024*
Pihak ketiga	262.000	262.000	*Third parties*
Tahap III Tahun 2024			*Term VI Phase III Year 2024*
Pihak ketiga	110.000	110.000	*Third parties*
Tahap IV Tahun 2024			*Term VI Phase IV Year 2024*
Pihak ketiga	-	150.000	*Third parties*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

24. MARKETABLE SECURITIES ISSUED (continued)

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Rupiah (lanjutan)			*Rupiah (continued)*
			PNM Shelf Registration Sukuk
Sukuk Mudharabah Jangka Menengah VII			*Mudharabah Medium Term VII*
Tahap I Tahun 2025			*Phase I Year 2025*
Pihak Ketiga	180.000	-	*Third parties*
Tahap II Tahun 2025			*Phase II Year 2025*
Pihak Ketiga	100.000	-	*Third parties*
Tahap III Tahun 2025			*Phase III Year 2025*
Pihak Ketiga	85.000	-	*Third parties*
Tahap IV Tahun 2025			*Phase IV Year 2025*
Pihak Ketiga	635.000	-	*Third parties*
Tahap V Tahun 2025			*Phase V Year 2025*
Pihak Ketiga	650.000	-	*Third parties*
Sukuk Mudharabah Berwawasan Sosial Orange Berkelanjutan I PNM			*PNM Socially Conscious Orange Registration Sukuk I Mudharabah I*
Tahap I Tahun 2025			*Phase I Year 2025*
Pihak ketiga	1.599.071	-	*Third parties*
Pihak berelasi (Catatan 44)	150.000	-	*Related parties (Note 44)*
Tahap II Tahun 2025			*Phase II Year 2025*
Pihak ketiga	956.075	-	*Third parties*
Pihak berelasi (Catatan 44)	63.925	-	*Related parties (Note 44)*
Obligasi Berkelanjutan IV Pegadaian			*Pegadaian Shelf Registration Bond IV*
Tahap II Tahun 2020			*Phase II Year 2020*
Pihak ketiga	-	121.983	*Third parties*
Pihak berelasi (Catatan 44)	-	19.997	*Related parties (Note 44)*
Obligasi Berkelanjutan V Pegadaian			*Pegadaian Shelf Registration Bond V*
Tahap I Tahun 2022			*Phase I Year 2022*
Pihak ketiga	-	388.915	*Third parties*
Pihak berelasi (Catatan 44)	-	188.961	*Related parties (Note 44)*
Tahap II Tahun 2022			*Phase II Year 2022*
Pihak ketiga	-	204.339	*Third parties*
Pihak berelasi (Catatan 44)	-	71.578	*Related parties (Note 44)*
Tahap III Tahun 2023			*Phase III Year 2023*
Pihak ketiga	355.913	384.790	*Third parties*
Pihak berelasi (Catatan 44)	31.022	1.998	*Related parties (Note 44)*
Tahap IV Tahun 2023			*Phase IV Year 2023*
Pihak ketiga	207.961	227.846	*Third parties*
Pihak berelasi (Catatan 44)	19.994	-	*Related parties (Note 44)*
Tahap V Tahun 2024			*Phase V Year 2024*
Pihak ketiga	161.074	771.411	*Third parties*
Pihak berelasi (Catatan 44)	39.971	19.973	*Related parties (Note 44)*
Obligasi Berkelanjutan VI Pegadaian			*Pegadaian Shelf Registration Bond VI*
Tahap I Tahun 2024			*Phase I Year 2024*
Pihak ketiga	50.814	73.888	*Third parties*
Pihak berelasi (Catatan 44)	-	14.854	*Related parties (Note 44)*
Tahap II Tahun 2025			*Phase II Year 2025*
Pihak ketiga	4.188.622	-	*Third parties*
Pihak berelasi (Catatan 44)	159.491	-	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

24. MARKETABLE SECURITIES ISSUED (continued)

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi Berkelanjutan VI Pegadaian			*Pegadaian Shelf Registration Bond VI*
Tahap III Tahun 2025			*Phase III Year 2025*
Pihak ketiga	1.984.642	-	*Third parties*
Pihak berelasi (Catatan 44)	244.750	-	*Related parties (Note 44)*
Tahap IV Tahun 2025			*Phase IV Year 2025*
Pihak ketiga	2.610.118	-	*Third parties*
Pihak berelasi (Catatan 44)	607.243	-	*Related parties (Note 44)*
Obligasi Sosial Berkelanjutan I Pegadaian			*Pegadaian Shelf Registration Social Bond I*
Tahap I Tahun 2024			*Phase I Year 2024*
Pihak ketiga	5.015	59.502	Third parties
Pihak berelasi (Catatan 44)	24.796	-	*Related parties (Note 44)*
Tahap II Tahun 2025			*Phase II Year 2025*
Pihak ketiga	1.518.697	-	*Third parties*
Pihak berelasi (Catatan 44)	144.853	-	*Related parties (Note 44)*
Sukuk Mudharabah Berkelanjutan I Pegadaian			*Pegadaian Shelf Registration Sukuk Mudharabah I*
Tahap II Tahun 2020			*Phase II Year 2020*
Pihak ketiga	-	80.500	*Third parties*
Sukuk Mudharabah Berkelanjutan II Pegadaian			*Pegadaian Shelf Registration Sukuk Mudharabah II*
Tahap I Tahun 2022			*Phase I Year 2022*
Pihak ketiga	-	299.000	*Third parties*
Pihak berelasi (Catatan 44)	-	21.000	*Related parties (Note 44)*
Tahap II Tahun 2022			*Phase II Year 2022*
Pihak ketiga	-	120.477	*Third parties*
Pihak berelasi (Catatan 44)	-	43.000	*Related parties (Note 44)*
Tahap IV Tahun 2023			*Phase IV Year 2023*
Pihak ketiga	217.240	215.040	*Third parties*
Pihak berelasi (Catatan 44)	17.800	20.000	*Related parties (Note 44)*
Sukuk Mudharabah Berkelanjutan III Pegadaian			*Pegadaian Shelf Registration Sukuk Mudharabah III*
Tahap I Tahun 2024			*Phase I Year 2024*
Pihak ketiga	8.045	65.125	*Third parties*
Pihak berelasi (Catatan 44)	10.000	3.000	*Related parties (Note 44)*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	-	743.795	*Third parties*
Pihak berelasi (Catatan 44)	-	15.000	*Related parties (Note 44)*
Tahap III Tahun 2024			*Phase III Year 2024*
Pihak ketiga	712.005	682.005	*Third parties*
Pihak berelasi (Catatan 44)	40.000	70.000	Related parties (Note 44)
Tahap IV Tahun 2025			*Phase IV Year 2025*
Pihak Ketiga	1.741.940	-	*Third parties*
Pihak berelasi (Catatan 44)	10.000	-	*Related parties (Note 44)*
Tahap V Tahun 2025			*Phase V Year 2025*
Pihak Ketiga	1.580.555	-	*Third parties*
Pihak berelasi (Catatan 44)	5.325	-	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

24. MARKETABLE SECURITIES ISSUED (continued)

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Rupiah (lanjutan)			*Rupiah (continued)*
Sukuk Mudharabah Berkelanjutan Sosial I Pegadaian			*Pegadaian Shelf Registration Social Sukuk Mudharabah I*
Tahap I Tahun 2024			*Phase I Year 2024*
Pihak ketiga	100	33.891	*Third parties*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	-	1.342.910	*Third parties*
Pihak berelasi (Catatan 44)	-	20.000	*Related parties (Note 44)*
Tahap III Tahun 2025			*Phase II Year 2025*
Pihak ketiga	1.423.205	-	*Third parties*
Pihak berelasi (Catatan 44)	130.000	-	*Related parties (Note 44)*
Total	**40.901.648**	**32.502.499**	***Total***

Biaya emisi surat berharga yang diterbitkan untuk tahun yang terakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp51.182 dan Rp10.650.

Unamortized bond issuance cost as of December 31, 2025 and 2024 amounted to Rp51,182 and Rp10,650.

Manajemen BRI dan entitas anak telah melakukan pembayaran bunga dan pokok obligasi sesuai ketentuan dan berpendapat bahwa semua persyaratan/pembatasan yang ditetapkan dalam penerbitan surat berharga di atas telah dipenuhi pada tanggal-tanggal 31 Desember 2025 dan 2024.

The management of BRI and its subsidiaries have made interest and principal payments on the securities issued in accordance with the provisions and consider that all requirements/restrictions set forth in the issuance of the aforementioned securities have been fulfilled as of December 31, 2025 and 2024.

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan:

The following are other key information related to marketable securities issued:

a) Obligasi Berkelanjutan II BRI

Pada tanggal 22 November 2016, Obligasi Berkelanjutan II BRI dengan jumlah pokok sebesar Rp20.000.000 telah dinyatakan efektif oleh Otoritas Jasa Keuangan (OJK) berdasarkan surat keputusan S-678/D.04/2016 tanggal 22 November 2016.

a) BRI Shelf Registration Bond II

On November 22, 2016, BRI Shelf Registration Bond II with a principal amount of Rp20,000,000 has been declared by the Financial Services Authority (OJK) based on a Decree S-678/D.04/2016 dated November 22, 2016.

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ Dec *31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan II BRI									*BRI Shelf Registration Bond II*
Tahap I Tahun 2016									*Phase I Year 2016*
Seri E	PT Bank Negara Indonesia Persero (Tbk)	2 Des/ *Dec 2, 2016*	1 Des/ *Dec 1, 2026*	10 tahun/ *years*	8,90	idAAA*	2.350.000	2.350.000	*Series E*
Tahap II Tahun 2017									*Phase II Year 2017*
Seri D	PT Bank Negara Indonesia Persero (Tbk)	12 Apr/ *Apr 12, 2017*	11 Apr/ *Apr 11, 2027*	10 tahun/ *years*	8,80	idAAA*	1.300.500	1.300.500	*Series D*
Tahap IV Tahun 2018									*Phase IV Year 2018*
Seri B	PT Bank Negara Indonesia (Persero) Tbk	22 Feb/ *Feb 22, 2018*	21 Feb/ *Feb 21, 2025*	7 tahun/ *years*	6,90	idAAA*	-	605.000	*Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

a) Obligasi Berkelanjutan II BRI (lanjutan)

Bunga Obligasi Berkelanjutan II BRI dibayarkan setiap 3 (tiga) bulan sejak obligasi diterbitkan. Penerimaan neto dari penerbitan Obligasi Berkelanjutan tersebut dimanfaatkan untuk penyaluran kredit.

Obligasi Berkelanjutan II BRI tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.
b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

Obligasi Berkelanjutan II BRI yang telah jatuh tempo telah dilunasi oleh BRI pada tanggal jatuh temponya.

b) Obligasi Berwawasan Lingkungan Berkelanjutan I BRI

Pada tanggal 12 Juli 2022, Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI dengan jumlah pokok sebesar Rp15.000.000 telah dinyatakan efektif oleh Otoritas Jasa Keuangan (OJK) berdasarkan surat keputusan S-122/D.04/2022 tanggal 12 Juli 2022.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

a) BRI Shelf Registration Bond II (continued)

The interest of BRI Shelf Registration Bond II is paid every 3 (three) months since the bond were issued. The net proceeds from the issuance of this Shelf Registration Bond are used for loan granting.

BRI Shelf Registration Bond II is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.
b. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

BRI Shelf Registration Bond II that have matured respectively have been paid off by BRI on its maturity date.

b) BRI Green Shelf Registration Bond I

On July 12, 2022, Bank BRI Green Shelf Registration Bond I with a principal amount of Rp15,000,000 has been declared by the Financial Services Authority (OJK) based on Decree S-122/D.04/2022 dated July 12, 2022.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

b) Obligasi Berwawasan Lingkungan Berkelanjutan I BRI (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

b) BRI Green Shelf Registration Bond I (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Des 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Obligasi Berwawasan Lingkungan Berkelanjutan I BRI									*BRI Green Shelf Registration Bond I*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Negara Indonesia Persero (Tbk)	20 Jul/ *Jul 20, 2022*	20 Jul/ *Jul 20, 2025*	3 tahun/ *years*	5,75	idAAA*	-	2.000.000	*Series B*
Seri C	PT Bank Negara Indonesia Persero (Tbk)	20 Jul/ *Jul 20, 2022*	20 Jul/ *Jul 20, 2027*	5 tahun/ *years*	6,45	idAAA*	500.000	500.000	*Series C*
Tahap II Tahun 2023									*Phase II Year 2023*
Seri B	PT Bank Tabungan Negara Persero (Tbk)	17 Okt/ *Oct 17, 2023*	17 Okt/ *Oct 17, 2025*	2 tahun/ *years*	6,35	idAAA*	-	4.154.350	*Series B*
Seri C	PT Bank Tabungan Negara Persero (Tbk)	17 Okt/ *Oct 17, 2023*	17 Okt/ *Oct 17, 2026*	3 tahun/ *years*	6,30	idAAA*	500.000	500.000	*Series C*
Tahap III Tahun 2024									*Phase III Year 2024*
Seri A	PT Bank Tabungan Negara Persero (Tbk)	20 Mar/ *Mar 20, 2024*	30 Mar/ *Mar 30, 2025*	370 hari/ *days*	6,15	idAAA*	-	1.237.665	*Series A*
Seri B	PT Bank Tabungan Negara Persero (Tbk)	20 Mar/ *Mar 20, 2024*	20 Mar/ *Mar 20, 2026*	2 tahun/ *years*	6,25	idAAA*	879.430	879.430	*Series B*
Seri C	PT Bank Tabungan Negara Persero (Tbk)	20 Mar/ *Mar 20, 2024*	20 Mar/ *Mar 20, 2027*	3 tahun/ *years*	6,25	idAAA*	382.905	382.905	*Series C*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**)Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga Obligasi Berwawasan Lingkungan Berkelanjutan I BRI dibayarkan setiap 3 (tiga) bulan sejak obligasi diterbitkan.

The Interest of BRI Green Shelf Registration Bond are paid every 3 (three) months since the bonds were issued.

Penerimaan neto dari penerbitan Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI akan digunakan oleh Perseroan untuk pembiayaan maupun membiayai kembali kegiatan dalam kategori Kegiatan Usaha Berwawasan Lingkungan dan untuk modal kerja.

The net proceeds from the issuance of BRI Green Shelf Registration Bond I Bank BRI will be used by the Company to finance or refinance activities in the category of Environmentally Sound Business Activities and for working capital.

Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI telah dilunasi oleh BRI pada tanggal jatuh temponya. Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

BRI has settled its BRI Green Shelf Registration Bond I that have matured respectively have been paid off by BRI on its maturity date. BRI Green Shelf Registration Bond I is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

b) Obligasi Berwawasan Lingkungan Berkelanjutan I BRI (lanjutan)

Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut (lanjutan):

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

c) *Medium-Term Notes* Bank BRI Tahun 2022

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Des 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Medium-Term Notes Bank BRI Tahun 2022									*BRI Medium-Term Notes Year 2022*
Seri B	-	24 Nov/ *Nov 24, 2022*	24 Nov/ *Nov 24, 2025*	3 tahun/ *years*	6,68	-*	-	3.000.000	*Series B*

*) Tidak dilakukan pemeringkatan oleh Lembaga Pemeringkat Efek (Pefindo)

Tidak ada persyaratan penting dalam perjanjian Penerbitan *Medium-Term Notes* Bank BRI Tahun 2022.

Penerimaan neto dari penerbitan *Medium-Term Notes* BRI tersebut dimanfaatkan untuk menambah kebutuhan likuiditas Rupiah.

d) *Long-Term Notes* yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Des 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Long-Term Notes yang Dilakukan Tanpa Melalui Penawaran Umum BRI									*Long-Term Notes Conducted Without Going Through Public Offering of BRI*
I tahun 2022	-	27 Des/ *Dec 27, 2022*	27 Jun/ *Jun 27, 2036*	162 bulan/ *months*	0,55	-*	40.543	44.579	*I Year 2022*
II tahun 2023	-	25 Okt/ *Oct 25, 2023*	25 Jan/ *Jan 25, 2037*	159 bulan/ *months*	0,55	-*	50.320	54.995	*II Year 2023*
III tahun 2024	-	26 Mar/ *Mar 26, 2024*	26 Feb/ *Feb 26, 2037*	155 bulan/ *months*	0,55	-*	48.201	52.694	*III Year 2024*
IV tahun 2024	-	16 Jan/ *Jan 16, 2025*	16 Jan/ *Jan 16, 2038*	156 bulan/ *months*	0,55	-*	76.353	-	*IV Year 2024*

*) Tidak dilakukan pemeringkatan oleh Lembaga Pemeringkat Efek (Pefindo)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

b) BRI Green Shelf Registration Bond I (continued)

The important requirements (covenants) are as follows (continued):

b. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

c) BRI Medium-Term Notes Year 2022

*) *No rating was carried out by the Securities Rating Agency (Pefindo)*

There are no covenant in the agreement for the issuance of Medium Term Notes of PT Bank Rakyat Indonesia (Persero) Tbk Year 2022.

The net revenue from the issuance of BRI Medium Term Notes will be used to increase Rupiah liquidity needs.

d) Long Term Notes Conducted Without Going Through Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk

*) *No rating was carried out by the Securities Rating Agency (Pefindo)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

d) *Long-Term Notes* yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk (lanjutan)

Bunga sebesar 0,55% per tahun dan Pokok dibayarkan setiap 3 (tiga) bulan sejak *Long-Term Notes* diterbitkan. Pada saat diterbitkan, *Long-Term Notes* ini tidak dilakukan pemeringkatan dan tidak menggunakan Jasa Agen Pemantau.

Tidak ada persyaratan penting dalam perjanjian Penerbitan *Long-Term Notes* Yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk I Tahun 2022, II Tahun 2023, dan III Tahun 2024, dan IV Tahun 2024.

Penerimaan neto dari penerbitan *Long-Term Notes* BRI I tahun 2022 dan II tahun 2023 tersebut dimanfaatkan untuk menambah kebutuhan likuiditas Rupiah.

Penerimaan neto dari penerbitan *Long-Term Notes* BRI III tahun 2024 dan IV Tahun 2024 dimanfaatkan seluruhnya khusus untuk pembiayaan maupun membiayai kembali kredit perumahan peserta Tapera sebagaimana dimaksud pada Undang-Undang No. 4 Tahun 2016 Tentang Tabungan Perumahan Rakyat, Peraturan Pemerintah No. 25 Tahun 2020 tentang Penyelenggaraan Tabungan Perumahan Rakyat, Peraturan Badan Pengelola Tabungan Perumahan Rakyat No. 6 Tahun 2021 serta Perjanjian Kerjasama dan Kesepakatan antara Badan Pengelola Tabungan Perumahan Rakyat dan PT Bank Rakyat Indonesia (Persero) Tbk yang berlaku.

e) Obligasi Berwawasan Sosial Berkelanjutan I BRI Tahun 2025

Pada tanggal 20 Juni 2025, Obligasi Berwawasan Sosial Berkelanjutan I Bank BRI dengan jumlah pokok sebesar Rp5.000.000 telah dinyatakan efektif oleh Otoritas Jasa Keuangan (OJK) berdasarkan surat keputusan S-40/D.04/2025 tanggal 20 Juni 2025.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

d) Long Term Notes Conducted Without Going Through Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk (continued)

Interest of 0.55% per annum and Principal are paid every 3 (three) months since those Long Term Note were issued. At the time of issuance, these Long Term Notes were not ranked and does not use the services of a monitoring agent.

There are no covenant in the agreement for the issuance of Long Term Notes Conducted Without Going Through a Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk I Year 2022, II Year 2023 and III Year 2024 and IV Year 2024.

Net proceeds from the issuance of BRI Long-Term Notes BRI I Year 2022 and II Year 2023 are used entirely specifically for increase the need of rupiah liquidity.

Net proceeds from the issuance of BRI Long-Term Notes III Year 2024 and IV Year 2024 are is used entirely specifically for financing and refinancing housing loans of Tapera participants, as referred to in Law No. 4 of 2016 concerning Public Housing Savings, Government Regulation No. 25 of 2020 concerning the Implementation of Public Housing Savings, Regulation of the Public Housing Savings Management Agency No. 6 of 2021, and the applicable Cooperation and Agreement Agreement between the Public Housing Savings Management Agency and PT Bank Rakyat Indonesia (Persero) Tbk.

e) BRI Social Shelf Registration Bond I Year 2025

On June 20, 2025, Bank BRI Green Shelf Registration Bond I with a principal amount of Rp5,000,000 has been declared by the Financial Services Authority (OJK) based on Decree S-40/D.04/2025 dated June 20, 2025.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

e) Obligasi Berwawasan Sosial Berkelanjutan I BRI Tahun 2025 (lanjutan):

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

e) BRI Social Shelf Registration Bond I Year 2025 (continued):

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									
Obligasi Berwawasan Sosial Berkelanjutan I BRI									*BRI Social Shelf Registration Bond I*
Tahap I Tahun 2025									*Phase I Year 2025*
Seri A	PT Bank Tabungan Negara Persero (Tbk)	26 Jun/ *Jun 26, 2025*	26 Jun/ *Jun 26, 2027*	2 tahun/ *years*	6,45	idAAA*	1.563.090	-	*Series A*
Seri B	PT Bank Tabungan Negara Persero (Tbk)	26 Jun/ *Jun 26, 2025*	26 Jun/ *Jun 26, 2028*	3 tahun/ *years*	6,55	idAAA*	2.110.745	-	*Series B*
Seri C	PT Bank Tabungan Negara Persero (Tbk)	26 Jun/ *Jun 26, 2025*	26 Jun/ *Jun 26, 2030*	5 tahun/ *years*	6,60	idAAA*	1.326.165	-	*Series C*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga Obligasi Berwawasan Sosial Berkelanjutan I BRI dibayarkan setiap 3 (tiga) bulan sejak obligasi diterbitkan.

Interest of marketable securities issued by BRI Finance are paid every 3 (three) months since marketable securities were issued.

Penerimaan neto dari penerbitan Obligasi Berwawasan Sosial Berkelanjutan I Bank BRI seluruhnya akan dialokasikan secara eksklusif untuk pembiayaan kembali, baik seluruhnya maupun sebagian, proyek sosial yang sudah ada yang mendukung atau mempromosikan kategori layanan infrastruktur dasar yang terjangkau baik dari segi akses maupun harga, akses terhadap layanan esensial, perumahan yang terjangkau, penciptaan lapangan kerja, dan program yang dirancang untuk mencegah dan/atau mengurangi pengangguran, termasuk pembiayaan usaha kecil menengah dan pembiayaan mikro, ketahanan pangan dan sistem pangan berkelanjutan, dan peningkatan dan pemberdayaan sosio-ekonomi. Perseroan berencana mengalokasikan sekitar 50% dari hasil Penawaran Umum Obligasi Berwawasan Sosial ini untuk penciptaan lapangan kerja (kategori 4 Penciptaan lapangan kerja, dan program yang dirancang untuk mencegah dan/atau mengurangi pengangguran, termasuk pembiayaan usaha kecil menengah dan pembiayaan mikro), dan sisanya untuk peningkatan serta pemberdayaan sosial ekonomi (kategori 6 Peningkatan dan pemberdayaan sosio-ekonomi).

The net proceeds from the issuance of BRI Social Shelf Registration will be allocated exclusively for the refinancing, in whole or in part, of existing social projects that support or promote the following categories: affordable basic infrastructure services in terms of both access and cost, access to essential services, affordable housing, job creation, and programs designed to prevent and/or reduce unemployment including financing for micro, small, and medium enterprises (MSMEs), food security and sustainable food systems, and socio-economic advancement and empowerment. BRI plans to allocate approximately 50% of the proceeds from this Social Bond Public Offering to job creation (Category 4: Job creation and programs designed to prevent and/or reduce unemployment, including MSME and microfinance), with the remaining portion to be allocated toward socio-economic advancement and empowerment (Category 6: Socio-economic advancement and empowerment).

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

e) Obligasi Berwawasan Sosial Berkelanjutan I BRI Tahun 2025 (lanjutan)

Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

1. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Republik Indonesia dan/atau otoritas yang berwenang (termasuk tetapi tidak terbatas pada Bank Indonesia, Menteri Keuangan Republik Indonesia, Menteri Badan Usaha Milik Negara dan Otoritas Jasa Keuangan).
2. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas BRI, kecuali atas permintaan dan/atau perintah baik secara langsung maupun tidak langsung dari Pemerintah Republik Indonesia dan/atau otoritas yang berwenang (termasuk tetapi tidak terbatas pada Bank Indonesia, Lembaga Penjamin Simpanan atau Lembaga penjaminan lainnya sesuai dengan peraturan perundang-undangan yang berlaku, Menteri Keuangan Republik Indonesia, dan Menteri Badan Usaha Milik Negara dan Otoritas Jasa Keuangan) yang dilakukan sesuai dengan ketentuan peraturan perundangan yang berlaku, termasuk tetapi tidak terbatas pada peraturan Otoritas Jasa Keuangan.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

e) BRI Social Shelf Registration Bond I Year 2025 (continued)

The important requirements (covenants) are as follows:

1. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority (including but not limited to Bank Indonesia, Minister of finance of the Republik of Indonesia, Minister of State Owned Entity dan Financial Services Authority).
2. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the BRI's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority whether directly or indirectly (including but not limited to Bank Indonesia, Lembaga Penjamin Simpanan or any other guarantee institution in accordance with the applicable laws and regulations, Minister of finance of the Republik of Indonesia, Minister of State Owned Entity dan Financial Services Authority) conducted in compliance with prevailing laws and regulations, including but not limited to Otoritas Jasa Keuangan regulations

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

f) SBK Berkelanjutan I PT Bank Rakyat Indonesia (Persero) Tbk Tahun 2025 Tahap I

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan:

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

f) Commercial Paper Sustainable Bond I PT Bank Rakyat Indonesia (Persero) Year 2025 Phase I

The following are other key information related to marketable securities issued:

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									
SBK Berkelanjutan I PT Bank Rakyat Indonesia (Persero) Tbk Tahun 2025 Tahap I									*Commercial Paper Sustainable Bond I PT Bank Rakyat Indonesia (Persero) Tbk Year 2025 Phase I*
Seri A	PT Bank Tabungan Negara Persero (Tbk)	04 Des/ *Dec 04, 2025*	03 Jan/ *Jan 03, 2026*	1 bulan/ *month*	4,50	idA1+	45.900	-	*Series A*
Seri B	PT Bank Tabungan Negara Persero (Tbk)	04 Des/ *Dec 04, 2025*	04 Mar/ *Mar 04, 2026*	3 bulan/ *months*	4,60	idA1+	30.300	-	*Series B*
Seri C	PT Bank Tabungan Negara Persero (Tbk)	04 Des/ *Dec 04, 2025*	02 Jun/ *Jun 02, 2026*	6 bulan/ *months*	4,85	idA1+	20.000	-	*Series C*
Seri D	PT Bank Tabungan Negara Persero (Tbk)	04 Des/ *Dec 04, 2025*	29 Nov/ *Nov 29, 2026*	12 bulan/ *months*	4,95	idA1+	403.800	-	*Series D*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Pada tanggal 4 Desember 2025, SBK Berkelanjutan I BRI Tahun 2025 Tahap I dengan jumlah pokok sebesar Rp500.000.

Penerimaan neto dari penerbitan SBK Berkelanjutan tersebut dimanfaatkan untuk pendanaan kegiatan usaha Bank, terutama penyaluran kredit/pembiayaan berkelanjutan sesuai dengan ketentuan internal Bank dan peraturan perundang-undangan yang berlaku.

On December 4, 2025, BRI Sustainable Bond I Year 2025 Phase I with a principal amount of Rp500,000 was issued.

The net proceeds from the issuance of the Sustainable Bond are utilized to finance the Bank's business activities, particularly the provision of sustainable loans and/or financing, in accordance with the Bank's internal policies and applicable laws and regulations.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

f) BRI Finance

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

f) BRI Finance

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Obligasi I BRI Finance Tahun 2022	PT Bank Negara Indonesia (Persero) Tbk	9 Ags/ *Aug 9, 2022*	9 Ags/ *Aug 9, 2025*	3 tahun/ *years*	6,95	idAA*	-	700.000	*BRI Finance Bond I Year 2022*
Obligasi II BRI Finance Tahun 2023									*BRI Finance Bond II Year 2023*
Seri B	PT Bank Negara Indonesia (Persero) Tbk	11 Jul/ *Jul 11, 2023*	11 Jul/ *Jul 11, 2026*	3 tahun/ *years*	6,40	idAA*	303.000	303.000	*Series B*
Obligasi Berkelanjutan I Tahap I BRI Finance Tahun 2025									*BRI Finance Continous Public Offering of Bonds I Phase I Year 2025*
Seri A	PT Bank Negara Indonesia (Persero) Tbk	10 Jul/ *Jul 10, 2025*	20 Jul/ *Jul 20, 2026*	370 hari/ *days*	6,35	idAA*	200.000	-	*Series A*
Seri B	PT Bank Negara Indonesia (Persero) Tbk	10 Jul/ *Jul 10, 2025*	10 Jul/ *Jul 10, 2028*	3 tahun/ *years*	6,80	idAA*	500.000	-	*Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga surat berharga yang diterbitkan oleh BRI Finance dibayarkan setiap 3 bulan sejak surat berharga diterbitkan.

BRI Finance telah memenuhi semua pembatasan yang diwajibkan serta pembayaran bunga dan nilai pokok obligasi melalui Kustodian Sentral Efek Indonesia (''KSEI'').

Penerimaan neto dari penerbitan surat berharga tersebut dimanfaatkan untuk pembayaran pinjaman jangka pendek perbankan, memperkuat struktur pendanaan perseroan, ekpansi bisnis perusahaan (dalam hal ini adalah pembayaran pembiayaan baru dan ekspansi pembiayaan segmen konsumer), serta *refinancing* atau pelunasan obligasi yang jatuh tempo.

Interest of marketable securities issued by BRI Finance are paid every 3 (three) months since marketable securities were issued.

BRI Finance has fulfilled all required restrictions as well as the payment of interest and principal value of bonds through The Indonesia Central Securities Depository (''KSEI'').

The net proceeds from the issuance of marketable securities are used for short-term liabilities payment, strengthen BRI Finance's general funding structure, BRI Finance's business expansion (in this case for disbursement payments and related to consumer segment), as well as refinancing or paying off maturing bonds.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

f) BRI Finance (lanjutan)

BRI Finance juga diwajibkan untuk memenuhi persyaratan keuangan antara lain *gearing ratio* paling rendah nol kali dan paling tinggi 10 kali, rasio permodalan paling sedikit sebesar 10%, rasio saldo piutang pembiayaan neto terhadap total aset paling rendah 40%, rasio saldo piutang pembiayaan investasi dan modal kerja paling sedikit 10% dari total saldo piutang pembiayaan, rasio ekuitas terhadap modal disetor paling rendah sebesar 50%, rasio *non-performing financing* paling tinggi sebesar 5%, memiliki ekuitas lebih besar dari Rp200.000, mempertahankan nilai jaminan minimal 50% dari nilai pokok Obligasi I dan Obligasi II serta memenuhi persyaratan tingkat kesehatan keuangan dengan kondisi minimum sehat.

Dalam perjanjian perwaliamanatan juga diatur beberapa pembatasan yang harus dipenuhi oleh Perusahaan, antara lain memberikan jaminan fidusia berupa piutang pembiayaan konsumen dan menjaga rasio-rasio keuangan berada dalam batasan sebagaimana diatur dalam Peraturan OJK No. 35/2018.

g) PNM

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

f) BRI Finance (continued)

BRI Finance is also required to fulfill financial covenants including gearing ratios of at least zero and a maximum of 10 (ten) times, capital ratios of at least 10%, the ratio of net financing receivable balances to total assets of at least 40%, the ratio of investment and capital financing receivable balances at least 10% of the total financing receivable balance, the lowest equity to paid-in capital ratio of 50%, the highest non-performing financing ratio of 5%, has an equity greater than Rp200,000, maintains a minimum collateral value of 50% of the principal value of Bond I and Bond II and meet the covenants for a level of financial health with a minimum healthy condition

The trustee agreement also regulates several restrictions that must be fulfilled by the company, including providing fiduciary guarantees in the form of consumer financing receivables and maintaining financial ratios within the limits as regulated in OJK Regulation No. 35/2018.

g) PNM

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan III PNM									*PNM Shelf Registration Bond III*
Tahap III Tahun 2020 Seri B	PT Bank Mega Tbk	4 Mei/ *May 4, 2020*	30 Apr/ *Apr 30, 2025*	5 tahun/ *years*	9,00	idAA+*	-	194.900	*Phase IIII Year 2020 Series B*
Tahap IV Tahun 2020 Seri C	PT Bank Mega Tbk	4 Des/ *Dec 4, 2020*	4 Des/ *Dec 4, 2025*	360 hari/ *days*	8,75	idAA+*	-	292.000	*Phase IV Year 2020 Series C*
Tahap V Tahun 2021 Seri C	PT Bank Mega Tbk	17 Mar/ *Mar 17, 2021*	17 Mar/ *Mar 17, 2026*	5 tahun/ *years*	8,25	idAA+*	339.200	339.200	*Phase V Year 2021 Series C*
Obligasi Berkelanjutan IV PNM									*PNM Shelf Registration Bond IV*
Tahap I Tahun 2021 Seri C	PT Bank Mega Tbk	10 Des/ *Dec 10, 2021*	10 Des/ *Dec 10, 2026*	5 tahun/ *years*	6,25	idAA+*	1.000.000	1.000.000	*Phase I Year 2021 Series C*
Tahap II Tahun 2022 Seri B	PT Bank Mega Tbk	22 Apr/ *Apr 22, 2022*	22 Apr/ *Apr 22, 2025*	3 tahun/ *years*	5,50	idAA+*	-	626.500	*Phase II Year 2022 Series B*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

The following are other key information related to marketable securities issued (continued):

g) PNM (lanjutan)

g) PNM (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah (lanjutan)									***Rupiah (continued)***
Obligasi Berkelanjutan V PNM									*PNM Shelf Registration Bond V*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Mega Tbk	12 Ags/ *Aug 12, 2022*	11 Ags/ *Aug 11, 2025*	3 tahun/ *years*	5,85	idAA+*	-	116.000	*Series B*
Tahap II Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	21 Mar/ *Mar 21*, 2024	30 Mar/ *Mar 30*, 2025	1 tahun/ *year*	6,40	idAA+*	-	1.335.150	*Series A*
Seri B	PT Bank Mega Tbk	21 Mar/ *Mar 21*, 2024	20 Mar/ *Mar 20*, 2027	3 tahun/ *years*	6,55	idAAA	341.030	341.030	*Series B*
Obligasi Berwawasan Sosial Orange Berkelanjutan I PNM									*PNM Socially Conscious Orange Registration Bonds I*
Tahap I Tahun 2025									*Phase I Year 2025*
Seri A	PT Bank KB Bukopin	8 Jul/ *Jul 8, 2025*	18 Jul/ *Jul 18, 2026*	*1* tahun/ *year*	6,25	idAAA*	220.000	-	*Series A*
Seri B	PT Bank KB Bukopin	8 Jul/ *Jul 8, 2025*	8 Jul/ *Jul 8, 2028*	*3* tahun/ *years*	6,65	idAAA*	243.000	-	*Series B*
Seri C	PT Bank KB Bukopin	8 Jul/ *Jul 8, 2025*	8 Jul/ *Jul 8, 2030*	*5* tahun/ *years*	6,85	idAAA*	537.000	-	*Series C*
Medium-Term Notes III PNM Venture Capital									*PNM MTN III Venture Capital*
Tahun 2022 Seri A	PT Bank Rakyat Indonesia Tbk	18 Jan/ *Jan 18, 2023*	25 Jan/ *Jan 25, 2026*	3 tahun/ *years*	10,25	idA-*	148.500	200.000	*Year 2022 Series A*
Tahun 2022 Seri B	PT Bank Rakyat Indonesia Tbk	21 Jul/ *Jul 21, 2023*	25 Jan/ *Jan 25, 2026*	3 tahun/ *years*	10,25	idA-*	150.000	150.000	*Year 2022 Series B*
Medium-Term Notes V PNM Venture Capital									*PNM MTN V Venture Capital Phase II*
Tahap II Tahun 2024	PT Bank Rakyat Indonesia Tbk	18 Des/ *Dec 18, 2024*	18 Des/ *Dec 18, 2027*	3 tahun/ *years*	10,00	idA-*	216.961	148.000	*Year 2024*
Sukuk Mudharabah Berkelanjutan I PNM									*PNM Shelf Registration Sukuk Mudharabah I*
Tahap I Tahun 2021									*Phase I Year 2021*
Seri C	PT Bank Mega Tbk	8 Jul/ *Jul 8*, 2021	8 Jul/ *Jul 8*, 2026	5 tahun/ *years*	8,00	idAA+(sy)*	327.000	327.000	*Series C*
Tahap II Tahun 2023									*Phase II Year 2023*
Seri B	PT Bank Mega Tbk	11 Apr/ *Apr 11, 2023*	11 Apr/ *Apr 11, 2026*	3 tahun/ *years*	6,75	idAA+(sy)*	1.095.000	1.095.900	*Series B*
Tahap III Tahun 2024									*Phase III Year 2024*
Seri A	PT Bank Mega Tbk	12 Jul/ *Jul 12, 2024*	17 Jul/ *Jul 17, 2025*	1 tahun/ *year*	6,70	idAA+(sy)*	-	169.060	*Series A*
Seri B	PT Bank Mega Tbk	12 Jul/ *Jul 12, 2024*	12 Jul/ *Jul 12, 2027*	3 tahun/ *years*	7,10	idAA+(sy)*	1.330.940	1.330.940	*Series B*
Sukuk Mudharabah Jangka Menengah VI PNM									*PNM Shelf Registration Sukuk Mudharabah Medium Term VI*
Tahap I tahun 2024	PT Bank Syariah Indonesia	22 Ags/ *Aug 22, 2024*	2 Sep/ *Sep 2, 2025*	1 tahun/ *year*	7,00	idAA+(sy)*	-	500.000	*Phase I Year 2024*
Tahap II tahun 2024	PT Bank Syariah Indonesia	11 Okt/ *Oct 11, 2024*	11 Okt/ *Oct 11, 2027*	*3* tahun/ *year*	7,20	idAA+(sy)*	262.000	262.000	*Phase II Year 2024*
Tahap III tahun 2024	PT Bank Syariah Indonesia	26 Nov/ *Nov 26, 2024*	26 Nov/ *Nov 26, 2027*	*3* tahun/ *year*	7,20	idAA+(sy)*	110.000	110.000	*Phase III Year 2024*
Tahap IV tahun 2024	PT Bank Syariah Indonesia	19 Des/ *Dec 19, 2024*	29 Des/ *Dec 29, 2025*	*1* tahun/ *year*	7,00	idAA+(sy)*	-	150.000	*Phase IV Year 2024*
Sukuk Mudharabah Jangka Menengah VII PNM									*PNM Shelf Registration Sukuk Mudharabah Medium Term VII*
Tahap I tahun 2025	PT Bank Syariah Indonesia	17 Jun/ *Jun 17, 2025*	27 Jun/ *Jun 27, 2026*	1 tahun/ *year*	6,90	idAAA(sy)*	180.000	-	*Phase I Year 2025*
Tahap II tahun 2025	PT Bank Syariah Indonesia	17 Jul/ *Jul 17, 2025*	27 Jul/ *Jul 27, 2026*	1 tahun/ *year*	6,90	idAAA(sy)*	100.000	-	``*Phase II Year 2025*
Tahap III tahun 2025	PT Bank Syariah Indonesia	4 Sep/ *Sep 4, 2025*	14 Sep/ *Sep 14, 2026*	1 tahun/ *year*	6,90	idAAA(sy)*	85.000	-	*Phase III Year 2025*
Tahap IV tahun 2025	PT Bank Syariah Indonesia	19 Sep/ *Sep 19, 2025*	29 Sep/ *Sep 29, 2026*	1 tahun/ *year*	6,90	idAAA(sy)*	635.000	-	*Phase IV Year 2025*
Tahap V tahun 2025	PT Bank Syariah Indonesia	25 Nov/ *Nov 25, 2025*	25 Nov/ *Nov 25, 2028*	3 tahun/ *year*	6,90	idAAA(sy)*	650.000	-	*Phase V Year 2025*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

g) PNM (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

g) PNM (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah (lanjutan)									***Rupiah (continued)***
Sukuk Mudharabah Berwawasan Sosial Orange Berkelanjutan I PNM									*PNM Socially Conscious Orange Registration Sukuk Mudharabah I*
Tahap I Tahun 2025									*Phase I Year 2025*
Seri A	PT Bank KB Bukopin	8 Jul/ *Jul 8, 2025*	18 Jul/ *Jul 18, 2026*	*1* tahun/ *years*	6,25	$idAAA_{(sy)}$*	989.995	-	*Series A*
Seri B	PT Bank KB Bukopin	8 Jul/ *Jul 8, 2025*	8 Jul/ *Jul 8, 2028*	*3* tahun/ *years*	6,65	$idAAA_{(sy)}$*	150.000	-	*Series B*
Seri C	PT Bank KB Bukopin	8 Jul/ *Jul 8, 2025*	8 Jul/ *Jul 8, 2030*	*5* tahun/ *years*	6,85	$idAAA_{(sy)}$*	610.005	-	*Series C*
Tahap II Tahun 2025									*Phase II Year 2025*
Seri A	PT Bank KB Bukopin	17 Okt/ *Oct 17, 2025*	27 Okt/ *Oct 27, 2026*	*1* tahun/ *years*	5,50	$idAAA_{(sy)}$*	800.000	-	*Series A*
Seri B	PT Bank KB Bukopin	17 Okt/ *Oct 17, 2025*	17 Okt/ *Oct 17, 2028*	*3* tahun/ *years*	5,75	$idAAA_{(sy)}$*	110.000	-	*Series B*
Seri C	PT Bank KB Bukopin	17 Okt/ *Oct 17, 2025*	17 Okt/ *Oct 17, 2030*	*5* tahun/ *years*	6,00	$idAAA_{(sy)}$*	110.000	-	*Series C*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Pembayaran bunga obligasi, *Medium Term Notes* dan bagi hasil sukuk dilakukan setiap 3 (tiga) bulan sejak surat berharga diterbitkan.

Bond, Medium Term Notes interest and sukuk profit sharing payments are paid every 3 (three) months since those marketable securities were issued.

PNM telah memenuhi semua pembatasan yang diwajibkan serta pembayaran bunga dan nilai pokok obligasi melalui Kustodian Sentral Efek Indonesia ("KSEI").

PNM has fulfilled all the required restrictions as well as the payment of interest and principal value of the bond through the Indonesia Central Securities Depository ("KSEI").

Tidak ada jaminan pada penerbitan Sukuk Mudharabah Berkelanjutan I, Sukuk Mudharabah VI, VII, dan Sukuk Mudharabah Berwawasan Sosial Orange Berkelanjutan I

There is no collateral in the issuance of Sukuk Mudharabah Berkelanjutan I, Sukuk Mudharabah VI, VII, and PNM Socially Conscious Orange Registration Sukuk Mudharabah I

Tujuan penerbitan sukuk adalah untuk tambahan modal kerja murabahah melalui Mekaar Syariah dan UlaMM Syariah.

The purpose of Sukuk's issuance is to increase murabahah working capital through Sharia Mekaar and Sharia UlaMM.

Obligasi berkelanjutan dan sukuk PNM yang telah jatuh tempo telah dilunasi oleh PNM sesuai tanggal jatuh tempo.

PNM Shelf Registration Bond and Sukuk that have matured respectively has been paid off by PNM on its maturity date.

Pembatasan yang dipersyaratkan oleh Wali Amanat untuk obligasi berkelanjutan dan sukuk:

Restrictions required by the trustee:

1. Melakukan penjualan atau pengalihan aset tetap perusahaan kepada pihak manapun melebihi 50% dari nilai aset tetap dalam satu tahun berjalan;

1. *Sell or transfer the company's fixed assets to any party exceeding 50% of the value of the fixed assets in the current year;*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

g) PNM (lanjutan)

Pembatasan yang dipersyaratkan oleh Wali Amanat untuk obligasi berkelanjutan dan sukuk (lanjutan):

2. Mengadakan penggabungan dan/atau peleburan dengan perusahaan lain baik secara langsung maupun tidak langsung dan melakukan tindakan melikuidasi Perusahaan;
3. Melakukan akuisisi saham atau aset;
4. Mengubah bidang usaha Perusahaan kecuali atas keputusan pemerintah;
5. Melakukan pengakhiran perjanjian-perjanjian perusahaan yang berdampak negatif secara material; dan
6. Mengurangi modal dasar, modal yang ditempatkan dan modal disetor.

h) Pegadaian

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

g) PNM (continued)

Restrictions required by the trustee (continued):

2. Merger and/or consolidation with another company either directly or indirectly and liquidate the Company;

3. Acquisition of shares or assets;
4. Change the Company's line of business except by government decision;
5. Terminate company agreements that have a material negative impact; and

6. Reduce authorized capital, issued capital and paid-up capital.

h) Pegadaian

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan IV Pegadaian									*Pegadaian Shelf Registration Bond IV*
Tahap II Tahun 2020									*Phase II Year 2020*
Seri C	PT Bank Mega Tbk	8 Jul/ *Jul 8, 2020*	8 Jul/ *Jul 8, 2025*	5 tahun/ *years*	7,95	idAAA*	-	142.000	*Series C*
Obligasi Berkelanjutan V Pegadaian									*Pegadaian Shelf Registration Bond V*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Mega Tbk	26 Apr/ *Apr 26, 2022*	26 Apr/ *Apr 26, 2025*	3 tahun/ *years*	5,35	idAAA*	-	598.000	*Series B*
Tahap II Tahun 2022									*Phase II Year 2022*
Seri B	PT Bank Mega Tbk	16 Ags/ *Aug 16, 2022*	16 Ags/ *Aug 16, 2025*	3 tahun/ *years*	5,75	idAAA*	-	276.000	*Series B*
Tahap III Tahun 2023									*Phase III Year 2023*
Seri B	PT Bank Mega Tbk	16 Jun/ *Jun 16, 2023*	16 Jun/ *Jun 16, 2026*	3 tahun/ *years*	6,20	idAAA*	400.000	400.000	*Series B*
Tahap IV Tahun 2023									*Phase IV Year 2023*
Seri B	PT Bank Mega Tbk	24 Ags/ *Aug 24, 2023*	24 Ags/ *Aug 24, 2026*	3 tahun/ *years*	5,90	idAAA*	228.025	228.025	*Series B*
Tahap V Tahun 2024									*Phase V Year 2024*
Seri A	PT Bank Mega Tbk	6 Feb/ *Feb 6, 2024*	16 Feb/ *Feb 16, 2025*	1 tahun/ *year*	6,20	idAAA*	-	590.615	*Series A*
Seri B	PT Bank Mega Tbk	6 Feb/ *Feb 6, 2024*	6 Feb/ *Feb 6, 2027*	3 tahun/ *years*	6,20	idAAA*	201.190	201.190	*Series B*
Obligasi Berkelanjutan VI Pegadaian									*Pegadaian Shelf Registration Bond VI*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,55	idAAA*	-	38.360	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	5 Jul/ *Jul 5, 2027*	3 tahun/ *years*	6,65	idAAA*	51.115	51.115	*Series B*
Tahap II Tahun 2025									*Phase II Year 2025*
Seri A	PT Bank Mega Tbk	28 Mei/ *May 28, 2025*	8 Jun/ *Jun 8, 2026*	1 tahun/ *year*	6,65	idAAA*	2.148.105	-	*Series A*
Seri B	PT Bank Mega Tbk	28 Mei/ *May 28, 2025*	28 Mei/ *May 28, 2028*	3 tahun *years*	6,80	idAAA*	2.309.205	-	*Series B*
Tahap III Tahun 2025									*Phase III Year 2025*
Seri A	PT Bank Mega Tbk	03 Sep/ *Sep 03, 2025*	13 Sep/ *Sep 13, 2026*	1 tahun/ *year*	6,10	idAAA*	1.869.775	-	*Series A*
Seri B	PT Bank Mega Tbk	03 Sep/ *Sep 03, 2025*	13 Sep/ *Sep 13, 2028*	3 tahun *years*	6,20	idAAA*	362.005	-	*Series B*
Tahap IV Tahun 2025									*Phase IV Year 2025*
Seri A	PT Bank Mega Tbk	13 Nov/ *Nov 13, 2025*	23 Nov/ *Nov 23, 2026*	1 tahun/ *year*	5,25	idAAA*	2.700.000	-	*Series A*
Seri B	PT Bank Mega Tbk	13 Nov/ *Nov 13, 2025*	13 Nov/ *Nov 13, 2028*	3 tahun *years*	5,50	idAAA*	521.435	-	*Series B*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

h) Pegadaian (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

h) Pegadaian (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	*Type*
Rupiah (lanjutan)									***Rupiah (continued)***
Obligasi Berwawasan Sosial Berkelanjutan I Pegadaian									*Pegadaian Social Shelf Registration Bond I*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,55	idAAA*	-	30.110	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	5 Jul/ *Jul 5, 2027*	3 tahun/ *years*	6,65	idAAA*	30.055	30.055	*Series B*
Tahap II Tahun 2025									*Phase II Year 2025*
Seri A	PT Bank Mega Tbk	28 Mei/ *May 28, 2025*	8 Jun/ *Jun 8, 2026*	1 tahun/ *year*	6,65	idAAA*	954.245	-	Series A
Seri B	PT Bank Mega Tbk	28 Mei/ *May 28, 2025*	28 Mei/ *May 28, 2028*	3 tahun/ *years*	6,68	idAAA*	985.590	-	Series B
Sukuk Mudharabah Berkelanjutan I Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah I*
Tahap II Tahun 2020									*Phase II Year 2020*
Seri C	PT Bank Mega Tbk	8 Jul/ *Jul 8, 2020*	8 Jul/ *Jul 8, 2025*	5 tahun/ *years*	7,95	idAAA*	-	80.500	*Series C*
Sukuk Mudharabah Berkelanjutan II Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah II*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Mega Tbk	26 Apr/ *Apr 26, 2022*	26 Apr/ *Apr 26, 2025*	3 tahun/ *years*	3,60	idAAA*	-	320.000	*Series B*
Tahap II Tahun 2022									*Phase II Year 2022*
Seri B	PT Bank Mega Tbk	16 Ags/ *Aug 16, 2022*	16 Ags/ *Aug 16, 2025*	3 tahun/ *years*	5,75	idAAA*	-	245.000	*Series B*
Tahap IV Tahun 2023	PT Bank Mega Tbk	24 Ags/ *Aug 24, 2023*	24 Ags/ *Aug 24, 2026*	3 tahun/ *years*	5,90	idAAA*	235.040	235.040	*Phase IV Year 2023*
Sukuk Mudharabah Berkelanjutan III Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah III*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,55	idAAA*	-	50.080	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	5 Jul/ *Jul 5, 2027*	3 tahun/ years	6,65	idAAA*	18.045	18.045	*Series B*
Tahap II Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	27 Ags/ *Aug 27, 2024*	7 Sep/ *Sep 7, 2025*	1 tahun/ *year*	6,65	idAAA*	-	808.795	*Series A*
Tahap III Tahun 2024									*Phase III Year 2024*
Seri A	PT Bank Mega Tbk	24 Des/ *Dec 24, 2024*	4 Jan/ *Jan 4, 2026*	1 tahun/ *year*	6,25	idAAA*	752.005	752.005	*Series A*
Tahap IV Tahun 2025									*Phase IV Year 2025*
Seri A	PT Bank Mega Tbk	28 Mei/ *May 28,2025*	8 Jun/ *Jun 8, 2026*	1 tahun/ *year*	6,65	idAAA*	1.517.220	-	*Series A*
Seri B	PT Bank Mega Tbk	28 Mei/ *May 28, 2025*	28 Mei/ *May 28, 2028*	3 tahun/ *years*	6,80	idAAA*	234.720	-	*Series B*
Tahap V Tahun 2025									*Phase V Year 2025*
Seri A	PT Bank Mega Tbk	03 Sep/ *Sep 03,2025*	13 Sep/ *Sep 13, 2026*	1 tahun/ *year*	6,10	idAAA*	1.454.130	-	*Series A*
Seri B	PT Bank Mega Tbk	03 Sep/ *Sep 03, 2025*	03 Sep/ *Sep 03, 2028*	3 tahun/ *years*	6,20	idAAA*	165.005	-	*Series B*
Sukuk Mudharabah Berkelanjutan Sosial I Pegadaian									*Pegadaian Shelf Registration Social Sukuk Mudharabah I*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,65	idAAA*	-	33.785	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ Jul 5, 2024	5 Jul/ *Jul 5, 2027*	3 tahun/ *years*	6,65	idAAA*	100	100	*Series B*
Tahap II Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	27 Ags/ *Aug 27, 2024*	7 Sep/ *Sep 7, 2025*	1 tahun/ *year*	6,65	idAAA*	-	1.412.910	*Series A*
Tahap III Tahun 2025									*Phase III Year 2025*
Seri A	PT Bank Mega Tbk	13 Nov/ *Nov 13, 2025*	23 Nov/ *Nov 23, 2026*	1 tahun/ *year*	5,25	idAAA*	1.300.000	33.785	*Series A*
Seri B	PT Bank Mega Tbk	13 Nov/ Nov 13, 2025	13 Nov/ *Nov 13, 2028*	3 tahun/ *years*	5,50	idAAA*	253.205	100	*Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Pembayaran bunga obligasi dan bagi hasil sukuk dilakukan setiap 3 (tiga) bulan sejak surat berharga diterbitkan.

Bond interest and sukuk profit sharing payments are paid every 3 (three) months since those marketable securities were issued.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

h) Pegadaian (lanjutan)

Pegadaian telah memenuhi semua pembatasan yang diwajibkan serta pembayaran bunga dan nilai pokok obligasi melalui Kustodian Sentral Efek Indonesia (''KSEI'').

Obligasi Berkelanjutan dan sukuk Pegadaian yang telah jatuh tempo telah dilunasi oleh Pegadaian sesuai tanggal jatuh tempo.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

h) Pegadaian (continued)

Pegadaian has fulfilled all the required restrictions as well as the payment of interest and principal value of the bond through the Indonesia Central Securities Depository ("KSEI").

Pegadaian Shelf Registration Bond and Sukuk that have matured respectively has been paid off by Pegadaian on its maturity date.

25. PINJAMAN YANG DITERIMA / *25. FUND BORROWINGS*

Pinjaman yang diterima terdiri atas: / *Fund borrowings consist of:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Bank Indonesia			*Bank Indonesia*
Pinjaman likuiditas	14.332	14.285	*Liquidity borrowing*
Pinjaman lainnya	5.487	5.607	*Other borrowings*
Pinjaman lainnya	60.110.772	41.171.174	*Other borrowings*
	60.130.591	41.191.066	
Mata uang asing			*Foreign currency*
Pinjaman sindikasi *social* dan *club loan* setelah dikurangi biaya transaksi yang belum diamortisasi	16.625.639	15.955.122	*Syndicated Borrowing Social and club loan net of unamortized*
Pinjaman *sustainability-linked loan* setelah dikurangi biaya transaksi yang belum diamortisasi	8.288.446	12.797.756	*Sustainability-linked loan borrowing net of unamortized transaction cost*
Pinjaman sindikasi *club loan* setelah dikurangi biaya transaksi yang belum diamortisasi	-	4.818.188	*Syndicated Borrowing - Club loan net of unamortized transaction cost*
Pinjaman dari BNP Paribas setelah dikurangi biaya transaksi yang belum diamortisasi	-	64.233	*Borrowing from BNP Paribas net of unamortized transaction cost*
Pinjaman lainnya	7.604.755	16.387.152	*Other Borrowings*
	32.518.840	50.022.451	
	92.649.431	91.213.517	

25. PINJAMAN YANG DITERIMA (lanjutan) / *25. FUND BORROWINGS (continued)*

Pinjaman yang diterima terdiri atas (lanjutan): / *Fund borrowings consist of (continued):*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Pinjaman dari			*Borrowing from*
PT Bank Mandiri (Persero) Tbk	11.394.733	20.145.401	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	11.140.273	7.822.181	*PT Bank Negara Indonesia (Persero) Tbk*
Pusat Investasi Pemerintah	7.408.253	7.399.922	*Government Investment Center*
PT Bank Tabungan Negara (Persero) Tbk	5.000.000	-	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	1.461.095	955.477	*PT Bank Syariah Indonesia Tbk*
PT Sarana Multigriya Finansial (Persero)	132.331	317.801	*PT Sarana Multigriya Finansial (Persero)*
PT Bank Hibank Indonesia	-	505	*PT Bank Hibank Indonesia*
PT Danareksa Finance	-	25.000	*PT Danareksa Finance*
	36.536.685	36.666.287	
Total	**129.186.116**	**127.879.804**	***Total***

Klasifikasi jangka waktu pinjaman yang diterima berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut: / *The classification of fund borrowing based on their remaining periods until maturity is as follows:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	35.800.253	26.144.310	*≤ 1 month*
> 1 bulan - 3 bulan	6.479.158	3.674.249	*> 1 month - 3 months*
> 3 bulan - 1 tahun	10.056.846	2.578.442	*> 3 months - 1 year*
> 1 tahun - 5 tahun	7.788.847	8.788.458	*> 1 year - 5 years*
> 5 tahun	5.487	5.607	*> 5 years*
	60.130.591	41.191.066	
Mata uang asing			*Foreign currency*
≤ 1 bulan	2.334.500	5.363.602	*≤ 1 month*
> 1 bulan - 3 bulan	4.468.881	8.755.533	*> 1 month - 3 months*
> 3 bulan - 1 tahun	8.973.447	11.794.546	*> 3 months - 1 year*
> 1 tahun - 5 tahun	16.742.012	24.108.770	*> 1 year - 5 years*
	32.518.840	50.022.451	
	92.649.431	91.213.517	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	14.711.000	20.422.680	*≤ 1 month*
> 1 bulan - 3 bulan	12.958.707	3.755.919	*> 1 month - 3 months*
> 3 bulan - 1 tahun	2.357.046	5.771.248	*> 3 month - 1 year*
> 1 tahun - 5 tahun	6.497.375	6.702.818	*> 1 year - 5 years*
> 5 tahun	12.557	13.622	*> 5 years*
	36.536.685	36.666.287	
Total	**129.186.116**	**127.879.804**	***Total***

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima:

Pinjaman lainnya

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings:

Other borrowings

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Bank Indonesia					*Bank Indonesia*
Lainnya		5.487		5.607	*Others*
Lainnya					*Others*
PT Bank Central Asia Tbk		27.567.508		16.435.265	*PT Bank Central Asia Tbk*
PT Bank SMBC Indonesia Tbk		4.150.000		1.300.000	*PT Bank SMBC Indonesia Tbk*
PT Bank Permata Tbk		3.350.000		3.789.996	*PT Bank Permata Tbk*
PT Bank CIMB Niaga Tbk - unit usaha syariah		3.014.500		-	*PT Bank CIMB Niaga Tbk - unit usaha syariah*
PT Bank Pan Indonesia Tbk		1.905.923		1.205.027	*PT Bank Pan Indonesia Tbk*
PT Bank Permata - unit usaha syariah		1.850.000		-	*PT Bank Permata - unit usaha syariah*
PT Bank HSBC Indonesia		1.540.000		1.227.001	*PT Bank HSBC Indonesia*
PT Bank DKI - unit usaha syariah		1.189.349		-	*PT Bank DKI - unit usaha syariah*
PT Bank DKI		1.174.995		1.768.970	*PT Bank DKI*
PT Bank CIMB Niaga Tbk		1.013.477		3.768.454	*PT Bank CIMB Niaga Tbk*
PT Bank Danamon Indonesia Tbk - unit usaha syariah		1.025.865		-	*PT Bank Danamon Indonesia Tbk - unit usaha syariah*
PT Bank Maybank Indonesia Tbk - unit usaha syariah		800.000		-	*PT Bank Maybank Indonesia - unit usaha syariah*
PT Bank DBS		800.000		1.000.000	*PT Bank DBS*
PT Bank of China		800.000		350.000	*PT Bank of China*
PT Bank UOB Indonesia		700.000		950.000	*PT Bank UOB Indonesia*
PT Bank QNB Indonesia Tbk		700.000		350.000	*PT Bank QNB Indonesia Tbk*
PT Bank BNP Paribas		700.000		600.000	*PT Bank BNP Paribas*
PT BPD Bali		658.157		-	*PT BPD Bali*
PT Bank Danamon Indonesia Tbk		650.000		504.008	*PT Bank Danamon Indonesia Tbk*
Citibank N.A.		650.000		350.000	*Citibank N.A*
PT Bank Pembangunan Daerah Kalimantan Barat		600.000		-	*PT Bank Pembangunan Daerah Kalimantan Barat*
PT Bank ICBC Indonesia		599.994		399.988	*PT Bank ICBC Indonesia*
PT Bank of India Indonesia Tbk		586.434		756.028	*PT Bank of India Indonesia Tbk*
PT Bank China Construction Bank Indonesia Tbk		457.690		257.544	*PT Bank China Construction Bank Indonesia Tbk*
PT Bank Muamalat Indonesia Tbk		432.755		-	*PT Bank Muamalat Indonesia Tbk*
PT Bank SBI Indonesia		399.980		399.968	*PT Bank SBI Indonesia*
PT Bank Pembangunan Daerah Kalimantan Tengah		376.564		462.856	*PT Bank Pembangunan Daerah Kalimantan Tengah*
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta		339.384		497.450	*PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta*
PT Bank Panin Dubai Syariah Tbk		282.676		264.687	*PT Bank Panin Dubai Syariah Tbk*
PT Bank Maspion Indonesia Tbk		275.000		275.000	*PT Bank Maspion Indonesia Tbk*
PT OCBC NISP Tbk		250.000		35.000	*PT OCBC NISP Tbk*
PT Bank Resona Perdania		249.894		249.755	*PT Bank Resona Perdania*
PT Bank Shinhan Indonesia		206.079		280.935	*PT Bank Shinhan Indonesia*
The Bank of Tokyo Mitsubishi UFJ		190.000		350.000	*The Bank of Tokyo Mitsubishi UFJ*
PT Bank Pembangunan Daerah Kalimantan Selatan		158.106		48.032	*PT Bank Pembangunan Daerah Kalimantan Selatan*
PT Bank Mizuho Indonesia		100.000		300.000	*PT Bank Mizuho Indonesia*
PT Bank BCA Syariah		65.770		74.874	*PT Bank BCA Syariah*
PT Bank Aceh Syariah		51.536		28.995	*PT Bank Aceh Syariah*
PT Bank Pembangunan Daerah Riau Kepri Syariah		50.000		-	*PT Bank Pembangunan Daerah Riau Kepri Syariah*
PT Bank Victoria International Tbk		50.000		228.223	*PT Bank Victoria International Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk		50.000		416.667	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Maybank Indonesia Tbk		40.268		2.026.025	*PT Bank Maybank Indonesia Tbk*
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat		34.135		10.301	*PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat*
PT Bank Nagari Syariah		23.725		-	*PT Bank Nagari Syariah*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

Pinjaman lainnya (lanjutan)

	31 Desember 2025		31 Desember 2024		
	Jumlah nosional mata uang asing (nilai penuh)	Ekuivalen Rupiah	Jumlah nosional mata uang asing (nilai penuh)	Ekuivalen Rupiah	
Pihak ketiga (lanjutan)					
Rupiah (lanjutan)					
Lainnya (lanjutan)					
PT Bank BPR Rizky Barokah		888		-	
Lembaga Pengelola Dana Bergulir		120		1.563	
PT Bank IBK Indonesia Tbk		-		123.013	
PT Bank Oke Indonesia Tbk		-		85.549	
		60.110.772		41.171.174	
		60.116.259		41.176.781	
Mata uang asing					
Dolar Amerika Serikat					
OCBC Ltd,	140.000.000	2.334.500	50.000.000	804.750	
MUFG Bank Ltd.	100.000.000	1.667.500	445.000.000	7.162.275	
The Bank of America, Singapore	50.000.000	833.750		-	
The Bank of New York Mellon Corporation	40.000.000	667.000	120.000.000	1.931.400	
Standard Chartered Bank, Jakarta	30.000.000	500.250	110.000.000	1.770.450	
DZ Bank AG	30.000.000	500.250		-	
PT Bank Danamon Indonesia Tbk	23.495.892	391.795	24.067.847	387.372	
CTBC Bank Co, Ltd,	1.258.051	20.977	81.276.048	1.308.138	
Asian Development Bank	223.868	3.733	284.374	4.577	
United Overseas Bank Limited		-	75.789.251	1.219.828	
Mashreq Bank		-	30.000.000	482.850	
		6.919.755		15.071.640	
Euro Eropa					
PT Bank HSBC Indonesia	35.000.000	685.000	35.000.000	586.534	
Emirates NBD		-	43.500.000	728.978	
		685.000		1.315.512	
		7.604.755		16.387.152	
Total		**67.721.014**		**57.563.933**	

a) Pinjaman dari Bank Indonesia

Pinjaman likuiditas

Pinjaman ini merupakan fasilitas kredit yang diperoleh dari Bank Indonesia untuk dipinjamkan kembali kepada debitur-debitur BRI antara lain untuk keperluan Kredit Investasi, Kredit Koperasi Primer untuk Anggota Tebu Rakyat, Pinjaman untuk BULOG dan KUD, Kredit Modal Kerja Permanen, Pupuk, dan lain-lain.

Tingkat suku bunga rata-rata untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar 0,02%.

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

Other borrowings (continued)

	31 Desember 2025		31 Desember 2024		
	Jumlah nosional mata uang asing (nilai penuh)	Ekuivalen Rupiah	Jumlah nosional mata uang asing (nilai penuh)	Ekuivalen Rupiah	
Third parties (continued)					
Rupiah (continued)					
Others (continued)					
PT Bank BPR Rizky Barokah					
Lembaga Pengelola Dana Bergulir					
PT Bank IBK Indonesia Tbk					
PT Bank Oke Indonesia Tbk					
Foreign currency					
United States Dollar					
OCBC Ltd					
MUFG Bank Ltd.					
The Bank of America, Singapore					
The Bank of New York Mellon Corporation					
Standard Chartered Bank, Jakarta					
DZ Bank AG					
PT Bank Danamon Indonesia Tbk					
CTBC Bank Co. Ltd					
Asian Development Bank					
United Overseas Bank Limited					
Mashreq Bank					
European Euro					
PT Bank HSBC Indonesia					
Emirates NBD					
Total					

a) Borrowing from Bank Indonesia

Liquidity borrowing

This borrowing represents loan facilities obtained from Bank Indonesia that are channeled back to BRI's debtors for the purposes of Investment Loans, Primary Cooperative Loans for Sugar Cane Farmer Members, BULOG and Village Cooperative Units Loans, Permanent Working Capital Loans, Fertilizers and others.

The average interest rates are 0.02% for the years ended December 31, 2025 and 2024.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

b) Pinjaman sindikasi *club loan*

Pada tanggal 14 Oktober 2020, telah dilakukan penarikan untuk sisa fasilitas pinjaman sindikasi berupa *club loan* sebesar ASD300.000.000 (nilai penuh) yang difasilitasi oleh Citicorp International Limited (*agent*), sebagai berikut:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

b) Syndicated borrowing - club loan

On October 14, 2020, a withdrawal has been made for the remaining syndicated loan facility in the form of a club loan amounting to USD300,000,000 (full amount), facilitated by Citicorp International Limited (agent), as follows:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Club loan	China Development Bank	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	150.000.000	*Club loan*
Club loan	CTBC Bank Co.,Ltd	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu *SOFR (3 months) + certain margin*	ASD/ *USD*	25.000.000	*Club loan*
Club loan	MUFG Bank Ltd Singapore	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu *SOFR (3 months) + certain margin*	ASD/ *USD*	20.000.000	*Club loan*
Club loan	Standard Chartered Bank (Singapore)	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	50.000.000	*Club loan*
Club loan	Sumitomo Mitsui Banking Corporation Singapore	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	50.000.000	*Club loan*
Club loan	United Overseas Bank Limited	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	5.000.000	*Club loan*
							300.000.000	

Persyaratan-persyaratan penting (*financial covenants*) dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut:

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima, serta telah melunasi pinjaman yang diterima pada tanggal jatuh temponya.

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

As of December 31, 2025, and 2024, BRI has fulfilled the important requirements outlined in the fund borrowing agreements and has settled the fund borrowing on its maturity date.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

c) Pinjaman dari BNP Paribas

Pada tanggal 7 Juni 2016, BRI telah menandatangani perjanjian fasilitas pinjaman dari BNP Paribas dengan skema *Export Credit Financing* (ECF) untuk membiayai komponen dan jasa peluncuran BRIsat yang dilakukan oleh Arianespace Perancis. Pinjaman ini terdiri dari 2 (dua) fasilitas, yaitu:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

c) Borrowing from BNP Paribas

On June 7, 2016, BRI signed a loan facility agreement with BNP Paribas under the Export Credit Financing (ECF) scheme to finance the BRIsat components and launch services carried out by Arianespace France. This borrowing consists of 2 (two) facilities, which are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Tranche Banque Publique d'Investissement	BNP Paribas	7 Jun/ *Jun 7, 2016*	3 Feb/ *Feb 3*, 2025	103 bulan/ *months*	SOFR (6 bulanan) + marjin tertentu/ *SOFR (6 months) + certain margin*	ASD/ *USD*	49.961.501,23	*Tranche Banque Publique d'Investissement*
Tranche Hermes	BNP Paribas	7 Jun/ *Jun 7, 2016*	3 Feb/ *Feb 3*, 2025	103 bulan/ *months*	SOFR (6 bulanan) + marjin tertentu/ *SOFR (6 months) + certain margin*	ASD/ *USD*	9.901.308,77	*Tranche Hermes*
							59.862.810,00	

Angsuran pokok dibayarkan setiap 6 (enam) bulan bersamaan dengan pembayaran bunga. Untuk fasilitas *Tranche* BPI, angsuran pokok pertama kali mulai dibayarkan pada tanggal 5 Februari 2018 sebesar ASD3.330.767 (nilai penuh) sampai dengan jatuh tempo. Sedangkan untuk fasilitas *Tranche Hermes*, angsuran pokok pertama kali mulai dibayarkan pada tanggal 5 Februari 2018 sebesar ASD660.087 (nilai penuh) sampai dengan jatuh tempo. BRI tidak memberikan jaminan apapun atas pinjaman ini.

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.

Persyaratan-persyaratan penting dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut:

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima, serta telah melunasi pinjaman yang diterima pada tanggal jatuh temponya.

As of December 31, 2025, and 2024, BRI has fulfilled the important requirements outlined in the fund borrowing agreements and has settled the fund borrowing on its maturity date.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

d) Pinjaman sindikasi *Sustainability - Linked Loan*

Pada tanggal 30 Agustus 2022, BRI mendapatkan fasilitas pinjaman sindikasi berupa *Sustainability-linked Loan* dengan total pinjaman sebesar ASD1.000.000.000 (nilai penuh). Pinjaman ini difasilitasi oleh PT Bank HSBC Indonesia (*agent*), penarikan yang telah dilakukan terbagi atas:

a. Fasilitas B sebesar ASD300.000.000 (nilai penuh), dengan suku bunga *Compounded* SOFR ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 (tiga puluh enam) bulan sejak tanggal 15 September 2022 dan telah jatuh tempo pada tanggal 15 September 2025. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

d) Syndicated Borrowing - Sustainability Linked Loan

On August 30, 2022, BRI received a syndicated loan facility in the form of a Sustainability-linked Loan with a total loan of USD1,000,000,000 (full amount). This loan is facilitated by PT Bank HSBC Indonesia (agent), the withdrawals that have been made are divided into:

a. Facility B amounted to USD300,000,000 (full amount), with interest at Compounded SOFR plus a certain margin per year. The loan term is 36 (thirty six) months from September 15, 2022 and has matured on September 15, 2025. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Sustainability-linked loan Fasilitas B	CTBC Bank Co.,Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	DBS Bank Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	The Hongkong and Shanghai Banking Co.,Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	The Korea Development Bank Singapore	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	30.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	The Korea Development Bank Tokyo	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	10.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	MUFG Bank Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	Oversea Chinese Banking Co Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	Standard Chartered Bank (Singapore) Limited	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	20.000.000	*Sustainability-linked loan B Facility*
Sustainability-linked loan Fasilitas B	United Overseas Bank Limited	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B Facility*
							300.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

d) Pinjaman sindikasi *Sustainability - Linked Loan* (lanjutan)

b. Fasilitas C sebesar ASD500.000.000 (nilai penuh) dengan suku bunga *Compounded* SOFR ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 48 bulan sejak tanggal 30 Desember 2022 dan akan jatuh tempo pada tanggal 15 September 2026. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

d) Syndicated Borrowing - Sustainability Linked Loan (continued)

b. Facility C amounted to USD500,000,000 (full amount), with interest at Compounded SOFR plus a certain margin per year. The loan has a term of 48 months from December 30, 2022 and will mature on September 15, 2026. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Sustainability-linked loan Fasilitas C	BNP Paribas Singapura	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	90.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	CTBC Bank Co.,Ltd	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	DBS Bank Co.,Ltd	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	The Hongkong and Shanghai Banking Co Ltd	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	The Korea Development Bank Singapore	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	30.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	The Korea Development Bank Tokyo	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	10.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	PT Bank Mizuho Indonesia	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	80.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	MUFG Bank Ltd Jakarta Branch	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	The Bank OCBC NISP Tbk	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	Standard Chartered Bank (Singapore) Limited	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	80.000.000	*Sustainability-linked loan C Facility*
Sustainability-linked loan Fasilitas C	United Overseas Bank Limited	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	10.000.000	*Sustainability-linked loan C Facility*
							500.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

d) Pinjaman sindikasi *Sustainability - Linked Loan* (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut :

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima, serta telah melunasi pinjaman yang diterima pada tanggal jatuh temponya.

e) Pinjaman sindikasi *Social* dan *Club Loan*

a. Fasilitas A sebesar ASD800.000.000 (nilai penuh) dengan suku bunga *Term* SOFR 3 bulan ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 bulan sejak tanggal 6 Agustus 2024 dan akan jatuh tempo pada tanggal 27 Juli 2027. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

d) Syndicated Borrowing - Sustainability Linked Loan (continued)

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

As of December 31, 2025 and 2024, BRI has fulfilled the important requirements outlined in the fund borrowing agreements, and has settled the fund borrowing on its maturity date.

e) Syndicated Borrowing - Social and Club Loan

a. Facility A amounted to USD800,000,000 (full amount), with interest at Term SOFR 3 months plus a certain margin per year. The loan has a term of 36 months from August 6, 2024 and will mature on July 27, 2027. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Mata Uang/ *Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Social and club loan Fasilitas A	ANZ Banking Group Ltd Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	17.500.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	PT Bank ANZ Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	62.500.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	Bank of China Co.,Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	39.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	Bank of China Co.,Ltd Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul / *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	25.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	Bank of China Co.,Ltd Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	40.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	Citibank N.A. Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul / *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	60.000.000	*Social and club loan A Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

e) Pinjaman sindikasi *Social* dan *Club Loan* (lanjutan)

a. Fasilitas A sebesar ASD800.000.000 (nilai penuh) dengan suku bunga *Term* SOFR 3 bulan ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 bulan sejak tanggal 6 Agustus 2024 dan akan jatuh tempo pada tanggal 27 Juli 2027. Bank yang ikut berpartisipasi dalam pinjaman ini adalah (lanjutan):

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

e) Syndicated Borrowing - Social and Club Loan (continued)

a. Facility A amounted to USD800,000,000 (full amount), with interest at Term SOFR 3 months plus a certain margin per year. The loan has a term of 36 months from August 6, 2024 and will mature on July 27, 2027. The participating banks for this loan are (continued):

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Mata Uang/ *Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Social and club loan Fasilitas A	Citibank N.A. Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	CTBC Bank Co., Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	80.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	Development Bank Singapore Bank Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	80.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	The Hongkong and Shanghai Banking Co.,Ltd Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	80.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	PT Bank Mizuho Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	80.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	Overseas-Chinese Banking Co., Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	71.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	PT Bank OCBC NISP Tbk Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	25.000.000	*Social and club loan A Facility*
Social and club loan Fasilitas A	United Overseas Bank Co., Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	120.000.000	*Social and club loan A Facility*
							800.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

e) Pinjaman sindikasi *Social* dan *Club Loan* (lanjutan)

b. Fasilitas B sebesar ASD200.000.000 (nilai penuh) dengan suku bunga *Term* SOFR 3 bulan ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 bulan sejak tanggal 22 Agustus 2024 dan akan jatuh tempo pada tanggal 27 Juli 2027. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

e) Syndicated Borrowing - Social and Club Loan (continued)

b. Facility B amounted to USD200,000,000 (full amount), with interest at Term SOFR 3 months plus a certain margin per year. The loan has a term of 36 months from August 22, 2024 and will mature on July 27, 2027. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Mata Uang/ *Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Social and club loan Fasilitas B	ANZ Banking Group Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	Bank of China Co.,Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	16.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	Bank of China Co.,Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	10.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	Citibank N.A. Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	CTBC Bank Co., Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	Development Bank Singapore Bank Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	The Hongkong and Shanghai Banking Co.,Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	Mizuho Bank Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	20.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	Overseas-Chinese Banking Co., Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	24.000.000	*Social and club loan B Facility*
Social and club loan Fasilitas B	United Overseas Bank Co., Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/USD	30.000.000	*Social and club loan B Facility*
							200.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

e) Pinjaman sindikasi *Social* dan *Club Loan* (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut :

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima.

f) Pinjaman Diterima Pegadaian

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

e) Syndicated Borrowing - Social and Club Loan (continued)

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

As of December 31, 2025 and 2024, BRI has fulfilled the important requirements outlined in the fund borrowing agreements.

f) Fund Borrowings – Pegadaian

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	14 Mei/ *May 14, 2025*	13 Mei/ *May 13*, 2026	12 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	71.321	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	2 Okt/ *Oct 2, 2025*	30 Jan/ Jan 30, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	2.000.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	3 Okt/ *Oct 3, 2025*	30 Jan/ *Jan 30*, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	22 Sep/ *Sep 22, 2025*	22 Jan/ *Jan 22*, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	3.000.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	22 Sep/ *Sep 22, 2025*	22 Jan/ *Jan 22*, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	3.000.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	24 Sep/ *Sep 24, 2025*	23 Jan/ *Jan 23*, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	661.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	26 Sep/ *Sep 26, 2025*	26 Jan/ *Jan 26*, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	250.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	02 Okt/ *Oct 02, 2025*	30 Jan/ *Jan 30*, 2026	4 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	03 Des/ *Dec 03, 2025*	02 Jan/ *Jan 02*, 2026	1 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*WCC Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	04 Des/ *Dec 04, 2025*	05 Jan/ *Jan 05*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Negara Indonesia (Persero) Tbk	10 Des/ *Dec 10, 2025*	10 Des/ *Dec 10*, 2026	12 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	540.023	*WCC Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	10 Des / *Dec 10, 2025*	02 Mar/ *Mar 02*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	11 Des / *Dec 11, 2025*	03 Mar/ *Mar 03*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	12 Des / *Dec 12, 2025*	04 Mar/ *Mar 04*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	15 Des / *Dec 15, 2025*	05 Mar/ *Mar 05*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	16 Des / *Dec 16, 2025*	06 Mar/ *Mar 06*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	17 Des / *Dec 17, 2025*	09 Mar/ *Mar 09*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	18 Des / *Dec 18, 2025*	10 Mar/ *Mar 10*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	19 Des / *Dec 19, 2025*	11 Mar/ *Mar 11*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	22 Des / *Dec 22, 2025*	12 Mar/ *Mar 12*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	23 Des / *Dec 23, 2025*	13 Mar/ *Mar 13*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	24 Des / *Dec 24, 2025*	16 Mar/ *Mar 16*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	01 Des / *Dec 01, 2025*	07 Jan/ *Jan 07*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	02 Des / *Dec 02, 2025*	08 Jan/ *Jan 08*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	03 Des / *Dec 03, 2025*	09 Jan/ *Jan 09*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	04 Des / *Dec 04, 2025*	12 Jan/ *Jan 12,* 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	05 Des / *Dec 05, 2025*	13 Jan/ *Jan 13,* 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	08 Des / *Dec 08, 2025*	15 Jan/ *Jan 15,* 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	09 Des / *Dec 09, 2025*	14 Jan/ *Jan 14,* 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	16 Des / *Dec 16, 2025*	17 Mar / *Mar 17,* 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	16 Des / *Dec 16, 2025*	18 Mar / *Mar 18,* 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	26 Jul / *Jul 26, 2024*	26 Jan / *Jan 26, 2026*	18 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	207.475	*WCC Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	31 Des / *Dec 31, 2025*	07 Jan / *Jan 07, 2026*	7 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	31 Des / *Dec 31, 2025*	07 Jan / *Jan 07, 2026*	7 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	31 Des / *Dec 31, 2025*	07 Jan / *Jan 07, 2026*	7 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*WCC Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	30 Des / *Dec 30, 2025*	06 Jan / *Jan 06, 2026*	7 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	31 Des / *Dec 31, 2025*	07 Jan / *Jan 07, 2026*	7 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Central Asia Tbk	30 Des / *Dec 30, 2025*	06 Jan / *Jan 06, 2026*	7 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.000.000	*WCC Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	23 Des / *Dec 23, 2025*	02 Jan / *Jan 02, 2026*	10 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	650.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	23 Des / *Dec 23, 2025*	02 Jan / *Jan 02, 2026*	10 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	300.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	23 Des / *Dec 23, 2025*	02 Jan / *Jan 02, 2026*	10 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	800.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	23 Des / *Dec 23, 2025*	02 Jan / *Jan 02, 2026*	10 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short term loan-Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	23 Des / *Dec 23, 2025*	02 Jan / *Jan 02, 2026*	10 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	800.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	23 Des / *Dec 23, 2025*	02 Jan / *Jan 02, 2026*	10 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.000.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.000.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	700.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.200.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1.000.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	2.200.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	450.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	2.500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	1,000.000	*Short term loan-Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	900.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	24 Des / *Dec 24, 2025*	02 Jan / *Jan 02, 2026*	9 hari / *days*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	100.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	31 Des / *Dec 31, 2025*	31 Jan / *Jan 31*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Danamon Indonesia Tbk	05 Des / *Dec 05, 2025*	07 Jan / *Jan 07*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	29 Des / *Dec 29, 2025*	29 Jan / *Jan 29*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	100.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	29 Des / *Dec 29, 2025*	29 Jan / *Jan 29*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	17 Des / *Dec 17, 2025*	15 Jan / *Jan 15*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	24 Des / *Dec 24, 2025*	26 Jan / *Jan 26*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	300.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	29 Des / *Dec 29, 2025*	29 Jan / *Jan 29*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	300.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	29 Des / *Dec 29, 2025*	29 Jan / *Jan 29*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	750.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	29 Des / *Dec 29, 2025*	29 Jan / *Jan 29*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	550.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	29 Des / *Dec 29, 2025*	29 Jan / *Jan 29*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Tbk	28 Nov / *Nov 28, 2025*	26 Feb / *Feb 26*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	750.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Tbk	24 Nov / *Nov 24, 2025*	23 Feb / *Feb 23*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short term loan-Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Tbk	28 Nov / *Nov 28, 2025*	26 Feb / *Feb 26*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short term loan-Facility*
Fasilitas KMK	PT Bank Syariah Indonesia Tbk	10 Feb/ *Feb 10, 2025*	10 Feb/ *Feb 10*, 2026	12 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	158.707	*WCC Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Syariah Indonesia Tbk	19 Nov / *Nov 19, 2025*	04 Feb / *Feb 04*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short-term loan Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank Syariah Indonesia Tbk	20 Nov / *Nov 20, 2025*	05 Feb / *Feb 05*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Syariah Indonesia Tbk	21 Nov / *Nov 21, 2025*	06 Feb / *Feb 06*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTPN Syariah Tbk	10 Okt / *Oct 10, 2025*	09 Jan/ *Jan 09*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	200.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTPN Syariah Tbk	28 Okt / *Oct 28, 2025*	28 Jan/ *Jan 28*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	300.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	03 Des / *Dec 03, 2025*	03 Jan / *Jan 03*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	50.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	30 Des / *Dec 30, 2025*	27 Jan / *Jan 27*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	200.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	24 Des / *Dec 24, 2025*	21 Jan / *Jan 21*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	24 Des / *Dec 24, 2025*	21 Jan / *Jan 21*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	250.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	24 Des / *Dec 24, 2025*	21 Jan / *Jan 21*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	30 Des / *Dec 30, 2025*	27 Jan / *Jan 27*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	31 Des / *Dec 31, 2025*	28 Jan / *Jan 28*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	31 Des / *Dec 31, 2025*	28 Jan / *Jan 28*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Danamon Indonesia Tbk	03 Des / *Dec 03, 2025*	05 Jan / *Jan 05*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Danamon Indonesia Tbk	04 Des / *Dec 04, 2025*	06 Jan / *Jan 06*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank OCBC NISP Tbk	17 Des / *Dec 17, 2025*	07 Jan / *Jan 07*, 2026	21 hari/ *days*	SOFR + marjin tertentu *SOFR + certain margin*	IDR	250.000	*Short-term loan Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank BPD BALI	15 Mei/ *May 15, 2025*	15 Mei/ *May 15*, 2026	1 tahun/ *year*	SOFR + marjin tertentu *SOFR + certain margin*	IDR	250.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BPD BALI	05 Nov / *Nov 05 , 2025*	05 Nov / *Nov 05*, 2026	1 tahun/ *year*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	91.667	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BPD BALI	25 Jun / *Jun 25 ,2025*	25 Jun / *Jun 25*, 2026	1 tahun/ *year*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	75.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank ICBC Indonesia Tbk	12 Nov / *Nov 12, 2025*	12 Feb / *Feb 12*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	200.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank ICBC Indonesia Tbk	12 Nov / *Nov 12, 2025*	12 Feb / *Feb 12*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	200.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank UOB Indonesia	30 Des / *Dec 30, 2025*	05 Jan / *Jan 05*, 2026	1 minggu/ week	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Maybank Indonesia Tbk	20 Okt/ *Oct 20, 2025*	20 Jan/ *Jan 20*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Maybank Indonesia Tbk	20 Okt/ *Oct 20, 2025*	19 Jan/ *Jan 19*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	13 Feb / *Feb 13*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	18 Feb / *Feb 18*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	19 Feb / *Feb 19*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	20 Feb / *Feb 20*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	23 Feb / *Feb 23*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	24 Feb / *Feb 24*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	25 Feb / *Feb 25*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	26 Feb / *Feb 26*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	27 Feb / *Feb 27*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings - Pegadaian (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTN	02 Des / *Dec 02, 2025*	02 Mar / *Mar 02*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank DKI	21 Nov / *Nov 21, 2025*	18 Feb / *Feb 18*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	450.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank DKI	21 Nov / *Nov 21, 2025*	19 Feb / *Feb 19*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	450.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank of China	16 Des / *Dec 16, 2025*	15 Jan / *Jan 15*, 2026	1 bulan/ *month*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	500.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CCBI Tbk	17 Des / *Dec 17, 2025*	17 Jun / *Jun 17*, 2026	6 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	260.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank QNB Tbk	24 Des / *Dec 24, 2025*	24 Jun / *Jun 24*, 2026	6 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT BPD Kalbar	30 Des / *Dec 30, 2025*	30 Jun / *Jun 30*, 2026	6 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	600.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Syariah	23 Des / *Dec 23, 2025*	23 Mar / *Mar 23*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	400.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank DKI UUS	21 Nov / *Nov 21, 2025*	12 Feb / *Feb 12*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	450.000	*Short-term loan Facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank DKI UUS	21 Nov / *Nov 21, 2025*	13 Feb / *Feb 13*, 2026	3 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	450.000	*Short-term loan Facility*
Fasilitas KMK	Pusat Investasi Pemerintah	08 Des/ *Dec 08, 2025*	08 Des/ *Dec 08*, 2027	24 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	IDR	125.000	*WCC Facility*

Persyaratan-persyaratan penting *(covenants)* dalam perjanjian kredit yang diperoleh Entitas anak antara lain adalah sebagai berikut:

- Menggunakan fasilitas pembiayaan untuk kepentingan/kebutuhan sesuai dengan tujuan penggunaan yang tercantum di dalam akad pembiayaan.
- Menyampaikan laporan *Non-Performing Loan* (NPL) bersih konsolidasi dan *Non-Performing Loan* (NPL) bersih syariah.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Entitas anak telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima.

The financial covenants in the credit agreements obtained by Subsidiary are as follows:

- *Using financing facilities for interests or needs in accordance with the purpose of use stated in the agreement.*
- *Submit consolidated Non-Performing Loan (NPL) and Sharia net Non-Performing Loan (NPL) reports.*

As of December 31, 2025 and 2024, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank Negara Indonesia (Persero) Tbk	11 Apr/ *Apr 11, 2025*	10 Apr/ *Apr 10, 2028*	35 bulan/ *months*	6,50	IDR	667.000	*WCC Facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	30 Jul/ *Jul 30, 2025*	30 Jul/ *Jul 30, 2027*	24 bulan/ *months*	6,50	IDR	6.014	*Uncomitted Facility Line Facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	30 Jul/ *Jul 30, 2025*	30 Jul/ *Jul 30, 2027*	24 bulan/ *months*	6,50	IDR	19.690	*Uncomitted Facility Line Facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	22 Sep/ *Sep 22, 2025*	22 Jul/ *Jul 22, 2027*	22 bulan/ *months*	6,20	IDR	5.949	*Uncomitted Facility Line Facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	22 Sep/ *Sep 22, 2025*	22 Sep/ *Sep 22, 2027*	24 bulan/ *months*	6,20	IDR	5.775	*Uncomitted Facility Line Facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	7 Nov/ *Nov 7, 2025*	7 Nov/ *Nov 7, 2027*	24 bulan/ *months*	5,75	IDR	5.480	*Uncomitted Facility Line Facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	7 Nov/ *Nov 7, 2025*	7 Nov/ *Nov 7*, 2027	24 bulan/ *months*	5,75	IDR	16.567	*Uncomitted Facility Line Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	10 Ags/ *Aug 10, 2023*	10 Ags/ *Aug 10, 2026*	36 bulan/ *months*	4,00	IDR	840.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	10 Ags/ *Aug 10, 2023*	10 Ags/ *Aug 10, 2026*	36 bulan/ *months*	4,00	IDR	360.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	9 Okt/ *Oct 9, 2023*	10 Ags/ *Aug 10, 2026*	34 bulan/ *months*	4,00	IDR	360.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	9 Okt/ *Oct 9, 2023*	10 Ags/ *Aug 10, 2026*	34 bulan/ *months*	4,00	IDR	840.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	13 Nov/ *Nov 13, 2023*	10 Ags/ *Aug 10, 2026*	33 bulan/ *months*	4,00	IDR	420.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	13 Nov/ *Nov 13, 2023*	10 Ags/ *Aug 10, 2026*	33 bulan/ *months*	4,00	IDR	180.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	27 Des/ *Dec 27, 2023*	20 Des/ *Dec 20, 2026*	36 bulan/ *months*	4,00	IDR	560.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	27 Des/ *Dec 27, 2023*	20 Des/ *Dec 20, 2026*	36 bulan/ *months*	4,00	IDR	240.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	8 Mar/ *Mar 8, 2024*	20 Des/ *Dec 20, 2026*	33 bulan/ *months*	4,00	IDR	240.000	*Ultra Micro (Umi) Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings – PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	8 Mar/ *Mar 8, 2024*	20 Des/ *Dec 20, 2026*	33 bulan/ *months*	4,00	IDR	560.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Mei/ *May 31, 2024*	31 Des/ *Dec 31, 2026*	31 bulan/ *months*	4,00	IDR	280.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Mei/ *May 31, 2024*	31 Des/ *Dec 31, 2026*	31 bulan/ *months*	4,00	IDR	120.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	30 Sep/ *Sep 30, 2024*	10 Sep/ *Sep 10, 2027*	35 bulan/ *months*	4,00	IDR	875.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	30 Sep/ *Sep 30, 2024*	10 Sep/ *Sep 10, 2027*	35 bulan/ *months*	4,00	IDR	375.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	15 Nov/ *Nov 15, 2024*	10 Sep/ *Sep 10, 2027*	34 bulan/ *months*	4,00	IDR	875.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	15 Nov/ *Nov 15, 2024*	10 Okt/ *Oct 10, 2027*	35 bulan/ *months*	4,00	IDR	375.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	8 Mei/ *May 8, 2025*	10 Mei/ *May 10, 2028*	36 bulan/ *months*	4,00	IDR	80.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	8 Mei/ *May 8, 2025*	10 Mei/ *May 10, 2028*	36 bulan/ *months*	4,00	IDR	720.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	26 Jun/ *Jun 26, 2025*	10 Mei/ *May 10, 2028*	34 bulan/ *months*	4,00	IDR	80.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	26 Jun/ *Jun 26, 2025*	10 Mei/ *May 10, 2028*	34 bulan/ *months*	4,00	IDR	720.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	4 Sep/ *Sep 4, 2025*	10 Mei/ *May 10, 2028*	32 bulan/ *months*	4,00	IDR	40.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	4 Sep/ *Sep 4, 2025*	10 Mei/ *May 10, 2028*	32 bulan/ *months*	4,00	IDR	360.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	10 Nov/ *Nov 10, 2025*	20 Nov/ *Nov 20, 2028*	36 bulan/ *months*	4,00	IDR	90.000	*Ultra Micro (Umi) Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	10 Nov/ *Nov 10, 2025*	20 Nov/ *Nov 20, 2028*	36 bulan/ *months*	4,00	IDR	810.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	19 Des/ *Dec 19, 2025*	20 Nov/ *Nov 20, 2028*	36 bulan/ *months*	4,00	IDR	90.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	19 Des/ *Dec 19, 2025*	20 Nov/ *Nov 20, 2028*	36 bulan/ *months*	4,00	IDR	810.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Des/ *Dec 31, 2025*	20 Nov/ *Nov 20, 2028*	36 bulan/ *months*	4,00	IDR	20.000	*Ultra Micro (Umi) Facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Des/ *Dec 31, 2025*	20 Nov/ *Nov 20, 2028*	36 bulan/ *months*	4,00	IDR	180.000	*Ultra Micro (Umi) Facility*
Fasilitas Mikro Kredit	Asian Development Bank	1 Sep/ *Sep 1, 2009*	1 Des/ *Dec 1, 2028*	231 bulan/ *months*	11,00	ASD/USD	757.551	*Micro loan Facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	13 Ags/ *Aug 13, 2024*	13 Ags/ *Aug 13, 2027*	36 bulan/ *months*	6,98	IDR	2.000.000	*Multi loan 3 Facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	3 Sep/ *Sep 3, 2024*	3 Sep/ *Sep 3, 2027*	36 bulan/ *months*	6,90	IDR	500.000	*Multi loan 3 Facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	5 Nov/ *Nov 5, 2024*	5 Nov/ *Nov 5, 2027*	36 bulan/ *months*	6,60	IDR	1.000.000	*Multi loan 3 Facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	8 Sep/ *Sep 8, 2025*	8 Sep/ *Sep 8, 2028*	36 bulan/ *months*	6,25	IDR	300.000	*Multi loan 3 Facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	29 Des/ *Dec 29, 2025*	29 Des/ *Dec 29, 2027*	24 bulan/ *months*	5,60	IDR	200.000	*Multi loan 3 Facility*
Fasilitas PMK Mudharabah 3	PT BCA Syariah	19 Nov/ *Nov 19, 2025*	19 Feb/ *Feb 19, 2026*	3 bulan/ *months*	5,95	IDR	50.000	*PMK Mudharabah 3 Facility*
Fasilitas KMK	PT Bank Central Asia Syariah	22 Okt/ *Oct 22, 2021*	22 Okt/ *Oct 22, 2026*	60 bulan/ *months*	10,5	IDR	15.770	*WCC Facility*
Fasilitas *Installment Loan*	Bank BCA Digital	24 Jan/ *Jan 24, 2025*	11 Jan/ *Jan 11, 2028*	36 bulan/ *months*	6,60	IDR	500.000	*Installment Loan Facility*
Fasilitas KMK	PT BPD DIY	10 Sep/ *Sep 10, 2024*	10 Sep/ *Sep 10, 2026*	24 bulan/ *months*	6,25	IDR	150.000	*WCC Facility*
Fasilitas KMK	PT BPD DIY	18 Des/ *Dec 18, 2024*	18 Des/ *Dec 18, 2026*	24 bulan/ *months*	6,25	IDR	250.000	*WCC Facility*
Fasilitas KMK	PT BPD DIY	6 Mar/ *Mar 6, 2025*	6 Mar/ *Mar 6, 2027*	24 bulan/ *months*	6,25	IDR	200.000	*WCC Facility*
Fasilitas KMK	PT BPD DIY	21 Apr/ *Apr 21, 2025*	21 Apr/ *Apr 21, 2027*	24 bulan/ *months*	6,25	IDR	50.000	*WCC Facility*
Fasilitas Musyarakah	PT Bank Danamon Indonesia Tbk	9 Sep/ *Sep 9, 2025*	10 Feb/ *Feb 10, 2026*	5 bulan/ *months*	5,50	IDR	150.000	*Musyarakah Facility*
Fasilitas KMK	PT Bank Danamon Syariah	12 Okt/ *Oct 12, 2023*	12 Sep/ *Sep 12, 2028*	59 bulan/ *months*	9,00	IDR	5.000	*WCC Facilities*
Fasilitas KMK	PT Bank Danamon Syariah	26 Sep/ *Sep 26, 2023*	26 Sep/ *Sep 26, 2028*	59 bulan/ *months*	9,00	IDR	5.000	*WCC Facilities*
Fasilitas KMK	PT Bank Danamon Syariah	1 Mar/ *Mar 1, 2025*	1 Feb/ *Feb 1, 2030*	59 bulan/ *months*	9,00	IDR	10.000	*WCC Facilities*
Fasilitas KMK	PT Bank Danamon Syariah	11 Feb/ *Feb 11, 2025*	11 Feb/ *Feb 11, 2028*	36 bulan/ *months*	9,00	IDR	18.036	*WCC Facilities*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank DKI	25 Jun/ *Jun 25, 2024*	25 Jun/ *Jun 25*, 2026	24 bulan/ *months*	6,90	IDR	1.100.000	*WCC Facility*
Fasilitas KMK *Syariah*	PT Bank DKI Syariah	25 Jun/ *Jun 25, 2024*	25 Jun/ *Jun 25, 2026*	24 bulan/ months	6,90	IDR	1.100.000	*WCC Facility Sharia*
Fasilitas Kredit Korporasi	PT Bank HSBC Indonesia	22 Apr/ *Apr 22, 2025*	22 Apr/ *Apr 22, 2026*	12 bulan/ *months*	6,50	IDR	500.000	*Corporation Loan Facility*
Fasilitas Kredit Korporasi	PT Bank HSBC Indonesia	24 Apr/ *Apr 24, 2025*	24 Apr/ *Apr 24, 2026*	12 bulan/ *months*	6,50	IDR	500.000	*Corporation Loan Facility*
Fasilitas Kredit Korporasi	PT Bank HSBC Indonesia	28 Apr/ *Apr 28, 2025*	28 Apr/ *Apr 28, 2026*	12 bulan/ *months*	6,50	IDR	540.000	*Corporation Loan Facility*
Fasilitas KMK	PT BPD Kalimantan Tengah	26 Nov/ *Nov 26, 2024*	26 Nov/ *Nov 26, 2026*	24 bulan/ *months*	6,00	IDR	250.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Tengah	21 Jun/ *Jun 21, 2024*	21 Jun/ *Jun 21, 2026*	24 bulan/ *months*	6,50	IDR	300.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Tengah	17 Mar/ *Mar 17, 2025*	17 Mar/ *Mar 17, 2027*	24 bulan/ *months*	6,20	IDR	300.000	*WCC Facility*
Fasilitas *demand loan*	PT Bank SBI Indonesia	23 Sep/ *Sep 23, 2024*	22 Sep/ *Sep 22, 2027*	36 bulan/ *months*	6,80	IDR	400.000	*Demand loan Facility*
Fasilitas *Corporation loan*	PT Bank Shinhan Indonesia	23 Sep/ *Sep 23, 2024*	23 Sep/ *Sep 23, 2028*	48 bulan/ *months*	6,95	IDR	300.000	*Corporation loan Facility*
Fasilitas *Installment Loan*	Bank CCB Indonesia	27 Agu/ *Aug 27, 2025*	27 Agu/ *Aug 27, 2027*	24 bulan/ *months*	6,35	IDR	100.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	Bank CCB Indonesia	1 Sep/ *Sep 1, 2025*	27 Agu/ *Aug 27, 2027*	24 bulan/ *months*	6,35	IDR	135.000	*Installment Loan Facility*
Fasilitas KMK	PT Bank ICBC Indonesia Tbk	29 Okt/ *Oct 29, 2024*	23 Okt/ *Oct 23, 2026*	24 bulan/ *months*	6,75	IDR	200.000	*WCC Facility*
Fasilitas *Term Loan*	PT Bank Pan Indonesia Tbk	17 Sep/ *Sep 17, 2024*	17 Sep/ *Sep 17, 2027*	36 bulan/ months	6,85	IDR	500.000	*Term Loan Facility*
Fasilitas *Term Loan*	PT Bank Pan Indonesia Tbk	5 Jun/ *Jun 5, 2025*	9 Jun/ *Jun 9, 2028*	36 bulan/ months	6,75	IDR	1.500.000	*Term Loan Facility*
Fasilitas *Term Loan*	PT Bank Panin Dubai Syariah Tbk	27 Sep/ *Sep 27, 2024*	27 Sep/ *Sep 27, 2026*	24 bulan/ *months*	6,80	IDR	300.000	*Term Loan Facility*
Fasilitas *Term Loan*	PT Bank Panin Dubai Syariah Tbk	28 Mei/ *May 28, 2025*	10 Agu/ *Aug 10, 2026*	14 bulan/ *months*	6,80	IDR	80.000	*Term Loan Facility*
Fasilitas Mudharabah	PT Bank Panin Dubai Syariah Tbk	19 Des/ *Dec 19, 2025*	19 Des/ *Dec 19, 2027*	24 bulan/ *months*	5,95	IDR	100.000	*Mudharabah Facility*
Fasilitas KMK	PT Bank Panin Syariah	4 Jul/ *Jul 4, 2025*	10 Jul/ *Jul 10, 2028*	36 bulan/ *months*	9,50	IDR	21.937	*WCC Facility*
Fasilitas *Money Market Line*	PT Bank Permata Tbk	28 Nov/ *Nov 28, 2025*	28 Nov/ *Nov 28, 2026*	12 bulan/ *months*	5,40	IDR	500.000	*Money Market Line Facility*
Fasilitas *Money Market Line*	PT Bank Permata Tbk	28 Nov/ *Nov 28, 2025*	28 Sep/ *Sep 28, 2026*	10 bulan/ *months*	5,33	IDR	400.000	*Money Market Line Facility*
Fasilitas *Money Market Line*	PT Bank Permata Tbk	2 Des/ *Dec 2, 2025*	2 Jun/ *Jun 2, 2026*	6 bulan/ *months*	5,30	IDR	400.000	*Money Market Line Facility*
Fasilitas *Musyarakah Mutanaqisah*	PT Bank Permata Tbk	2 Des/ *Dec 5, 2025*	2 Sep/ *Sep 2, 2026*	9 bulan/ *months*	5,33	IDR	400.000	*Musyarakah Facility*
Fasilitas Musyarakah Mutanaqisah	PT Bank Permata Syariah	5 Des/ *Dec 5, 2025*	5 Nov/ *Nov 5, 2026*	12 bulan/ *months*	5,40	IDR	500.000	*Musyarakah Facility*
Fasilitas Musyarakah Mutanaqisah	PT Bank Permata Syariah	5 Des/ *Des 5, 2025*	5 Des/ *Dec 5, 2026*	11 bulan/ *months*	5,33	IDR	500.000	*Musyarakah Facility*
Fasilitas Musyarakah Mutanaqisah	PT Bank Permata Syariah	16 Des/ *Des 16, 2025*	16 Jun/ *Jun 16, 2026*	6 bulan/ *months*	5,30	IDR	450.000	*Musyarakah Facility*
Fasilitas *Time Loan Revolving*	PT Bank Maspion Indonesia Tbk	27 Mar/ *Mar 27, 2024*	26 Mei/ *May 26, 2026*	26 bulan/ *months*	6,55	IDR	100.000	*Time Loan Revolving Facility*
Fasilitas *Time Loan Revolving*	PT Bank Maspion Indonesia Tbk	2 Apr/ *Apr 2, 2024*	2 Jun/ *Jun 2, 2026*	14 bulan/ *months*	6,55	IDR	175.000	*Time Loan Revolving Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas *Uncomitted Revolving Credit*	PT Bank DBS Indonesia Tbk	19 Mar/ *Mar 19, 2024*	19 Mar/ *Mar 19, 2026*	24 bulan/ *months*	6,40	IDR	700.000	*Uncomitted Revolving Credit Facility*
Fasilitas *Uncomitted Revolving Credit*	PT Bank DBS Indonesia Tbk	3 Apr/ *Apr 3, 2024*	27 Mar/ *Mar 27, 2026*	24 bulan/ *months*	6,40	IDR	300.000	*Uncomitted Revolving Credit Facility*
Fasilitas KMK	PT Bank CIMB Niaga Tbk	24 Jan/ *Jan 24, 2025*	22 Jan/ *Jan 22, 2026*	12 bulan/ *months*	6,00	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Syariah	28 Sep/ *Sep 28, 2023*	28 Ags/ *Aug 28, 2027*	60 bulan/ *months*	11,00	IDR	9.000	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Syariah	30 Apr/ *Apr 30, 2024*	28 Apr/ *Apr 28, 2026*	24 bulan/ *months*	3,40	IDR	4.500	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Syariah	25 Mei/ *May 25, 2025*	25 Apr/ *Apr 25, 2027*	24 bulan/ *months*	2,50	IDR	5.000	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Syariah	25 Jul/ *Jul 25, 2025*	25 Jun/ *Jun 25, 2030*	60 bulan/ *months*	2,50	IDR	5.000	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Syariah	25 Sep/ *Sep 25, 2025*	30 Ags/ *Aug 30, 2030*	60 bulan/ *months*	2,50	IDR	5.000	*WCC Facility*
Fasilitas KMK	PT Bank SMBC Indonesia Tbk	13 Sep/ *Sep 13, 2024*	26 Jan/ *Jan 26, 2026*	14 bulan/ *months*	5,70	IDR	200.000	*WCC Facility*
Fasilitas KMK	PT Bank SMBC Indonesia Tbk	11 Okt/ *Oct 11, 2024*	26 Jan/ *Jan 26, 2026*	14 bulan/ *months*	5,70	IDR	50.000	*WCC Facility*
Fasilitas *Term Loan*	PT Bank Resona Perdania Tbk	30 Sep/ *Sep 30, 2024*	30 Sep/ *Sep 30, 2026*	24 bulan/ *months*	6,50	IDR	250.000	*Term Loan Facility*
Fasilitas KMK	PT BPD Bali	11 Feb/ *Feb 11, 2025*	11 Feb/ *Feb 11, 2027*	24 bulan/ *months*	6,25	IDR	200.000	*WCC Facility*
Fasilitas KMK	PT BPD Bali	24 Mar/ *Mar 24, 2025*	24 Mar/ *Mar 24, 2027*	24 bulan/ *months*	6,25	IDR	200.000	*WCC Facility*
Fasilitas *Demand Loan*	PT Bank Victoria Internasional Tbk	4 Sep/ *Sep 4, 2025*	6 Feb/ *Feb 6, 2026*	3 bulan/ *months*	5,90	IDR	50.000	*Demand Loan facilities*
Fasilitas KMK	Citibank	2 Des/ *Dec 2, 2024*	8 Apr/ *Apr 8, 2026*	16 bulan/ *months*	6,25	IDR	350.000	*WCC Facility*
Fasilitas KMK	Citibank	12 Feb/ *Feb 12, 2025*	14 Mei/ *May 14, 2026*	15 bulan/ *months*	6,40	IDR	150.000	*WCC Facility*
Fasilitas KMK	Citibank	7 Mar/ *Mar 7, 2025*	6 Mar/ *Mar 6, 2026*	12 bulan/ *months*	6,25	IDR	150.000	*WCC Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	22 Des/ *Dec 22, 2022*	16 Jun/ *Jun 16, 2026*	42 bulan/ *months*	6,50	IDR	150.000	*Demand Loan Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	22 Jun/ *Jun 22, 2023*	16 Jun/ *Jun 16, 2026*	36 bulan/ *months*	6,50	IDR	200.000	*Demand Loan Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	20 Des/ *Dec 20, 2023*	16 Jun/ *Jun 16, 2026*	30 bulan/ *months*	6,50	IDR	50.000	*Demand Loan Facility*
Fasilitas *Demand Loan*	PT Bank of India *Indonesia Tbk*	16 Des/ *Dec 16, 2024*	16 Jun/ *Jun 16, 2026*	18 bulan/ *months*	6,50	IDR	150.000	*Demand Loan Facility*
Fasilitas KMK	PT Bank Aceh Syariah	20 Nov/ *Nov 20, 2024*	11 Okt/ *Oct 11, 2028*	47 bulan/ *months*	9,00	IDR	30.000	*WCC Facilities*
Fasilitas *Revolving Credit*	PT Bank UOB Indonesia	15 Okt/ *Oct 15, 2024*	17 Mar/ *Mar 17, 2026*	13 bulan/ *months*	5,35	IDR	500.000	*Revolving Credit*
Fasilitas KMK	PT Bank BPD SulBar	1 Jun/ *Jun 1, 2025*	1 Jun/ *Jun 1, 2026*	12 bulan/ *months*	18,60	IDR	40.000	*WCC Facilities*
Fasilitas KMK	PT Bank BPD Kalimantan Selatan	5 Jul/ *Jul 5, 2022*	5 Jul/ *Jul 5, 2027*	60 bulan/ *months*	10,00	IDR	3.117	*WCC Facility*
Fasilitas KMK	PT Bank BPD Kalimantan Selatan	19 Agu/ *Aug 19, 2022*	19 Agu/ *Aug 19, 2027*	60 bulan/ *months*	10,00	IDR	13.333	*WCC Facility*
Fasilitas KMK	PT Bank BPD Kalimantan Selatan	9 Nov/ *Nov 9, 2022*	9 Nov/ *Nov 9, 2027*	60 bulan/ *months*	10,00	IDR	5.367	*WCC Facility*
Fasilitas KMK	PT Bank BPD Kalimantan Selatan	30 Des/ *Dec 30, 2025*	30 Des/ *Dec 30, 2029*	48 bulan/ *months*	9,50	IDR	30.100	*WCC Facility*
Fasilitas KMK	PT Bank BPD Kalimantan Selatan	30 Des/ *Dec 30, 2025*	30 Des/ *Dec 30, 2030*	60 bulan/ *months*	9,50	IDR	57.000	*WCC Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank BPD Kalimantan Selatan	7 Des/ *Dec 7, 2025*	7 Nov/ *Nov 7, 2029*	48 bulan/ *months*	9,50	IDR	50.000	*WCC Facility*
Fasilitas Musyarakah	PT Bank Muamalat Indonesia Tbk	29 Jul/ *Jul 29, 2025*	29 Jul/ *Jul 29, 2027*	24 bulan/ *months*	6,50	IDR	200.000	*Musyarakah Facility*
Fasilitas Musyarakah	PT Bank Muamalat Indonesia Tbk	21 Agu/ *Aug 21, 2025*	21 Agu/ *Aug 21, 2027*	24 bulan/ *months*	6,50	IDR	100.000	*Musyarakah Facility*
Fasilitas Musyarakah	PT Bank Muamalat Indonesia Tbk	4 Sep/ *Sep 4, 2025*	4 Sep/ *Sep 4, 2027*	24 bulan/ *months*	6,50	IDR	100.000	*Musyarakah Facility*
Fasilitas Musyarakah	PT Bank Muamalat Indonesia Tbk	4 Des/ *Dec 4, 2025*	4 Des/ *Dec 4, 2027*	24 bulan/ *months*	5,85	IDR	100.000	*Musyarakah Facility*
Fasilitas KMK	PT Bank Muamalat Indonesia Tbk	25 Jul/ *Jul 25, 2025*	1 Feb/ *Feb 1, 2030*	60 bulan/ *months*	8,45	IDR	2.000	*WCC Facility*
Fasilitas KMK	PT Bank Muamalat Indonesia Tbk	28 Sep/ *Sep 28, 2023*	11 Jun/ *Jun 11, 2026*	36 bulan/ *months*	8,45	IDR	1.000	*WCC Facility*
Fasilitas *Revolving Credit*	PT Bank QNB Indonesia Tbk	11 Ags/ *Aug 11, 2025*	6 Feb/ *Feb 6, 2026*	3 bulan/ *months*	5,70	IDR	100.000	*Revolving Credit*
Fasilitas *Revolving Credit*	PT Bank Of China	28 Okt/ *Oct 28, 2025*	28 Jan/ *Jan 28, 2026*	3 bulan/ *months*	4,95	IDR	100.000	*Revolving Credit*
Fasilitas *Revolving Social Loan*	PT Bank of China	4 Des/ *Dec 4, 2025*	4 Mar/ *Mar 4, 2026*	12 bulan/ *months*	4,85	IDR	200.000	*Revolving Social Loan Facility*
Fasilitas KMK	PT Bank Nagari Syariah	10 Okt/ *Oct 10, 2025*	10 Okt/ *Oct 10, 2029*	47 bulan/ *months*	22,90	IDR	23.725	*WCC Facility*
Fasilitas *Uncomitted Revolving Credit*	PT Bank Mizuho Indonesia	22 Okt/ *Oct 22, 2025*	22 Jan/ *Jan 22, 2026*	3 bulan/ *months*	5,75	IDR	100.000	*Uncomitted Revolving Credit Facility*
Fasilitas KMK	PT Bank BJB Syariah	20 Mei/ *May 20, 2025*	20 Mei/ *May 20, 2026*	12 bulan/ *months*	1%,99%*	IDR	50.000	*WCC Facility*
Fasilitas KMK	PT Bank Riau Kepri Syariah (Perseroda)	17 Des/ *Dec 17, 2025*	18 Des/ *Dec 18, 2029*	48 bulan/ *months*	9,50	IDR	50.000	*WCC Facility*
Fasilitas *Revolving Social Loan*	PT Bank BNP Paribas Tbk	24 Okt/ *Oct 24, 2025*	24 Apr/ *Apr 24, 2026*	6 bulan/ *months*	5,10	IDR	300.000	*Revolving Social Loan Facility*
Fasilitas *Revolving Social Loan*	PT Bank BNP Paribas Tbk	3 Des/ *Dec 3, 2025*	3 Des/ *Dec 3, 2027*	24 bulan/ *months*	5,25	IDR	300.000	*Revolving Social Loan Facility*
Fasilitas *Revolving Social Loan*	PT Bank BNP Paribas Tbk	29 Des/ *Dec 29, 2025*	29 Des/ *Dec 29, 2027*	24 bulan/ *months*	5,45	IDR	200.000	*Revolving Social Loan Facility*
Fasilitas KMK	Lembaga Pengelola Dana Bergulir	31 Okt/ *Oct 31, 2019*	28 Jul/ *28 Jul, 2028*	106 bulan/ *months*		IDR	8.000	*WCC Facility*
Fasilitas KMK	PT Bank Syariah Indonesia	20 Mei/ *May 20, 2024*	20 Apr/ *Apr 20, 2027*	36 bulan/ *months*	9,00	IDR	2.000	*WCC Facility*
Fasilitas KMK	PT Bank Syariah Indonesia	25 Mei/ *May 25, 2024*	25 Apr/ *Apr 25, 2027*	36 bulan/ *months*	9,00	IDR	3.000	*WCC Facility*
Fasilitas KMK	PT Bank BPR Syariah Barokah	24 Sep/ *Sep 24, 2024*	24 Sep/ *Sep 24, 2027*	36 bulan/ *months*	8,00	IDR	1.000	*WCC Facility*
Fasilitas KMK	PT Bank BPR Syariah Barokah	30 Jun/ *Jun 30, 2023*	30 Jun/ *Jun 30, 2026*	36 bulan/ *months*	22,90	IDR	2.000	*WCC Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian kredit yang diperoleh Entitas anak antara lain adalah sebagai berikut:

- *Gearing Ratio* maksimal 10 (sepuluh) kali.
- *Financing to Asset ratio* 65%.
- *Current Ratio* minimal 120%.
- *Micro Financing Ratio* minimal 50%.
- *Non-Performing Loan* Mekaar maksimal 3%.
- *Debt-Service Coverage Ratio* (DSCR) maksimal 100%.
- Memaksimalkan *Return on Assets* (ROA).
- Memaksimalkan *Return on Equity* (ROE).
- Kualitas *Collateral Coverage Ratio* minimal 100%.
- Kualitas rasio piutang lebih dari 90 (sembilan puluh) hari maksimal 5% terhadap *gross* piutang.
- Solvabilitas minimal 200%.
- *Profit Margin* lebih besar dari suku bunga kredit.
- EBITDA atau *Interest Expense Ratio* di atas 2 (dua) kali.
- *Sinking fund* 2 (dua) kali angsuran.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Entitas anak telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima.

h) Pinjaman Diterima Bank Raya

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Pinjaman diterima Bank Raya- Fasilitas Pinjaman	PT Sarana Multigriya	14 Des/ *Dec 14, 2020*	10 Jan/ *Jan 10, 2036*	128 bulan/ *months*	4,45%	IDR	17.319	*Fund Borrowing Bank Raya- Loan Facilities*

Persyaratan-persyaratan penting (*financial covenants*) dalam perjanjian kredit yang diperoleh, Entitas anak tidak diperbolehkan untuk mengajukan permohonan pailit dan menggunakan fasilitas pinjaman tidak sesuai dengan tujuannya.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Entitas anak telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

The financial covenants in the credit agreements obtained by Subsidiary are as follows:

- *Gearing Rasio at a maximum of 10 (ten) times.*
- *Financing to Asset ratio of 65%.*
- *Current Ratio minimum of 120%.*
- *Micro Financing Ratio of at least 50%.*
- *Mekaar Non-Performing Loans at a maximum of 3%.*
- *Maximum Debt-Service Coverage Rasio (DSCR) of 100%.*
- *Maximizing Return on Assets (ROA).*
- *Maximizing Return on Equity (ROE).*
- *Collateral Coverage Ratio quality of at least 100%.*
- *Quality ratio of receivables of more than 90 (ninety) days, a maximum of 5% to gross receivables.*
- *Solvency of at least 200%.*
- *Profit Margin is greater than the credit interest rate.*
- *EBITDA or Interest Expense Ratio above 2 (two) times.*
- *Sinking fund in 2 (two) installments.*

As of December 31, 2025 and 2024, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

h) Fund Borrowings - Bank Raya

The financial convenants in this agreement includes that prior to obtaining written approval, Subsidiary is not permitted to file for bankruptcy and use the fund borrowings facility for purpose other than it intended purpose.

As of December 31, 2025 and 2024, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

i) Pinjaman Diterima BRI Multifinance

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

i) Fund Borrowings - BRI Multifinance

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Pinjaman Jangka Panjang *non revolving Comitted Credit Line*	PT Bank CIMB Niaga Tbk	12 Feb/ *Feb 12, 2024*	18 Okt/ *Oct 18, 2026*	24 bulan/ *months*	7,00	IDR	70.000	*Long term loan non revolving Committed Credit Line Facility*
Pinjaman Jangka Panjang *non revolving Comitted Credit Line*	PT Bank CIMB Niaga Tbk	12 Feb/ *Feb 12, 2024*	18 Okt/ *Oct 18, 2026*	24 bulan/ *months*	6,80	IDR	230.000	*Long term loan non revolving Committed Credit Line Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	5 Sep/ *Sep 5, 2023*	13 Feb/ *Feb 13, 2027*	36 bulan/ months	6,50	IDR	50.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	5 Sep/ *Sep 5, 2023*	13 Feb/ *Feb 13, 2027*	36 bulan/ months	6,60	IDR	100.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	5 Sep/ *Sep 5, 2023*	13 Feb/ *Feb 13, 2027*	36 bulan/ months	6,75	IDR	100.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	7 Jan/ *Jan 7, 2025*	7 Jan/ *Jan 7, 2026*	12 bulan/ months	7,10	IDR	325.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	7 Jan/ *Jan 7, 2025*	7 Jan/ *Jan 7, 2026*	12 bulan/ months	6,95	IDR	30.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	7 Jan/ *Jan 7, 2025*	7 Jan/ *Jan 7, 2026*	12 bulan/ months	6,30	IDR	100.000	*Installment Loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	2 Apr/ *Apr 2, 2024*	5 Apr/ *Apr 5, 2027*	36 bulan/ *months*	6,75	IDR	115.000	*Fixed loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	2 Apr/ *Apr 2, 2024*	11 Sep/ *Sep 11, 2026*	24 bulan/ *months*	7,00	IDR	385.000	*Fixed loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	9 Apr/ *Apr 9, 2025*	9 Apr/ *Apr 9, 2026*	12 bulan/ *months*	6,20	IDR	25.000	*Fixed loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	9 Apr/ *Apr 9, 2025*	9 Apr/ *Apr 9, 2026*	12 bulan/ *months*	6,60	IDR	25.000	*Fixed loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	9 Apr/ *Apr 9, 2025*	9 Apr/ *Apr 9, 2026*	12 bulan/ *months*	6,95	IDR	55.000	*Fixed loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	9 Apr/ *Apr 9, 2025*	9 Apr/ *Apr 9, 2026*	12 bulan/ *months*	7,10	IDR	100.000	*Fixed loan Facility*
Fasilitas Pinjaman Berjangka	PT Bank Maybank Indonesia Tbk	1 Sep/ *Sep 1, 2022*	10 Feb/ *Feb 10, 2026*	36 bulan/ *months*	7,20	IDR	400.000	*Term Loan Facility*
Fasilitas Pinjaman Berjangka	PT Bank Maybank Indonesia Tbk	22 Feb/ *Feb 22, 2024*	25 Mar/ *Mar 25, 2027*	36 bulan/ months	6,95	IDR	50.000	*Term Loan Facility*
Fasilitas Kredit Asuransi Berjangka	PT Bank Danamon Indonesia Tbk	21 Feb/ *Feb 21, 2024*	20 Feb/ *Feb 20, 2026*	24 bulan/ months	6,65	ASD/*USD*	6.398	*Term Insurance Credit Facility*
Fasilitas Kredit Asuransi Berjangka	PT Bank Danamon Indonesia Tbk	21 Des/ *Dec 21, 2024*	14 Mei/ *May 14, 2027*	29 bulan/ months	7,10	ASD/*USD*	2.432	*Term Insurance Credit Facility*
Fasilitas Kredit Asuransi Berjangka	PT Bank Danamon Indonesia Tbk	21 Des/ *Dec 21, 2024*	15 Jul/ *Jul 15, 2027*	31 bulan/ months	6,85	ASD/*USD*	3.079	*Term Insurance Credit Facility*
Fasilitas Kredit Asuransi Berjangka	PT Bank Danamon Indonesia Tbk	21 Des/ *Dec 21, 2024*	13 Ags/ *Aug 13, 2027*	32 bulan/ months	6,80	ASD/*USD*	3.064	*Term Insurance Credit Facility*
Fasilitas Kredit Berjangka	PT Bank Danamon Indonesia Tbk	21 Des/ *Dec 21, 2024*	16 Mar/ *Mar 16, 2026*	15 bulan/ months	5,70	ASD/*USD*	16.105	*Term Credit Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

i) Pinjaman Diterima BRI Multifinance (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

i) Fund Borrowings - BRI Multifinance (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas *Uncomitted Credit Line*	PT Sarana Multigriya Finansial (Persero)	24 Mei/ *May 24, 2023*	13 Feb/ *Feb 13, 2027*	36 bulan/ months	6,80	IDR	26.000	*Uncomitted Credit Line Facility*
Fasilitas *Uncomitted Credit Line*	PT Sarana Multigriya Finansial (Persero)	24 Mei/ *May 24, 2023*	26 Mar/ *Mar 26, 2027*	36 bulan/ months	6,95	IDR	51.000	*Uncomitted Credit Line Facility*
Fasilitas *Uncomitted Credit Line*	PT Sarana Multigriya Finansial (Persero)	12 Sept/ *Sept 12, 2024*	13 Jun/ *Jun 13, 2028*	36 bulan/ months	7,00	IDR	50.000	*Uncomitted Credit Line Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	23 Jan/ *Jan 23, 2024*	22 Jan/ *Jan 22, 2027*	36 bulan/ months	6,95	IDR	387.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	07 Jul/ *Jul 07, 2025*	07 Jul/ *Jul 07, 2026*	12 bulan/ months	6,60	IDR	50.000	*WCC Facility*
Fasilitas KMK	PT Bank CTBC	5 Jul/ *Jul 5, 2022*	13 Feb/ *Feb 13, 2026*	36 bulan/ months	7,15	ASD/USD	20.977	*WCC Facility*
Fasilitas *Demand Loan* Jangka Panjang	PT Bank of India Indonesia Tbk	14 Mar/ *Mar 14, 2024*	14 Mar/ *Mar 14, 2026*	24 bulan/ months	6,50	IDR	100.000	*Long term demand loan Facility*
Fasilitas *Demand Loan* Jangka Panjang	PT Bank of India Indonesia Tbk	24 Nov/ *Nov 24, 2025*	24 Nov/ *Nov 24, 2026*	24 bulan/ months	6,30	IDR	25.000	*Long term demand loan Facility*
Fasilitas *Uncomitted Short Term Loan*	MUFG	26 Jul/ *Jul 26, 2025*	07 Jan/ *Jan 07, 2026*	6 bulan/ months	4,80	IDR	70.000	*Uncomitted Short Term Loan Facility*
Fasilitas *Uncomitted Short Term Loan*	MUFG	26 Jul/ *Jul 26, 2025*	30 Jan/ *Jan 30, 2026*	6 bulan/ months	4,95	IDR	120.000	*Uncomitted Short Term*

Persyaratan-persyaratan penting (*covenants*) dalam perjanjian kredit yang diperoleh BRI Multifinance antara lain adalah sebagai berikut:

- *Debt to Equity Ratio* tidak melebihi rasio 10 (sepuluh) kali.
- Rasio *Non-Performing Financing* (NPF) maksimum 5%.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Entitas anak telah memenuhi persyaratan penting dalam perjanjian pinjaman yang diterima.

The financial covenants in the credit agreements obtained by BRI Multifinance are as follows:

- *Debt to Equity Ratio of not more than 10 (ten) times.*
- *A maximum Non-Performing Financing (NPF) ratio of 5%.*

As of December 31, 2025 and 2024, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI

a. Rincian estimasi kerugian atas transaksi komitmen dan kontinjensi yang mempunyai risiko kredit:

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES

a. The details of Estimated Losses on Commitments and Contingencies which bear credit risk are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rupiah			*Rupiah*
Garansi yang diterbitkan	1.061.640	1.235.655	*Guarantees issued*
Fasilitas kredit yang belum ditarik	521.345	483.602	*Undrawn loan facilities*
L/C yang tidak dapat dibatalkan yang masih berjalan	49.789	5.130	*Irrevocable L/C*
Mata uang asing			*Foreign currency*
Garansi yang diterbitkan	250.815	699.746	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan	48.683	121.405	*Irrevocable L/C*
Fasilitas kredit yang belum ditarik	13.863	5.512	*Undrawn loan facilities*
Total	**1.946.135**	**2.551.050**	***Total***

b. Rincian transaksi komitmen dan kontinjensi (di luar fasilitas kredit yang belum ditarik):

b. The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows:

	31 Desember 2025/*December 31, 2025*		**31 Desember 2024/*December 31, 2024***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Garansi yang diterbitkan		30.918.489		26.532.582	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor		1.671.350		1.223.304	*Irrevocable L/C*
		32.589.839		27.755.886	
Mata uang asing					*Foreign currency*
Garansi yang diterbitkan					*Guarantees issued*
Dolar Amerika Serikat	456.526.225	7.612.575	409.110.612	6.584.635	*United States Dollar*
Euro Eropa	37.793.695	739.677	39.238.244	657.559	*European Euro*
Renminbi	226.851.986	541.042	-	-	*Renminbi*
Yen Jepang	343.524.784	36.585	42.791.794	4.409	*Japanese Yen*
Dolar Singapura	2.675.421	34.687	2.595.421	30.742	*Singaporean Dollar*
		8.964.566		7.277.345	

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

b. Rincian transaksi komitmen dan kontinjensi (di luar fasilitas kredit yang belum ditarik) (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

b. The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor					*Irrevocable L/C*
Dolar Amerika Serikat	83.737.610	1.396.325	94.654.258	1.523.460	*United States Dollar*
Euro Eropa	50.594.117	990.200	28.654.471	480.195	*European Euro*
Renminbi	110.264.918	262.982	144.466.057	318.546	*Renminbi*
Yen Jepang	312.604.130	33.292	750.398.962	77.314	*Japanese Yen*
Pound Sterling Inggris	177.700	3.988	140.438	2.839	*Great Britain Pound Sterling*
Franc Swiss	145.600	3.061	-	-	*Swiss Franc*
Dolar Singapura	120.175	1.558	123.538	1.463	*Singaporean Dollar*
Ringgit Malaysia	198.000	813	-	-	*Malaysian Ringgit*
Dirham Uni Emirat Arab	-	-	354.619	1.554	*United Arab Emirates Dirham*
		2.692.219		2.405.371	
		11.656.785		9.682.716	
		44.246.624		37.438.602	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Garansi yang diterbitkan		10.982.061		11.282.475	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor		1.749.432		1.133.865	*Irrevocable L/C*
		12.731.493		12.416.340	
Mata uang asing					*Foreign currency*
Garansi yang diterbitkan					*Guarantees issued*
Dolar Amerika Serikat	911.847.831	15.205.062	1.293.052.041	20.811.673	*United States Dollar*
Ringgit Malaysia	117.093.904	481.040	60.071.371	216.128	*Malaysian Ringgit*
Yen Jepang	2.640.339.720	281.196	2.822.740.622	290.827	*Japanese Yen*
Euro Eropa	4.254.272	83.262	22.740.519	381.088	*European Euro*
Dirham Uni Emirat Arab	-	-	50.000	219	*United Arab Emirates Dirham*
Philippines Peso	-	-	226.000.000	62.899	*Philippine Peso*
		16.050.560		21.762.834	
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor					*Irrevocable L/C*
Dolar Amerika Serikat	427.682.363	7.131.603	408.556.015	6.575.709	*United States Dollar*
Euro Eropa	10.265.534	200.911	20.975.791	351.515	*European Euro*

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

b. Rincian transaksi komitmen dan kontinjensi (di luar fasilitas kredit yang belum ditarik) (lanjutan):

b. The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows (continued):

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak berelasi (Catatan 44) (lanjutan)					*Related parties (Note 44) (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor (lanjutan)					*Irrevocable L/C (continued)*
Yen Jepang	968.129.300	103.106	778.549.516	80.214	*Japanese Yen*
Dolar Australia	101.829	1.136	549.909	5.507	*Australian Dollar*
Pound Sterling Inggris	-	-	21.523	435	*Great Britain Pound Sterling*
		7.436.756		7.013.380	
		23.487.316		28.776.214	
		36.218.809		41.192.554	
Total		80.465.433		78.631.156	*Total*
Dikurangi cadangan kerugian penurunan nilai		(1.410.927)		(2.061.936)	*Less allowance for impairment losses*
Neto		**79.054.506**		**76.569.220**	***Net***

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

c. Movements in estimated losses on commitments and contingencies

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss – impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Nilai tercatat awal	11.759.960	15.960	-	11.775.920	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	8.378.551	-	-	8.378.551	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	8.514.603	89.525	-	8.604.128	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(15.313.946)	(16.247)	-	(15.330.193)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	121.351	-	-	121.351	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**13.460.519**	**89.238**	**-**	**13.549.757**	***Carrying value ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss – impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Nilai tercatat awal	11.303.479	141.660	2.091	11.447.230	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(844.388)	(953)	-	(845.341)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	10.125.681	15.770	-	10.141.451	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(8.944.252)	(140.517)	(2.091)	(9.086.825)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	119.440	-	-	119.440	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**11.759.960**	**15.960**	**-**	**11.775.920**	***Carrying value ending balance***

	31 Desember/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Cadangan atas kerugian kredit ekspektasian awal	115.939	10.596	-	126.535	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(2.111)	-	-	(2.111)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	4.888	60.049	-	64.937	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(90.848)	(13.378)	-	(104.226)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	13.337	-	-	13.337	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**41.205**	**57.267**	**-**	**98.472**	***Allowance for expected credit loss ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Cadangan atas kerugian kredit ekspektasian awal	25.760	42.730	2.091	70.581	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(317)	(459)	-	(776)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	114.311	10.503	-	124.814	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(21.356)	(42.179)	(2.091)	(65.626)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.459)	1	-	(2.458)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**115.939**	**10.596**	**-**	**126.535**	***Allowance for expected credit loss ending balance***

	31 Desember/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Nilai tercatat awal	63.727.195	3.128.041	-	66.855.236	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	10.461	(10.461)	-	-	*Stage 1*
Stage 2	(8.667)	8.667	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(34.493.330)	(54.828)	-	(34.548.158)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	37.506.213	1.390.368	-	38.896.581	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(1.585.990)	(3.651.213)	-	(5.237.203)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	935.927	13.293	-	949.220	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**66.091.809**	**823.867**	**-**	**66.915.676**	***Carrying value ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Nilai tercatat awal	60.722.391	5.148.984	21.550	65.892.925	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	10.990	-	(10.990)	-	*Stage 1*
Stage 2	(6.803)	6.803	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(34.955.945)	(11.113)	-	(34.967.058)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	42.142.844	1.478.886	-	43.621.730	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(4.527.367)	(3.505.345)	(10.560)	(8.043.272)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	341.085	9.826	-	350.911	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**63.727.195**	**3.128.041**	**-**	**66.855.236**	***Carrying value ending balance***

	31 Desember/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Cadangan atas kerugian kredit ekspektasian awal	742.271	1.193.130	-	1.935.401	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	67	(67)	-	-	*Stage 1*
Stage 2	(342.879)	342.879	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(371.774)	(648.337)	-	(1.020.111)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	644.184	1.047.763	-	1.691.947	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(445.319)	(854.890)	-	(1.300.209)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	3.459	1.968	-	5.427	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**230.009**	**1.082.446**	**-**	**1.312.455**	***Allowance for expected credit loss ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Cadangan atas kerugian kredit ekspektasian awal	776.023	4.023.923	14.250	4.814.196	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Pengalihan ke					*Transition to*
Stage 1	4.069	-	(4.069)	-	*Stage 1*
Stage 2	(6.031)	6.031	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(162.018)	(725.184)	-	(887.202)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	478.585	713.542	-	1.192.127	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(377.282)	(2.826.015)	(10.181)	(3.213.478)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	28.925	833	-	29.758	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**742.271**	**1.193.130**	**-**	**1.935.401**	***Allowance for expected credit loss ending balance***

	31 Desember/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Nilai tercatat awal	122.638.678	853.896	-	123.492.574	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	197.613	(197.613)	-	-	*Stage 1*
Stage 2	(1.351.056)	1.351.056	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	4.739.817	(723.748)	-	4.016.069	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	28.232.749	97.086	-	28.329.835	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(21.069.314)	(616.202)	-	(21.685.516)	*Derecognized commitments and contingencies*
Penghapusbukuan komitmen dan kontinjensi	(38.055)	(60.656)	-	(98.711)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	331.766	-	-	331.766	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**133.682.198**	**703.819**	**-**	**134.386.017**	***Carrying value ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Nilai tercatat awal	125.809.601	2.780.815	-	128.590.416	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	384.717	(384.717)	-	-	*Stage 1*
Stage 2	(657.612)	657.612	-	-	*Stage 2*
Stage 3	-	-		-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(5.906.808)	(788.224)	-	(6.695.032)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	15.013.123	89.424	-	15.102.547	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(12.051.981)	(1.438.902)	-	(13.490.883)	*Derecognized commitments and contingencies*
Penghapusbukuan komitmen dan kontinjensi	(33.206)	(62.112)	-	(95.318)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	80.844	-	-	80.844	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**122.638.678**	**853.896**	**-**	**123.492.574**	***Carrying value ending balance***

	31 Desember/*December 31, 2025*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Cadangan atas kerugian kredit ekspektasian awal	347.217	141.897	-	489.114	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	12.835	(12.835)	-	-	*Stage 1*
Stage 2	(17.185)	17.185	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	35.709	48.172	-	83.881	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	97.439	38.747	-	136.186	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(135.225)	(39.127)	-	(174.352)	*Derecognized commitments and contingencies*
Penghapusbukuan komitmen dan kontinjensi	(38.055)	(60.656)	-	(98.711)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	99.090	-	-	99.090	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**401.825**	**133.383**	**-**	**535.208**	***Allowance for expected credit loss ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Cadangan atas kerugian kredit ekspektasian awal	346.708	886.283	-	1.232.991	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	30.176	(30.176)	-	-	*Stage 1*
Stage 2	(9.120)	9.120	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(57.912)	(52.161)	-	(110.073)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi yang baru diterbitkan atau dibeli	87.393	5.294	-	92.687	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(114.604)	(614.351)	-	(728.955)	*Derecognized commitments and contingencies*
Penghapusbukuan komitmen dan kontinjensi	(33.206)	(62.112)	-	(95.318)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	97.782	-	-	97.782	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**347.217**	**141.897**	**-**	**489.114**	***Allowance for expected credit loss ending balance***

BRI melakukan penilaian atas transaksi komitmen dan kontinjensi yang merupakan risiko kredit secara kolektif dan individual.

Manajemen berpendapat bahwa jumlah estimasi kerugian komitmen dan kontinjensi pada tanggal-tanggal 31 Desember 2025 dan 2024 telah memadai.

BRI assessed commitments and contingencies transaction which bear credit risk collectively and individually.

Management believes that the estimated amount of commitments and contingencies losses as of December 31, 2025 and 2024, are adequate.

27. LIABILITAS IMBALAN KERJA

Liabilitas imbalan kerja terdiri atas:

27. LIABILITIES FOR EMPLOYEE BENEFITS

Liabilities for employee benefits consist of:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Cadangan atas program imbalan kerja bagi pekerja (Catatan 42)	16.689.746	12.629.995	*Provision for employee benefit program (Note 42)*
Cadangan Bonus dan Insentif	9.184.044	6.828.505	*Provision for Bonuses and Incentives*
Cadangan Tunjangan Hari Raya	1.347.672	1.217.871	*Provision for Religious Festify Allowance*
Cadangan pekerja kontrak	120.375	174.964	*Provision for contract worker*
Cadangan Imbalan Kerja Lainnya	86.474	85.000	*Provision for Others Employee Benefits*
Total	**27.428.311**	**20.936.335**	***Total***

27. LIABILITAS IMBALAN KERJA (lanjutan)

Cadangan atas program imbalan kerja bagi pekerja meliputi program pensiun imbalan pasti, program pemutusan hubungan kerja, program masa persiapan pensiun dan program imbalan jangka panjang lain (Program penghargaan tanda jasa, cuti besar, BPJS kesehatan pasca kerja dan manfaat lain dana manfaat tambahan) sesuai dengan kebijakan BRI dan entitas anak yang dihitung sesuai dengan perhitungan aktuaria independen.

27. LIABILITIES FOR EMPLOYEE BENEFITS (continued)

Provisions for employee benefit program include defined benefit pension program, post-employment benefit program and other long-term benefit program (gratuity for services program, grand leave, post-employment health BPJS and other benefit program of additional benefit fund) in accordance with BRI and its subsidiaries policies calculated in accordance with the calculation of an independent actuary.

28. LIABILITAS LAIN-LAIN

Liabilitas lain-lain terdiri atas:

28. OTHER LIABILITIES

Other liabilities consist of:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024*)/ *December 31, 2024**)**	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Liabilitas kontrak asuransi	19.275.370	16.879.623	*Insurance contract liabilities*
Utang deposit emas	5.163.525	-	*Gold deposits payable*
Utang akrual	1.649.547	2.352.133	*Accrued payable*
Utang bunga	1.288.101	1.509.404	*Interest payables*
Cadangan kewajiban litigasi (Catatan 45b)	1.120.521	676.572	*Allowance for litigation liabilities (Note 45b)*
Liabilitas kartu kredit	294.314	224.101	*Credit card liabilities*
Liabilitas sewa	275.631	162.092	*Lease liabilities*
Pendapatan diterima dimuka	139.985	310.982	*Unearned income*
Premi yang belum merupakan Pendapatan	102.356	-	*Unearned premium*
Cadangan pembayaran bunga tepat waktu	66.484	73.846	*Allowance for timely interest payment*
Estimasi liabilitas klaim	24.427	-	*Estimated claim liabilites*
Lain-lain	3.869.290	4.183.181	*Others*
	33.269.551	26.371.934	
Mata uang asing			*Foreign currency*
Utang bunga	380.989	375.922	*Interest payables*
Term deposit valas devisa hasil ekspor Bank Indonesia	342.092	333.971	*Time deposits in foreign exchange proceeds from export with Bank Indonesia*
Pendapatan diterima dimuka	236.820	317.913	*Unearned income*
Liabilitas sewa	67.154	85.651	*Lease liabilities*
Lain-lain	507.589	1.189.086	*Others*
	1.534.644	2.302.543	
Total	**34.804.195**	**28.674.477**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

29. PINJAMAN DAN SURAT BERHARGA SUBORDINASI

BRI memperoleh pinjaman dan surat berharga subordinasi dengan rincian sebagai berikut:

29. SUBORDINATED LOANS AND MARKETABLE SECURITIES

BRI obtained subordinated loans and marketable securities with details as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Obligasi Subordinasi IV	257.537	262.663	*Subordinated Bond IV*
Pihak berelasi (Catatan 44)			***Related parties (Note 44)***
Rupiah			*Rupiah*
Obligasi Subordinasi IV	227.889	227.380	*Subordinated Bond IV*
Pinjaman *two-step loan*	1.441	1.738	*Two-step loan*
	229.330	229.118	
Total	**486.867**	**491.781**	***Total***

a. Pinjaman *two-step*

Pinjaman *two-step loan* dalam mata uang Rupiah merupakan pinjaman dari Pemerintah yang dananya berasal dari *Asian Development Bank* (ADB), *International Bank for Reconstruction and Development* (IBRD), *International Fund for Agricultural Development* (IFAD), *United States Agency for International Development* (USAID) dan *Islamic Development Bank* (IDB).

Tingkat suku bunga pinjaman ini bervariasi sesuai dengan perjanjian masing-masing dengan jangka waktu antara 15 (lima belas) sampai dengan 40 (empat puluh) tahun.

Tingkat suku bunga rata-rata untuk pinjaman *two-step loan* adalah sebesar 3,00% dan 2,71% masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024. Pinjaman-pinjaman tersebut akan jatuh tempo pada berbagai tanggal sampai dengan tahun 2027.

a. Two-step loan

The two-step loan in Rupiah represents the loans from the Government which were funded by the Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), International Fund for Agricultural Development (IFAD), United States Agency for International Development (USAID), and Islamic Development Bank (IDB).

The interest rates of this loan vary according to the respective agreements with periods ranging from 15 (fifteen) to 40 (forty) years.

The average interest rates for this two-step loan are 3.00% and 2.71% for the years ended December 31, 2025 and 2024. This loan will mature on various dates up to 2027.

b. Obligasi Subordinasi IV Tahun 2023

Pada tanggal 6 Juli 2023, BRI menerbitkan Obligasi Subordinasi IV Bank BRI Tahun 2023 dengan nilai pokok sebesar Rp500.000 dengan tingkat suku bunga sebesar 6,45% per tahun, untuk jangka waktu selama 5 (lima) tahun dan akan jatuh tempo pada tanggal 6 Juli 2028. Bunga Obligasi Subordinasi IV Bank BRI Tahun 2023 dibayarkan setiap 3 (tiga) bulan mulai tanggal 6 Juli 2023. Pada saat diterbitkan, Obligasi Subordinasi IV Bank BRI Tahun 2023 ini mendapat peringkat AA dari Pefindo.

b. Subordinated Bond IV Year 2023

On July 6, 2023, BRI issued Subordinated Bond IV Year 2023 with a nominal value of Rp500,000 with an interest of 6.45% per annum, for a period of 5 (five) years and will mature on July 6, 2028. The interest of Subordinated Bond IV Year 2023 is paid every 3 (three) months, starting from July 6, 2023. At the time of issuance, the Subordinated Bond IV Year 2023 was rated AA by Pefindo.

29. PINJAMAN DAN SURAT BERHARGA SUBORDINASI (lanjutan)

b. Obligasi Subordinasi IV Tahun 2023 (lanjutan)

Pada tanggal 31 Desember 2025, Obligasi Subordinasi IV tahun 2023 mendapatkan peringkat AA dari Pefindo.

Obligasi Subordinasi IV tahun 2023 tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

Manajemen berpendapat bahwa semua persyaratan/pembatasan yang ditetapkan dalam perjanjian telah dipenuhi.

Klasifikasi jangka waktu pinjaman subordinasi berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

29. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

b. Subordinated Bond IV Year 2023 (continued)

On December 31, 2025, Subordinated Bond IV Year 2023 obtained an AA rating from Pefindo.

Subordinated Bond IV Year 2023 is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

b. Entity are prohibited to merger and/or split off and/or consolidation and/or acquisition with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction.

Management believes that all covenants or restrictions stipulated in the trustee agreements have been complied with.

The classification of subordinated loans and marketable securities based on their remaining period until maturity are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rupiah			*Rupiah*
> 1 tahun - 5 tahun	486.867	491.781	*> 1 year - 5 years*
Total	**486.867**	**491.781**	***Total***

30. OPSI SAHAM

Dalam rangka meningkatkan produktivitas dan motivasi bagi talent terbaik, Direksi BRI memutuskan untuk memberikan program kepemilikan saham bagi pekerja dalam bentuk *Employee Stock Option Plan* (ESOP).

30. STOCK OPTION

In order to increase productivity and motivation for the best talent, the BRI Board of Directors decided to provide a share ownership program for workers in the form of an Employee Stock Option Plan (ESOP).

30. OPSI SAHAM (lanjutan)

Sesuai surat Direksi No. B.0017-DIR/HCS/01/2023 tanggal 2 Januari 2023, BRI menerbitkan program ESOP pada tanggal 2 Januari 2023 (tanggal *grant*) sejumlah 131.357.200 lembar saham dimana tanggal pemberian alokasi hak saham atau tanggal *grant* pada 2 Januari 2023, dengan akhir periode *vesting* pada 31 Desember 2025. Masa berlaku dari *exercise* opsi untuk ESOP 2023 mulai tanggal 2 Januari 2026 sampai dengan 30 Juni 2026. Setelah tanggal tersebut, seluruh hak opsi yang tidak digunakan akan menjadi gugur.

Perhitungan, metode dan asumsi mengenai ESOP diperoleh dari laporan aktuaris independen, Willis Towers Watson pada November 2023.

Nilai wajar dari ESOP sebesar Rp122.030. Nilai wajar ESOP diamortisasi selama masa *vesting* dan diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian, sedangkan akumulasi biaya selama periode *vesting* diakui dalam ekuitas.

Biaya ESOP yang diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2025 sebesar Rp40.677.

Nilai wajar dari setiap hak opsi diestimasi pada tanggal pemberian hak opsi dengan menggunakan model "*Black-scholes*", dengan asumsi utama sebagai berikut:

30. STOCK OPTION (continued)

In accordance with the Board of Directors' letter no. B.0017-DIR/HCS/01/2023 dated January 2, 2023, BRI issued an ESOP program on January 2, 2023 (grant date) in the amount of 131,357,200 shares where the date of allocation of share rights or grant date is January 2, 2023, with the end of the vesting period is December 31, 2025. The validity period of option exercise for the 2023 ESOP is from January 2, 2026 to June 30, 2026. After that date, all unused option rights will expire.

Calculation methods and assumptions regarding ESOP were obtained from the independent actuary's report, Willis Towers Watson in November 2023.

The fair value of the ESOP is Rp122,030. The fair value of the ESOP is amortized over the vesting period and recognized in consolidated profit or loss and other comprehensive income, while the accumulated costs over the vesting period are recognized in equity.

ESOP costs recognized in consolidated profit or loss and other comprehensive income for the years ended December 31, 2025 amounted to Rp40,677.

The fair value of each option right is estimated on the date of granting the option rights by using the "Black-scholes" model, assuming the following main assumptions:

Periode *vesting* (dalam bulan)	36	*Vesting period (month)*
Harga saham pada tanggal pemberian opsi (dalam Rupiah penuh)	4.870	*Share price on the date of option (full amount)*
Harga pelaksanaan opsi (dalam Rupiah penuh)	4.870	*Option execution price (full amount)*
Nilai wajar opsi (dalam Rupiah penuh)	929	*Fair value options (full amount)*
Volatilitas harga saham	32,419%	*Share price volatility*
Suku bunga bebas risiko	6,103	*Risk-free interest rates*
Tingkat dividen	5,834	*Dividend rate*

31. EKUITAS / *31. EQUITY*

a. Modal Saham / *a. Capital Stock*

Rincian modal dasar, modal ditempatkan dan disetor penuh BRI masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The details of authorized, issued and fully paid capital stock of BRI as of December 31, 2025 and 2024 are as follows:

	31 Desember/*December 31, 2025*				
	Total Lembar Saham/ *Number of Shares*	**Nilai Nominal per Lembar Saham (Rupiah Penuh)/ *Nominal Value per Share (full amount)***	**Total Nilai Saham (Rupiah Penuh)/ *Total Share Value (full amount)***	**Persentase Kepemilikan Saham/ *Percentage of ownership***	
Modal dasar					***Authorized capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Saham biasa atas nama Seri B	299.999.999.999	50	14.999.999.999.950	100,00	*Series B Common Shares*
Total	**300.000.000.000**		**15.000.000.000.000**	**100,00%**	***Total***
Modal ditempatkan dan disetor penuh					***Issued and fully paid capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Negara Republik Indonesia					*Republic of Indonesia*
Saham biasa atas nama Seri B					*Series B Common Shares*
PT Danantara Asset					*PT Danantara Asset*
Management (Persero)	80.610.976.875	50	4.030.548.843.750	53,19	*Management (Persero)*
Dewan Komisaris:					*Commissioners*[*)]*:
- Kartika Wirjoatmodjo[*)]	1.678.000	50	83.900.000	0,00	*- Kartika Wirjoatmodjo*[*)]
- Awan Nurmawan Nuh[*)]	712.500	50	35.625.000	0,00	*- Awan Nurmawan Nuh*[*)]
Direksi					*Directors*[*)]*:
- Hery Gunardi	435.000	50	21.750.000	0,00	*- Hery Gunardi*
- Viviana Dyah Ayu R.K[*)]	3.819.500	50	190.975.000	0,00	*- Viviana Dyah Ayu R.K*[*)]
- Achmad Royadi	1.215.672	50	60.783.600	0,00	*- Achmad Royadi*
- Aris Hartanto	430.964	50	21.548.200	0,00	*- Aris Hartanto*
- Akhmad Purwakajaya	243.500	50	12.175.000	0,00	*- Akhmad Purwakajaya*
- Ety Yuniarti	193.262	50	9.663.100	0,00	*- Ety Yuniarti*
- Farida Thamrin	19.800	50	990.000	0,00	*- Farida Thamrin*
Masyarakat	69.980.674.330	50	3.499.033.716.500	46,17	*Public*
	150.600.399.404		7.530.019.970.200	99,36	
Saham treasuri (Catatan 1d)	958.602.200		47.930.110.000	0,64	*Treasury stock (Notes 1d)*
Total	**151.559.001.604**		**7.577.950.080.200**	**100,00%**	***Total***

*) Termasuk tantiem yang ditangguhkan dalam bentuk saham (Catatan 31f)

*) *Included deferred remuneration in the form of shares (Note 31f)*

31. EKUITAS (lanjutan)

a. Modal Saham (lanjutan)

Rincian modal dasar, modal ditempatkan dan disetor penuh BRI masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut (lanjutan):

31. EQUITY (continued)

a. Capital Stock (continued)

The details of authorized, issued and fully paid capital stock of BRI as of December 31, 2025 and 2024 are as follows (continued):

	31 Desember/*December 31, 2024*				
	Total Lembar Saham/ *Number of Shares*	**Nilai Nominal per Lembar Saham (Rupiah Penuh)/ *Nominal Value per Share (full amount)***	**Total Nilai Saham (Rupiah Penuh)/ *Total Share Value (full amount)***	**Persentase Kepemilikan Saham/ *Percentage of ownership***	
Modal dasar					***Authorized capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Saham biasa atas nama Seri B	299.999.999.999	50	14.999.999.999.950	100,00	*Series B Common Shares*
Total	**300.000.000.000**		**15.000.000.000.000**	**100,00%**	***Total***
Modal ditempatkan dan disetor penuh					***Issued and fully paid capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Negara Republik Indonesia					*Republic of Indonesia*
Saham biasa atas nama Seri B					*Series B Common Shares*
Negara Republik Indonesia	80.610.976.875	50	4.030.548.843.750	53,19	*Republic of Indonesia*
Dewan Komisaris*):					*Commissioners*):*
- Kartika Wirjoatmodjo	1.678.000	50	83.900.000	0,00	*- Kartika Wirjoatmodjo*
- Rabin Indrajad Hattari	1.510.100	50	75.505.000	0,00	*- Rabin Indrajad Hattari*
- Awan Nurmawan Nuh	712.500	50	35.625.000	0,00	*- Awan Nurmawan Nuh*
Direksi*):					*Directors*):*
- Sunarso	5.658.656	50	282.932.800	0,00	*- Sunarso*
- Catur Budi Harto	4.045.557	50	202.277.850	0,00	*- Catur Budi Harto*
- Handayani	5.741.900	50	287.095.000	0,00	*- Handayani*
- Ahmad Solichin Lutfiyanto	5.454.170	50	272.708.500	0,00	*- Ahmad Solichin Lutfiyanto*
- Supari	4.970.914	50	248.545.700	0,00	*- Supari*
- Agus Noorsanto	3.938.641	50	196.932.050	0,00	*- Agus Noorsanto*
- Viviana Dyah Ayu R.K	3.819.500	50	190.975.000	0,00	*- Viviana Dyah Ayu R.K*
- Amam Sukriyanto	3.623.454	50	181.172.700	0,00	*- Amam Sukriyanto*
- Agus Sudiarto	3.584.100	50	179.205.000	0,00	*- Agus Sudiarto*
- Agus Winardono	3.469.681	50	173.484.050	0,00	*- Agus Winardono*
- Arga Mahanana Nugraha	3.421.385	50	171.069.250	0,00	*- Arga Mahanana Nugraha*
- Andrijanto	2.989.700	50	149.485.000	0,00	*- Andrijanto*
Masyarakat	69.983.528.170	50	3.499.176.408.500	46,20	*Public*
	150.649.123.304		7.532.456.165.200	99,39%	
Saham treasuri (Catatan 1d)	909.878.300		45.493.915.000	0,61	*Treasury stock (Note 1d)*
Total	**151.559.001.604**		**7.577.950.080.200**	**100,00%**	***Total***

*) Termasuk tantiem yang ditangguhkan dalam bentuk saham (Catatan 31f)

**) Included deferred remuneration in the form of shares (Note 31f)*

Saham Seri A Dwiwarna adalah saham yang memberikan hak-hak preferen kepada pemegangnya untuk menyetujui pengangkatan dan pemberhentian Dewan Komisaris dan Direksi, perubahan anggaran dasar, menyetujui penggabungan, peleburan, pengambilalihan dan pemisahan BRI, pengajuan permohonan agar BRI dinyatakan pailit dan pembubaran BRI.

Series A Dwiwarna share is the share that gives the shareholder preferential rights to approve the appointment and dismissal of Board of Commissioners and Directors, amendments in the articles of association, approval on BRI's merger, dissolution, acquisition and separation, as well as submission of BRI's bankruptcy and liquidation declaration request.

Saham Seri B adalah saham biasa atas nama yang dapat dimiliki oleh masyarakat.

Series B shares are common shares that can be owned by the public.

31. EKUITAS (lanjutan) / *31. EQUITY (continued)*

b. Tambahan Modal Disetor / *b. Additional Paid-in Capital*

Rincian tambahan modal disetor adalah sebagai berikut: / *The details of additional paid-in capital are as follows:*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Tambahan modal Pemerintah sehubungan dengan program rekapitalisasi	1.092.144	1.092.144	*Additional capital by the Government related to recapitalization program*
Sisa setoran modal Pemerintah sebelumnya	5	5	*Remaining balance of paid-up capital by the Government*
Agio saham dari IPO	589.762	589.762	*Additional paid-in capital from IPO*
Eksekusi atas opsi saham			*Exercise of stock options*
Tahun 2004	49.514	49.514	*Year 2004*
Tahun 2005	184.859	184.859	*Year 2005*
Tahun 2006	619.376	619.376	*Year 2006*
Tahun 2007	140.960	140.960	*Year 2007*
Tahun 2008	29.013	29.013	*Year 2008*
Tahun 2009	14.367	14.367	*Year 2009*
Tahun 2010	43.062	43.062	*Year 2010*
Opsi saham MSOP tahap pertama yang telah jatuh tempo	504	504	*Stock option MSOP Stage-I which is already expired*
Opsi saham MSOP tahap kedua yang telah jatuh tempo	1.845	1.845	*Stock option MSOP Stage-II which is already expired*
Opsi saham MSOP tahap ketiga yang telah jatuh tempo	8.447	8.447	*Stock option MSOP Stage-III which is already expired*
Akuisisi entitas sepengendali tahun 2018	(81.195)	(81.195)	*Acquisition of merging entities in 2018*
Kompensasi atas Saham Bonus tahun 2019	208.331	208.331	*Bonus shares compensation* in 2019
Kompensasi atas Saham Bonus tahun 2020	510.819	510.819	*Bonus shares compensation* in 2020
Kompensasi atas Saham Bonus tahun 2021	1.154.211	1.154.211	*Bonus shares compensation* in 2021
Opsi saham MSOP tahap keempat yang telah jatuh tempo	62.862	62.862	*Stock option MSOP Stage-IV which is already expired*
Kehilangan pengendalian atas entitas anak	565.209	565.209	*Loss of control over subsidiaries*
Tambahan modal atas transaksi PMHMETD	94.419.142	94.419.142	*Additional capital for PMHMETD transactions*
Akuisisi entitas sepengendali tahun 2021	(23.370.339)	(23.370.339)	*Acquisition transaction under common control in 2021*
Kompensasi atas Saham Bonus tahun 2022	(1.341)	(1.341)	*Bonus shares compensation in 2022*
Akuisisi entitas sepengendali tahun 2022	(604.474)	(604.474)	*Acquisition transaction under common control in 2022*
Cadangan saham bonus yang telah jatuh tempo	210.266	210.266	*Provision for bonus share from the previous program that had matured*
Kompensasi atas Saham Bonus tahun 2023	5.778	5.778	*Compensation for bonus shares in 2023*
Kompensasi atas Saham Bonus tahun 2024	27.096	27.096	*Compensation for bonus shares in 2024*
Kompensasi atas Saham Bonus tahun 2025	(11.798)	-	*Compensation for bonus shares in 2025*
Cadangan saham bonus yang telah jatuh tempo	77.770	-	*Provision for bonus share from the previous program that had matured*
	75.946.195	**75.880.223**	

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Sebagai realisasi dari Program Rekapitalisasi Bank Umum sesuai Peraturan Pemerintah No. 52 Tahun 1999 tentang "Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Bank Pemerintah", Pemerintah telah menetapkan bahwa jumlah kebutuhan rekapitalisasi BRI untuk mencapai Kewajiban Penyediaan Modal Minimum 4% adalah sebesar Rp29.063.531. Sampai dengan tanggal 30 Juni 2003, modal dasar dan ditempatkan BRI belum ditingkatkan dengan tambahan modal dari program rekapitalisasi tersebut, sehingga setoran modal Pemerintah sebesar Rp29.063.531 dicatat sementara pada akun "Tambahan Modal Disetor" bersama-sama dengan sisa setoran modal Pemerintah sebelumnya sebesar Rp5.

Berdasarkan Surat Keputusan Menteri Keuangan No. 427/KMK.02/2003 tanggal 30 September 2003 jumlah final kebutuhan rekapitalisasi BRI sebesar Rp29.063.531, dikonversi menjadi modal disetor sebesar Rp3.272.000 dan sisanya sebesar Rp25.791.531 dibukukan sebagai agio saham. Selanjutnya, dengan dilaksanakannya kuasi-reorganisasi oleh BRI, saldo rugi sebelum kuasi-reorganisasi pada tanggal 30 Juni 2003 sebesar Rp24.699.387 dieliminasikan ke agio saham, sehingga menghasilkan saldo agio saham sebesar Rp1.092.149 pada tanggal 30 Juni 2003.

Pada tanggal 10 November 2003, BRI telah melakukan IPO dengan mengeluarkan 1.764.705.000 lembar Saham Biasa Atas Nama Seri B baru dengan nilai nominal Rp500 (nilai penuh) per saham dengan harga penawaran Rp875 (nilai penuh) per saham sehingga menghasilkan tambahan agio saham sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

In line with the realization of the Recapitalization Program for Commercial Banks in accordance with Government Regulation No. 52 Year 1999 regarding the "Increase in Investment by the Republic of Indonesia in State-Owned Banks", the Government determined that the recapitalization requirement amount of BRI to achieve Capital Adequacy Ratio (CAR) of 4% was Rp29,063,531. As of June 30, 2003, the authorized and issued capital stock of BRI has not yet been increased by additional capital from the above recapitalization program, therefore, the paid-up capital from the Government of Rp29,063,531 was recorded temporarily in "Additional Paid-in Capital" account together with the previous balance of paid-up capital of Rp5 from the Government.

Based on the Decision Letter of the Minister of Finance No. 427/KMK.02/2003 dated September 30, 2003, the final recapitalization requirement of BRI amounted to Rp29,063,531. The amount of Rp3,272,000 was converted to paid-up capital and the remaining balance of Rp25,791,531 was recorded as additional paid-in capital. Furthermore, with the implementation of the quasi-reorganization by BRI, the accumulated losses before quasi-reorganization as of June 30, 2003 amounting to Rp24,699,387 was eliminated against additional paid-in capital, resulting in additional paid-in capital amounting to Rp1,092,149 as of June 30, 2003.

On November 10, 2003, BRI conducted an IPO by issuing 1,764,705,000 new Series B common shares with a par value of Rp500 (full amount) per share at the offering price of Rp875 (full amount) per share, resulting in additional paid-in capital as follows:

Jumlah Saham Biasa Atas Nama Seri B baru yang dikeluarkan untuk masyarakat dalam rangka IPO (lembar saham) (Catatan 1c)	1.764.705.000	*Total New Series B Common Shares Issued to the Public Under the IPO (Shares) (Note 1c)*
Agio saham per saham (nilai penuh)	375	*Additional paid-in capital per share (full amount)*
Total agio saham - sebelum diskon	661.764	*Total additional paid-in capital - before discount*
Dikurangi		*Less*
- 3% diskon yang diberikan kepada nasabah BRI	(2.961)	*- 3% discount given to BRI customers*
- Biaya IPO	(69.041)	*- Cost of IPO*
Agio saham dari IPO	**589.762**	***Additional paid-in capital from IPO***

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Transaksi entitas sepengendali

Berdasarkan Akta Jual Beli Saham No. 70 tanggal 20 Desember 2018 yang dibuat di hadapan Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta Selatan, PT Bahana Artha Ventura telah mengalihkan kepemilikan saham PT BRI Ventura Investama (BRI Ventures) sebanyak 15.874 lembar kepada BRI (Catatan 1f), dan berdasarkan Akta Pengambilalihan Saham No. 53 tanggal 21 Desember 2018 yang dibuat di hadapan Masjuki, S.H., notaris pengganti dari M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) telah mengalihkan kepemilikan saham PT Danareksa Sekuritas (Danareksa Sekuritas), sebanyak 335.000.000 lembar saham kepada BRI (Catatan 1f).

Transaksi jual beli tersebut merupakan transaksi kombinasi bisnis entitas sepengendali dimana pemegang saham pengendali (*ultimate shareholder*) dari BRI, PT Danareksa (Persero) dan PT Bahana Artha Ventura adalah Pemerintah Republik Indonesia. Oleh karena itu, transaksi tersebut diperlakukan berdasarkan metode penyatuan kepemilikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 338, "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas, dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Entities under common control transaction

Based on the Deed Sale and Purchase of Shares No. 70 dated December 20, 2018, of Ashoya Ratam, S.H., M.Kn., PT Bahana Artha Ventura transferred 15,874 shares of BRI Ventura to BRI (Note 1f) and based on the Deed of Shares Takeover No. 53 dated December 21, 2018, made before Masjuki, S.H., a substitute notary of Notary M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) sold 335,000,000 shares of PT Danareksa Sekuritas (Danareksa Sekuritas) to BRI (Note 1f).

These sale and purchase transactions constitute a business combination of entities under common control where the ultimate shareholder of BRI, PT Danareksa (Persero) and PT Bahana Artha Ventura is the Government of the Republic of Indonesia. Therefore, the transactions are treated based on the pooling of interests method in accordance with the Statement of Financial Accounting Standarsd ("SFAS") No. 338, "Business Combination of Entities Under Common Control".

The difference between the amount of the considerations transferred and the carrying amount of the investment obtained from this transaction is recorded in the "additional paid-in capital" account in equity, with details as follows:

	Jumlah imbalan yang dialihkan/ *Considerations transferred*	**Jumlah tercatat investasi/ *Investment Carrying amount***	**Tambahan modal disetor/ *Additional Paid-in Capital***	
Danareksa Sekuritas	446.888	366.359	80.529	*Danareksa Sekuritas*
BRI Ventures	3.090	2.424	666	*BRI Ventures*
Jumlah	**449.978**	**368.783**	**81.195**	***Total***

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Transaksi entitas sepengendali (lanjutan)

Berdasarkan Akta Jual Beli Saham No. 47 tanggal 20 Desember 2018 yang dibuat di hadapan Masjuki, S.H., Notaris pengganti dari M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) telah mengalihkan kepemilikan saham PT Danareksa Investment Management ("DIM") sebanyak 10.500.000 lembar saham kepada BRI (Catatan 1f). Atas transaksi ini BRI memiliki pengaruh signifikan terhadap DIM sehingga transaksi ini dicatat sesuai PSAK No. 228 "Investasi pada Entitas Asosiasi", dimana dalam metode ekuitas pengakuan awal diakui sesuai dengan harga perolehan yang kemudian ditambah atau dikurangi untuk mengakui bagian BRI atas laba rugi DIM setelah tanggal perolehan.

Kemudian berdasarkan Akta Jual Beli Saham No. 32 tanggal 30 November 2022 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, PT Danareksa (Persero) telah mengalihkan kepemilikan saham PT Danareksa Investment Management ("DIM") sebanyak 9.000.000 lembar saham kepada BRI (Catatan 1f), sehingga BRI memiliki 19.500.000 lembar saham atau setara dengan 65% dari total saham beredar DIM. Atas transaksi ini BRI memperoleh pengendalian terhadap DIM sehingga atas transaksi ini merupakan kombinasi bisnis entitas sepengendali dan dicatat sesuai PSAK No. 338, "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas. Pada tanggal akuisisi di tahun 2022 selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi adalah sebesar Rp604.474.

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Entities under common control transaction (continued)

Based on the Deed of Sale and Purchase of Shares No. 47 dated December 20, 2018 made before Masjuki, S.H., Notary substitute for M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) has transferred the share ownership of PT Danareksa Investment Management ("DIM") amounting to 10,500,000 shares to BRI (Note 1f). For this transaction, BRI has significant influence on DIM so that this transaction is recorded in accordance with SFAS No. 228, "Investment in Associates", where in the equity method initial recognition is recognized according to the acquisition price which is then added or reduced to recognize BRI's share of DIM's profit or loss after date of acquisition.

Furthermore, based on the Deed of Sale and Purchase of Shares No. 32 dated November 30, 2022 made before Fathiah Helmi, S.H., Notary in Jakarta, PT Danareksa (Persero) has transferred ownership of PT Danareksa Investment Management ("DIM") shares totaling 9,000,000 shares to BRI (Note 1f), so that BRI owns 19,500,000 shares or equivalent to 65% of the total outstanding shares of DIM. For this transaction, BRI obtained control over DIM so that this transaction is a business combination of entities under common control and is recorded in accordance with SFAS No. 338, "Business Combinations of Entities under Common Control".

The difference between the amount of consideration transferred and the carrying amount of the investment obtained from this transaction is recorded in the "Additional Paid-in Capital" account in the equity section. At the acquisition date in 2022, the difference between the amount of consideration transferred and the carrying amount of the investment amounted to Rp604,474.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Kehilangan pengendalian atas entitas anak (BRIS)

Pada tanggal 12 Oktober 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRIsyariah Tbk (BRIS) dan PT Bank BNI Syariah (BNIS) telah menandatangani *Conditional Merger Agreement* (CMA) atau Perjanjian Penggabungan Bersyarat dalam rangka penggabungan usaha BSM, BRIS dan BNIS (Bank Peserta Penggabungan).

Berdasarkan CMA, setelah tanggal efektif penggabungan, PT Bank BRIsyariah Tbk (BRIS) akan menjadi entitas yang menerima penggabungan atau *surviving entity* dan seluruh pemegang saham PT Bank BNI Syariah (BNIS) dan PT Bank Syariah Mandiri (BSM) akan menjadi pemegang saham dari entitas yang menerima penggabungan berdasarkan rasio penggabungan.

Berdasarkan rasio penggabungan kepemilikan BRI atas BSI adalah sebesar 17,29% atau sebanyak 7.092.761.655 lembar saham senilai Rp3.546.381.

Sejak tanggal 1 Februari 2021, BRI telah kehilangan pengendalian atas BRIS yang mengakibatkan BRI harus menghentikan pengakuannya terhadap aset neto BRIS pada nilai tercatatnya sebesar Rp909.707 dan jumlah tercatat setiap kepentingan non-pengendali terdahulu kepada BRIS ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan non pengendali) senilai Rp1.452.824. Setelah itu BRI mengakui investasi pada BSI sesuai dengan rasio penggabungan dimana selisih antara aset neto BRIS dengan investasi BSI dicatat sebagai tambahan modal disetor sebesar Rp565.209.

Transaksi penggabungan ini merupakan transaksi kombinasi bisnis entitas sepengendali dimana pemegang saham pengendali (*ultimate shareholder*) dari BRI, BNI, Mandiri, BSM, BRIS dan BNIS adalah Pemerintah Republik Indonesia.

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Loss of control over the subsidiary (BRIS)

On October 12, 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRIsyariah Tbk (BRIS) and PT Bank BNI Syariah (BNIS) have signed a Conditional Merger Agreement (CMA) for the purpose of merging BSM, BRIS and BNIS (Merger Participating Banks).

Based on the CMA, after the effective date of the merger, PT Bank BRIsyariah Tbk (BRIS) will become the surviving entity and all shareholders of PT Bank BNI Syariah (BNIS) and PT Bank Syariah Mandiri (BSM) will become shareholders of the entity that accept the merger based on the combined ratio.

Based on the combined ratio of BRI's ownership of BSI, it is 17.29% or 7,092,761,655 shares worth Rp3,546,381.

Since February 1, 2021, BRI has lost control of BRIS which has resulted in BRI having to derecognize BRIS' net assets at their carrying amount of Rp909,707 and the carrying amount of any former non-controlling interest in BRIS when control is lost (including any components of other comprehensive income attributable to non-controlling interests) amounting to Rp1,452,824. After that BRI recognized investment in BSI in accordance with the combined ratio where the difference between BRIS's net assets and BSI's investment was recorded as additional paid-in capital of Rp565,209.

This merger transaction is a business combination transaction of entities under common control in which the ultimate shareholder of BRI, BNI, Mandiri, BSM, BRIS and BNIS is the Government of the Republic of Indonesia.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Kehilangan pengendalian atas entitas anak (BRIS) (lanjutan)

Oleh karena itu, transaksi tersebut diperlakukan berdasarkan metode penyatuan kepemilikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 338 "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah tercatat investasi sebelumnya dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas, dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Loss of control over the subsidiary (BRIS) (continued)

Therefore, the transaction is treated based on the combined interest method in accordance with Statement of Financial Accounting Standards ("SFAS") No. 338, "Business Combination of Entities Under Common Control".

The difference between the carrying amount of the previous investment and the carrying amount of the investment obtained from this transaction is recorded in the "Additional Paid-in Capital" account in the equity section, with details as follows:

	Jumlah tercatat investasi sebelumnya/ *Carrying amount of previous investment*	**Jumlah tercatat investasi akibat merger/ *Carrying amount of investment due to merger***	**Tambahan modal disetor/ *Additional paid-in capital***	
Kepemilikan BRI atas BSI	2.981.172	3.546.381	565.209	*BRI ownership of BSI*

Penerbitan Saham Baru

Sesuai dengan RUPS Luar Biasa pada tanggal 22 Juli 2021, seperti yang telah diungkapkan dalam Akta No. 61 Notaris Fathiah Helmi, S.H., pemegang saham menyetujui BRI menerbitkan saham baru dalam rangka penambahan modal melalui mekanisme Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu I (PMHMETD I).

PMHMETD I tersebut telah memperoleh Pernyataan Efektif dari Otoritas Jasa Keuangan ("OJK") pada tanggal 30 Agustus 2021. Pemerintah Republik Indonesia, selaku pemegang saham pengendali Perseroan mengambil bagian atas seluruh Hak Memesan Efek Terlebih Dahulu (HMETD) yang menjadi haknya dengan melakukan *Inbreng* atas saham milik Pemerintah pada Pegadaian dan PNM kepada BRI adalah sebagai berikut:

a. 6.249.999 saham Seri B atau mewakili 99,99% dari seluruh modal ditempatkan dan disetor penuh dalam Pegadaian;
b. 3.799.999 saham Seri B atau mewakili 99,99% dari seluruh modal ditempatkan dan disetor penuh dalam PNM.

Additional Capital for PMHMETD transactions

In accordance with the Extraordinary General Meeting of Shareholders on July 22, 2021, as disclosed in the Deed No. 61 of Notary Fathiah Helmi, S.H., the shareholders approved the company issues new shares in connection with the issuance of Additional Capital with Preemptive Rights I (PMHMETD I) mechanism.

Additional Capital with Preemptive Rights I has received an effective statement from the Financial Services Authority ("OJK") on August 30, 2021. The Government of the Republic of Indonesia, as the controlling shareholder of the Company, takes part to all Preemptive Rights to which it is entitled by conducting Inbreng on shares owned by the Government's shares in Pegadaian and PNM to BRI as follows:

a. 6,249,999 Series B shares or representing 99.99% of the issued and fully paid capital in Pegadaian;
b. 3,799,999 Series B shares or representing 99.99% of the issued and fully paid capital in PNM.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Penerbitan Saham Baru (lanjutan)

Transaksi inbreng tersebut sesuai Akta Pengalihan Hak Atas Saham Republik Indonesia atas Perusahaan Perseroan (Persero) PT Pegadaian, Perusahaan Perseroan (Persero) PT Permodalan Nasional Madani untuk dan dalam rangka Penambahan Penyertaan Negara Republik Indonesia Dalam Penyertaan Modal Perusahaan Perseroan (Persero) PT Bank Rakyat Indonesia Tbk No. 13 tanggal 13 September 2021, Notaris Fathiah Helmi, S.H., atas Transaksi inbreng tersebut merupakan transaksi kombinasi bisnis entitas sepengendali dimana pemegang saham pengendali (*ultimate shareholder*) dari BRI, PT Pegadaian (Persero) dan PT Permodalan Nasional Madani adalah Pemerintah Republik Indonesia. Oleh karena itu, transaksi tersebut diperlakukan berdasarkan metode penyatuan kepemilikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 338, "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas, dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Additional Capital for PMHMETD transactions (continued)

The inbreng transaction is in accordance with the Deed of Transfer of Rights to Shares of the Republic of Indonesia for both the Company (Persero) PT Pegadaian, and PT Permodalan Nasional Madani and in relation to the assitional investment in the company (Persero) PT Bank Rakyat Indonesia Tbk by the Republic of Indonesia No. 13 dated September 13, 2021, Notary Fathiah Helmi, S.H., for the Inbreng Transaction is a business combination transaction of entities under common control in which the ultimate shareholder of BRI, PT Pegadaian (Persero) and PT Permodalan Nasional Madani is the Government of the Republic of Indonesia. Therefore, the transaction is treated based on the pooling of interest method in accordance with Statement of Financial Accounting Standards ("SFAS") No. 338, "Business Combination of Entities Under Common Control".

The difference between the nominal of investment and carrying amount of investment from this transaction is recorded in "Additional paid-in capital" in equity section as follows:

	Jumlah tercatat investasi sebelumnya/ *Carrying amount of previous investment*	**Jumlah tercatat investasi akibat merger/ *Carrying amount of investment due to merger***	**Tambahan modal disetor/ *Additional paid-in capital***	
PNM	6.100.068	6.073.819	26.249	*PNM*
Pegadaian	48.670.528	25.326.438	23.344.090	*Pegadaian*
Jumlah	**54.770.596**	**31.400.257**	**23.370.339**	***Total***

Jumlah imbalan yang dialihkan sesuai dengan hasil nilai wajar dari Kantor Jasa Penilai Publik (KJPP) Suwendho Rinaldy dan Rekan, sesuai dengan laporan No. 00244/2.0059-02/BS/07/0242/1/VI/2021 tanggal 30 Juni 2021 dan No. 00245/2.0059-02/BS/07/0242/1/VI/2021 tanggal 30 Juni 2021.

The nominal amount of investment transferred is in accordance with the fair value result from the External Independent Appraisal (KJPP) Suwendho Rinaldy and Partners, in accordance with report No. 00244/2.0059-02/BS/07/0242/1/VI/2021 dated June 30, 2021 and No. 00245/2.0059-02/BS/07/0242/1/VI/2021 dated June 30, 2021.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Penerbitan Saham Baru (lanjutan)

Atas PMHMETD I meningkatkan modal dan disetor penuh sebanyak 28.213.191.604 lembar saham atau sebesar Rp1.410.659, yang terdiri dari *inbreng* Pemerintah sebanyak 16.108.998.710 lembar saham atau sebesar Rp805.450 dan publik sebanyak 12.104.192.894 lembar saham atau sebesar Rp605.210, yang mengakibatkan kenaikan tambahan modal disetor sebesar Rp94.419.142 (setelah dikurangi oleh biaya emisi).

c. Selisih Kurs karena Penjabaran Laporan Keuangan dalam Mata Uang Asing

Akun ini merupakan selisih kurs yang timbul karena penjabaran laporan keuangan BRI Kantor Cabang/Perwakilan luar negeri (Cayman Islands, New York, Hong Kong, Singapura, Timor-Leste dan Taipei) dan entitas anak dalam mata uang Dolar Amerika Serikat, Dolar Hong Kong, Dolar Singapura dan Dolar Taiwan Baru ke dalam mata uang Rupiah (Catatan 2ai).

d. Pembagian Laba

Dalam RUPS Tahunan BRI tanggal 24 Maret 2025 dan 1 Maret 2024 pemegang saham menyetujui pembagian dividen dari laba tahun berjalan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Additional Capital for PMHMETD transactions (continued)

The PMHMETD I increased the issued and fully paid capital of 28,213,191,604 shares or Rp1,410,659, consisting of the Government inbreng shares totaling 16,108,998,710 shares or Rp805,450 and the public as many as 12,104,192,894 shares or Rp605,210, which resulted in an increase in additional paid-in capital of Rp94,419,142 (after deducting emission costs).

c. Differences Arising from Translation of Foreign Currency Financial Statements

This account represents the exchange rate differences arising from the translation of the financial statements of BRI overseas branches/representative office (Cayman Islands, New York, Hong Kong, Singapore, Timor-Leste, and Taipei) and subsidiaries with functional currency of United States Dollar, Hong Kong Dollar, Singaporean Dollar, and New Taiwanese Dollar into Rupiah (Note 2ai).

d. Distribution of Net Income

In the Annual General Meetings of BRI's Shareholders held on March 24, 2025 and March 1, 2024, the Shareholders agreed to distribute dividend from net income for the years ended December 31, 2024 and 2023 are as follows:

	Laba tahun berjalan/ *Income for the year*		
	Untuk tahun yang berakhir pada tanggal 31 Desember/ *ended December 31,*		
	2024	**2023**	
Pembagian laba untuk dividen	51.726.772	48.102.283	*Profit distribution for dividends*

Berdasarkan Perubahan Anggaran Dasar dalam Akta Notaris Fathiah Helmi, S.H., No. 31 tanggal 22 April 2024 yang menyatakan bahwa Perseroan dapat membagikan Dividen Interim berdasarkan keputusan Direksi setelah memperoleh persetujuan Dewan Komisaris dan/atau apabila diminta oleh Pemegang Saham yang mewakili paling sedikit 1/10 (satu per sepuluh) bagian dari saham yang telah dikeluarkan dan telah mendapatkan persetujuan Dewan Komisaris.

Based on the Amendment to the Articles of Association in Notarial Deed of Fathiah Helmi, S.H., No. 31 dated April 22, 2024, which states that the Company may distribute Interim Dividends based on a resolution of the Board of Directors after obtaining approval from the Board of Commissioners and/or upon request from Shareholders representing at least 1/10 (one-tenth) of the issued shares, provided that such distribution has been approved by the Board of Commissioners.

31. EKUITAS (lanjutan)

d. Pembagian Laba (lanjutan)

Pembagian dividen interim BRI tahun buku 2025 sesuai dengan Surat Persetujuan No. R.153-KOM/12/2025 tanggal 15 Desember 2025, disetujui sebesar Rp137 per lembar saham atau sebesar Rp20.613.694.

Pembagian dividen interim BRI tahun buku 2024 sesuai dengan Surat Persetujuan No. R.128-KOM/12/2024 tanggal 12 Desember 2024, disetujui sebesar Rp135 per lembar saham atau sebesar Rp20.337.632.

e. Reklasifikasi Saldo Laba - Telah Ditentukan Penggunaannya

Dalam rangka menjaga struktur permodalannya, BRI telah melakukan reklasifikasi saldo laba yang telah ditentukan penggunaannya (cadangan tujuan) ke saldo laba yang belum ditentukan penggunaannya sebesar Rp15.093.056 pada tahun 2016. Hal ini dilakukan sehubungan dengan penerapan Peraturan Otoritas Jasa Keuangan (POJK) No. 34/POJK.03/2016 pada tanggal 26 September 2016 tentang ”Perubahan atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum”.

f. Saham bonus BRI

Dalam rangka meningkatkan produktivitas dan menciptakan *sense of belonging* terhadap perusahaan dan memberikan insentif jangka panjang kepada pekerja untuk mencapai target yang telah ditetapkan, Manajemen BRI memutuskan untuk memberikan program bonus kepemilikan saham bagi pekerja dalam program *Employee Stock Allocation* (ESA).

Alokasi saham diberikan kepada masing-masing pekerja berdasarkan kinerja individu dan perusahaan.

31. EQUITY (continued)

d. Distribution of Net Income (continued)

The distribution of BRI's interim dividend for the 2025 financial year, in accordance with Approval Letter No. R.153-KOM/12/2025 *dated December 15, 2025, has been approved at Rp137 per share, amounting to Rp20,613,694.*

The distribution of BRI's interim dividend for the 2024 financial year, in accordance with Approval Letter No. R.128-KOM/12/2024 dated December 12, 2024, has been approved at Rp135 per share, amounting to Rp20,337,632.

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 in 2016. This is in accordance with the implementation of the Financial Services Authority Regulation (POJK) No. 34/POJK.03/2016 dated September 26, 2016 regarding "Amendment to POJK No. 11/POJK.03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks".

f. BRI Bonus Shares

In order to increase productivity and create a sense of belonging to the company and provide long-term incentives for workers to achieve predetermined targets, BRI management decided to provide a share ownership bonus program for workers in the form of Employee Stock Allocation (ESA) program.

Share allocation is given to each worker based on individual and company performance.

31. EKUITAS (lanjutan)

f. Saham bonus BRI (lanjutan)

Sesuai surat Direksi No. B.0016-DIR/HCS/ 01/2023 tanggal 2 Januari 2023, BRI kembali melaksanakan program ESA dimana tanggal pemberian alokasi hak saham atau tanggal *grant* pada 2 Januari 2023, dengan akhir periode *vesting* pada 31 Desember 2024.

Nilai wajar dari ESA pada saat pemberian pada tanggal 2 Januari 2023 sebesar Rp406.008. Nilai wajar ESA diamortisasi selama masa *vesting* dan diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian, sedangkan akumulasi biaya selama periode *vesting* diakui dalam ekuitas.

Biaya ESA yang diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 sebesar Rp1.194 dan Rp217.957.

Per 31 Desember 2023, cadangan saham bonus dari program sebelumnya yang telah jatuh tempo sebesar Rp210.266 yang mengakibatkan kenaikan tambahan modal disetor.

Selain program ESA bagi pekerja, terdapat juga program *Long Term Incentives (LTI)* yang ditujukan kepada direksi dan komisaris non independen BRI dimana tanggal pemberian alokasi hak saham atau tanggal *grant* masing-masing pada 15 Desember 2023 (LTI 2023) dan 23 Desember 2022 (LTI 2022), dengan memperhatikan ketentuan *holding period* untuk masing-masing program.

Nilai wajar dari LTI pada saat pemberian pada tanggal 15 Desember 2023 dan 23 Desember 2022 masing-masing sebesar Rp211.117 dan Rp141.438. Nilai wajar LTI diamortisasi selama masa *vesting* dan diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian, sedangkan akumulasi biaya selama periode *vesting* diakui dalam ekuitas.

Biaya LTI yang diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp103.907 dan Rp164.549.

31. EQUITY (continued)

f. BRI Bonus Shares (continued)

In accordance with the Board of Directors' letter No. B.0016-DIR/HCS/01/2023 dated January 2, 2023, BRI is re-implementing the ESA program where the share rights allocation date or grant date is January 2, 2023, with the end of the vesting period on December 31, 2024.

The fair value of ESA at the time of grant on January 2, 2023 was Rp406,008. The fair value of ESA is amortized over the vesting period and recognized in consolidated profit or loss and other comprehensive income, while the accumulated costs over the vesting period are recognized in equity.

ESA costs recognized in consolidated profit or loss and other comprehensive income for the years ended December 31, 2025 and 2024 amounted to Rp1,194 and Rp217,957.

As of December 31, 2023, bonus share reserves from the previous program that had matured amounted to Rp210,266 which resulted in an additional increase in paid-in capital.

Apart from the ESA program for employees, there is also a Long Term Incentives (LTI) program aimed at BRI's non-independent directors and commissioners where the allocation date for share rights or grant date are December 15, 2023 (LTI 2023) and December 23, 2022 (LTI 2022), with taking into holding period for each program.

The fair value of LTI at the time of grant on December 15, 2023 and December 23, 2022 amounted Rp211,117 and Rp141,438, respectively. The fair value of LTI is amortized over the vesting period and recognized in consolidated profit or loss and other comprehensive income, while the accumulated costs over the vesting period are recognized in equity.

LTI costs recognized in consolidated profit or loss and other comprehensive income for the years ended December 31, 2025 and 2024 amounted to Rp103,907 and Rp164,549, respectively.

31. EKUITAS (lanjutan)

f. Saham bonus BRI (lanjutan)

Berdasarkan Surat Menteri Badan Usaha Milik Negara (BUMN) Republik Indonesia No.SR-198/MBU/04/2024, tanggal 3 April 2024, Menteri BUMN telah menetapkan besarnya jumlah tantiem untuk Direksi dan Dewan Komisaris atas kinerja tahun buku 2023, dimana atas bagian 20% dari jumlah tantiem tersebut harus ditangguhkan selama 3 (tiga) tahun atau sampai berakhir masa jabatannya dan pembayaran dalam bentuk saham untuk Direksi dan Dewan Komisaris Non Independen serta dalam bentuk tunai bagi Komisaris Independen.

g. Perubahan proporsi kepemilikan oleh kepentingan non-pengendali di PT Asuransi BRI Life (BRI Life)

Perubahan proporsi ekuitas yang dimiliki oleh kepentingan non-pengendali sesuai dengan Perjanjian Pemegang Saham tanggal 2 Maret 2021 (Catatan 1f), BRI menyesuaikan jumlah tercatat kepentingan pengendalian dan kepentingan non-pengendalian untuk mencerminkan perubahan kepemilikan dalam BRI Life. Perbedaan antara jumlah tercatat kepentingan non-pengendali yang disesuaikan dan nilai wajar imbalan yang diterima BRI diakui secara langsung dalam ekuitas yaitu pada akun ''Dampak Transaksi Dengan Kepentingan Non-Pengendali'' sebesar Rp1.758.580.

h. Kepentingan non-pengendali

Berikut di bawah ini adalah rincian dari kepentingan non-pengendali:

31. EQUITY (continued)

f. BRI Bonus Shares (continued)

According to the letter of the Minister of State-Owned Enterprises (BUMN) No.SR-198/MBU/04/2024, dated April 3, 2024, the minister has determined the amount of remuneration for Board Directors and Board of Commisioners for the performance of fiscal year 2023, which is 20% of the total of remuneration must be deferred for 3 (three) years or the end of the term of office to be paid in the form of shares for Board of Directors and non Independent Board of Commissioners, as well as in the form of cash for Independent Commissioners.

g. Changes in the proportion of ownership by non-controlling interests in PT Asuransi BRI Life (BRI Life)

Change in the proportion of equity held by non-controlling interests based on the Shareholders Agreement dated March 2, 2021 (Note 1f), BRI adjusted the carrying amount of controlling and non-controlling interests to reflect changes of ownership in BRI Life. The difference between the adjusted carrying amount of the non-controlling interest and the fair value of the benefits received by BRI is recognized directly in equity, namely in the "Impact of transactions with non-controlling" account amounting to Rp1,758,580.

h. Non-controlling interest

Below are the details of non-controlling interests:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024*)***	
Kepentingan non-pengendali			*Non-controlling interests*
PT Asuransi BRI Life	5.915.092	5.292.216	*PT Asuransi BRI Life*
PT Bank Raya Indonesia Tbk	411.154	457.897	*PT Bank Raya Indonesia Tbk*
PT BRI Asuransi Indonesia	264.047	226.011	*PT BRI Asuransi Indonesia*
PT BRI Danareksa Sekuritas	179.340	173.872	*PT BRI Danareksa Sekuritas*
PT BRI Manajemen Investasi	96.077	85.340	*PT BRI Manajemen Investasi*
PT Permodalan Nasional Madani	30.777	41.698	*PT Permodalan Nasional Madani*
PT Pegadaian	9.246	7.893	*PT Pegadaian*
PT BRI Multifinance Indonesia	1.816	1.711	*PT BRI Multifinance Indonesia*
PT BRI Ventura Investama	27	27	*PT BRI Ventura Investama*
Total	**6.907.576**	**6.286.665**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

31. EKUITAS (lanjutan)

i. Pengalihan Sebagian saham Seri B milik Negara Republik Indonesia kepada Indonesia *Investment Authority*

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 111 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Lembaga Pengelola Investasi telah ditetapkan penambahan penyertaan modal negara kepada Lembaga Pengelola Investasi (dalam hal ini Indonesia *Investment Authority*). Penambahan penyertaan modal tersebut berasal dari pengalihan saham seri B milik Negara Republik Indonesia pada BRI.

Selanjutnya sesuai dengan Akta Notaris No. 33 Tentang Perjanjian Pengalihan Hak atas Saham Negara Republik Indonesia pada Perusahaan Perseroan (Persero) PT Bank Rakyat Indonesia (Persero) Tbk kepada dan Dalam Rangka Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Lembaga Pengelola Investasi yang dibuat oleh Notaris Fathiah Helmi, S.H. Pengalihan Sebagian saham seri B milik Negara Republik Indonesia pada BRI kepada Indonesia *Investment Authority* telah efektif setelah ditandatanganinya Akta tersebut pada tanggal 23 Desember 2021.

Pengalihan sebagian saham seri B milik Negara Republik Indonesia pada BRI kepada Indonesia *Investment Authority* sejumlah 5.498.021.834 lembar saham atau sebesar 3,63%, sehingga saham seri B milik Negara Republik Indonesia pada BRI menjadi sejumlah 80.610.976.875 lembar saham atau 53,19%.

j. Pengalihan Sebagian saham Seri B milik Negara Republik Indonesia kepada PT Biro Klasifikasi Indonesia (Persero)

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 15 Tahun 2025 Penambahan Penyertaan Modal Negara RI ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Biro Klasifikasi Indonesia (Persero) untuk Pendirian Holding Operasional. Penambahan penyertaan modal tersebut berasal dari pengalihan saham seri B milik Negara Republik Indonesia pada BRI.

31. EQUITY (continued)

i. Partially Transfer of Series B Shares owned by the Republic of Indonesia to the Indonesia Investment Authority

Based on Government Regulation of the Republic of Indonesia No. 111 year 2021 regarding the Addition of the State Equity Participation of the Republic of Indonesia into the Capital of the Investment Management Institution, it has been stipulated of the addition of the state's equity participation to the Investment Management Institution (in this case the Indonesia Investment Authority). The additional capital participation comes from the transfer of BRI series B shares owned by the Republic of Indonesia to BRI.

Subsequently, in accordance with the Notarial Deed No. 33 regarding the Agreement on the Transfer of Rights to the Shares of the Republic of Indonesia in PT Bank Rakyat Indonesia (Persero) Tbk, to and in the context of the addition of the State Equity Participation of the Republic of Indonesia into the Capital of the Investment Management Institution made by Notary Fathiah Helmi, S.H. The partial transfer of series B shares belonging to the Republic of Indonesia in BRI to the Indonesia Investment Authority has been effective upon the signing of the Deed on December 23, 2021.

The transfer of part of the series B shares owned by the Republic of Indonesia in BRI to the Indonesia Investment Authority amounted to 5,498,021,834 shares or 3.63%, so that the series B shares owned by the Republic of Indonesia in BRI amounting to 80,610,976,875 shares or 53.19%.

j. Partially Transfer of Series B Shares owned by the Republic of Indonesia to the PT Biro Klasifikasi Indonesia (Persero)

Based on Government Regulation of the Republic of Indonesia No. 15 year 2025 regarding Republic of Indonesia Additional State Participation into Share Capital of PT Biro Klasifikasi Indonesia (Persero) for The Establishment of Operational Holding. The additional capital participation comes from the transfer of BRI series B shares owned by the Republic of Indonesia to BRI.

31. EKUITAS (lanjutan)

j. Pengalihan Sebagian saham Seri B milik Negara Republik Indonesia kepada PT Biro Klasifikasi Indonesia (Persero) (lanjutan)

Selanjutnya sesuai dengan Akta Notaris No. 121 Tentang Penyertaan Saham dengan Pemasukan Dalam Perseroan Terbatas yang dibuat oleh Notaris Jose Dima Satria S.H., M.Kn., pengalihan seluruh saham seri B milik Negara Republik Indonesia pada BRI kepada PT Biro Klasifikasi Indonesia (Persero) telah efektif setelah ditandatanganinya akta tersebut pada tanggal 22 Maret 2025.

Pengalihan saham seri B milik Negara Republik Indonesia pada BRI kepada PT Biro Klasifikasi Indonesia (Persero) (pada tanggal 5 Juni 2025 berganti nama menjadi PT Danantara Asset Management (Persero)) sejumlah 80.610.976.875 lembar saham atau sebesar 53,19%.

31. EQUITY (continued)

j. Partially Transfer of Series B Shares owned by the Republic of Indonesia to the PT Biro Klasifikasi Indonesia (Persero) (continued)

Subsequently, in accordance with the Notarial Deed No. 121 regarding the share participation through inclusion in limited liability company made by Notary Jose Dimas Satria S.H., M.Kn., the transfer of all series B shares belonging to the Republic of Indonesia in BRI to PT Biro Klasifikasi Indonesia (Persero) has been effective upon the signing of the Deed on March 22, 2025.

The transfer of the series B shares owned by the Republic of Indonesia in BRI to the PT Biro Klasifikasi Indonesia (Persero) (on June 5, 2025 changed its name to PT Danantara Asset Management (Persero)) amounted to 80,610,976,875 shares or 53.19%.

32. PENDAPATAN BUNGA DAN SYARIAH / *32. INTEREST AND SHARIA INCOME*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Pendapatan bunga diperoleh dari:			*Interest income are derived from:*
Rupiah			*Rupiah*
Kredit yang diberikan			*Loan*
Mikro	99.791.360	96.494.961	*Micro*
Ritel	50.599.597	47.977.442	*Retail*
Korporasi	9.485.876	7.378.812	*Corporate*
Piutang sewa pembiayaan	569.590	944.667	*Finance lease receivables*
Efek-efek			*Securities*
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Obligasi Pemerintah	231.411	258.985	*Government Bonds*
Obligasi	81.206	49.654	*Bonds*
Nilai wajar melalui penghasilan komprehensif lain			*Fair value through other comprehensive Income*
Obligasi Pemerintah	4.463.101	3.210.708	*Government Bonds*
Sertifikat Bank Indonesia	821.310	2.034.199	*Bank Indonesia Certificate*

32. PENDAPATAN BUNGA DAN SYARIAH (lanjutan) / *32. INTEREST AND SHARIA INCOME (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Pendapatan bunga diperoleh dari: (lanjutan)			*Interest income are derived from: (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Efek-efek (lanjutan)			*Securities (continued)*
Nilai wajar melalui penghasilan komprehensif lain			*Fair value through other comprehensive income*
Obligasi	855.382	628.807	*Bonds*
Medium-Term Note	14.948	22.886	*Medium-Term Note*
Negotiable Certificate of Deposit	3.707	4.557	*Negotiable Certificate of Deposit*
Biaya perolehan diamortisasi			*Amortized Costs*
Obligasi Pemerintah	6.103.793	5.705.692	*Government Bonds*
Obligasi	122.425	109.136	*Bonds*
Sertifikat Bank Indonesia	7.048	3.985	*Bank Indonesia Certificate*
Medium-Term Note	1.095	1.163	*Medium-Term Note*
Efek-efek yang dibeli dengan janji dijual kembali	477.009	909.832	*Securities purchased under agreement to resell*
Penempatan pada Bank Indonesia dan lembaga keuangan lain			*Placement with Bank Indonesia and other financial instruments*
Deposit *Facility*/Term Deposit	260.037	264.872	*Deposit Facility/Term Deposit*
Inter-bank call money	53.738	67.049	*Inter-bank call money*
Lain-lain	648.542	1.033.116	*Others*
Wesel Ekspor dan Tagihan Lainnya	1.476.458	1.898.503	*Export Bills and Other Receivables*
Giro pada Bank Indonesia	4.024	725	*Current accounts with Bank Indonesia*
Lain-lain	1.691.312	3.288.749	*Others*
	177.762.969	172.288.500	
Mata uang asing			*Foreign currency*
Kredit yang diberikan			*Loan*
Korporasi	7.847.032	7.054.808	*Corporate*
Ritel	113.996	333.186	*Retail*
Piutang sewa pembiayaan	91	854	*Finance lease receivables*
Efek-efek			*Securities*
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Obligasi Pemerintah	47.437	85.113	*Government Bonds*
Obligasi	156	1.102	*Bonds*
Nilai wajar melalui penghasilan komprehensif lain			*Fair value through Other Comprehensive Income*
Obligasi Pemerintah	977.580	1.016.484	*Government Bonds*
Obligasi	348.499	336.725	*Bonds*
Sertifikat Bank Indonesia	657.204	375.183	*Bank Indonesia Certificate*
Negotiable Certificate of Deposit	629	1.672	*Negotiable Certificate of Deposit*
Biaya perolehan diamortisasi			*Amortized Costs*
Obligasi Pemerintah	485.004	595.864	*Government Bonds*
Obligasi	11.180	14.327	*Bonds*
Efek-efek yang dibeli dengan janji dijual kembali	5.012	2.825	*Securities purchased under agreement to resell*
Penempatan pada Bank Indonesia dan lembaga keuangan lain			*Placement with Bank Indonesia and other financial instruments*
Deposit Facility/Term Deposit	1.422.668	1.163.424	*Deposit Facility/Term Deposit*
Inter-bank call money	642.671	437.917	*Inter-bank call money*
Lain-lain	445.642	649.307	*Others*

32. PENDAPATAN BUNGA DAN SYARIAH (lanjutan) / *32. INTEREST AND SHARIA INCOME (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Pendapatan bunga diperoleh dari: (lanjutan)			*Interest income are derived from: (continued)*
Mata uang asing (lanjutan)			*Foreign currency (continued)*
Efek-efek (lanjutan)			*Securities (continued)*
Wesel Ekspor dan Tagihan Lainnya	1.190.824	550.235	*Export Bills and Other Receivables*
Giro pada Bank Indonesia	165	31	*Current accounts with Bank Indonesia*
Lain-lain	900.479	364.534	*Others*
	15.096.269	12.983.591	
Total Pendapatan Bunga	192.859.238	185.272.091	*Total Interest Income*
Pendapatan syariah diperoleh dari:			*Sharia income are derived from:*
Rupiah			*Rupiah*
Murabahah	10.531.460	10.588.412	*Murabahah*
Mudharabah	4.384.048	3.399.142	*Mudharabah*
Ujrah	8.622	6.607	*Ujrah*
Total Pendapatan Syariah	14.924.130	13.994.161	*Total Sharia Income*
Total	**207.783.368**	**199.266.252**	***Total***

33. BEBAN BUNGA DAN SYARIAH / *33. INTEREST AND SHARIA EXPENSES*

Akun ini merupakan beban bunga dan syariah atas: / *This account represents interest and sharia expense on:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Rupiah			*Rupiah*
Deposito berjangka	23.927.210	25.784.223	*Time Deposits*
Giro	9.787.342	8.479.276	*Demand Deposits*
Pinjaman yang diterima	4.695.667	3.876.898	*Fund borrowings*
Tabungan	2.145.834	1.552.549	*Saving Deposits*
Efek yang dijual dengan janji dibeli kembali	1.940.086	961.816	*Securities sold under agreement to repurchase*
Surat berharga yang diterbitkan	1.830.897	2.403.209	*Marketable securities issued*
Simpanan dari bank lain dan lembaga keuangan lain	434.369	155.344	*Deposits from other banks and other financial institutions*
Pinjaman Subordinasi	38.671	34.449	*Subordinated loans*
Lain-lain	3.410.582	3.563.448	*Others*
	48.210.658	46.811.212	

33. BEBAN BUNGA DAN SYARIAH (lanjutan)

Akun ini merupakan beban bunga dan syariah atas (lanjutan):

33. INTEREST AND SHARIA EXPENSES (continued)

This account represents interest and sharia expense on (continued):

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Mata uang asing			*Foreign currency*
Giro	3.617.029	3.299.186	*Demand Deposits*
Pinjaman yang diterima	1.833.887	1.734.720	*Fund borrowings*
Deposito berjangka	1.496.572	2.359.316	*Time Deposits*
Efek yang dijual dengan janji dibeli kembali	199.991	442.447	*Securities sold under agreement to repurchase*
Simpanan dari bank lain dan lembaga keuangan lain	170.094	384.059	*Deposits from other banks and other financial institutions*
Surat berharga yang diterbitkan	-	95.202	*Marketable securities issued*
Tabungan	11.301	9.743	*Saving Deposits*
Lain-lain	473.392	465.445	*Others*
	7.802.266	8.790.118	
Total beban bunga	56.012.924	55.601.330	*Total interest expense*
Beban syariah	1.272.015	1.006.265	*Sharia expense*
Total	**57.284.939**	**56.607.595**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

34. BEBAN PENYISIHAN KERUGIAN PENURUNAN NILAI ATAS ASET KEUANGAN - NETO

Akun ini merupakan beban/(pembalikan) penyisihan kerugian penurunan nilai atas aset keuangan sebagai berikut:

34. PROVISION FOR IMPAIRMENT LOSSES ON FINANCIAL ASSETS - NET

This account represents provision for/(reversal of) impairment losses on financial assets as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Kredit yang diberikan (Catatan 11d)	44.865.735	40.288.537	*Loans (Note 11d)*
Pinjaman Syariah (Catatan 12)	2.547.714	2.571.410	*Sharia loans (Note 12)*
Piutang sewa pembiayaan (Catatan 13c)	141.439	112.322	*Finance Lease receivables (Note 13c)*
Efek-efek (Catatan 7g)	47.904	(86.315)	*Securities (Note 7g)*
Giro pada Bank lain (Catatan 5c)	3.105	(1.677)	*Current accounts with Other Banks (Note 5c)*
Penempatan pada Bank Indonesia dan lembaga keuangan lain (Catatan 6c)	1.763	(1.092)	*Placement with Bank Indonesia and other financial institutions (Note 6c)*
Tagihan Akseptasi (Catatan 14c)	(289.456)	71.984	*Acceptances Receivables (Note 14c)*
Wesel Ekspor dan Tagihan Lainnya (Catatan 8c)	(608.464)	(1.250.807)	*Export Bills and Other Receivables (Note 8c)*
Lain-lain	13.907	40.040	*Other*
Total	**46.723.647**	**41.744.402**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

35. BEBAN TENAGA KERJA DAN TUNJANGAN / *35. SALARIES AND EMPLOYEE BENEFIT*

Rincian akun ini adalah sebagai berikut: / *The details of this account are as follows:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Gaji, upah dan tunjangan	24.485.530	22.585.592	*Salaries, wages and allowances*
Bonus, insentif dan tantiem	8.399.556	7.683.233	*Bonuses, incentives and tantiem*
Program bagi pekerja (Catatan 42)	4.083.959	3.277.767	*Employees program (Note 42)*
Iuran Jamsostek	1.076.715	1.050.039	*Jamsostek contribution*
Pendidikan dan pelatihan	995.991	1.038.807	*Training and developments*
Tunjangan kesehatan	515.805	727.446	*Medical allowances*
Biaya kompensasi saham	345.573	523.923	*Stock compensation cost*
Lain-lain	2.210.437	1.729.727	*Others*
Total	**42.113.566**	**38.616.534**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52) / **) After reclassification and restatement (Note 52)*

36. BEBAN UMUM DAN ADMINISTRASI / *36. GENERAL AND ADMINISTRATIVE EXPENSES*

Rincian akun ini adalah sebagai berikut: / *The details of this account are as follows:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Barang dan jasa pihak ketiga	6.061.251	5.242.104	*Third party goods and services*
Penyusutan aset tetap dan aset hak guna (Catatan 16)	5.869.384	5.843.344	*Depreciation of premises and equipments (Note 16)*
Jasa *outsourcing*	5.312.666	5.234.683	*Outsourcing service*
E-Channel	2.225.392	1.961.715	*E-Channel*
Perbaikan dan pemeliharaan	2.181.352	2.032.212	*Repairs and maintenance*
Sewa	1.759.217	1.139.636	*Rent*
Transportasi	1.561.082	1.549.674	*Transportation*
Jasa profesional	1.207.601	768.771	*Professional fees*
Listrik dan air	723.932	758.451	*Electricity and water*
Peralatan kantor	469.241	310.668	*Office supplies*
Penelitian dan pengembangan produk	443.050	196.236	*Research and product development*
Komunikasi	264.443	434.240	*Communications*
Percetakan dan benda pos	222.928	249.965	*Printing and postage*
Instalasi komputer	219.536	147.502	*Computer installations*
Lain-lain	5.254.974	3.419.255	*Others*
Total	**33.776.049**	**29.288.456**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52) / **) After reclassification and restatement (Note 52)*

37. BEBAN NON OPERASIONAL - NETO / *37. NON OPERATING EXPENSES - NET*

Rincian akun ini adalah sebagai berikut: / *The details of this account are as follows:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Keuntungan penjualan aset tetap	8.020	87.922	*Gain on sale of premises and equipments*
Sumbangan	(565)	(888)	*Donation*
Corporate Social Responsibility	(41.738)	(41.729)	*Corporate Social Responsibility*
Tanggung Jawab Sosial dan Lingkungan Non PUMK	(249.476)	(343.079)	*Non-PUMK Social and Environmental Responsibility*
Lain-lain - neto	(171.303)	(665.879)	*Others - net*
Total	**(455.062)**	**(963.653)**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52) / **) After reclassification and restatement (Note 52)*

38. PERPAJAKAN / *38. TAXATION*

a) Utang Pajak / *a) Taxes Payable*

Pada tanggal-tanggal 31 Desember 2025 dan 2024, rincian utang pajak adalah sebagai berikut: / *As of December 31, 2025 and 2024, the details of taxes payable are as follows:*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
BRI (entitas induk)			*BRI (parent entity)*
Pajak Penghasilan			*Income tax*
Pasal 25	485.627	1.341.508	*Article 25*
Pasal 29	1.222.206	14.611	*Article 29*
	1.707.833	1.356.119	
Entitas anak			*Subsidiaries*
Pajak Penghasilan	1.461.099	682.774	*Income tax*
Pajak Pertambahan Nilai	130.378	111.594	*Value-added tax*
	1.591.477	794.368	
Total	**3.299.310**	**2.150.487**	***Total***

38. PERPAJAKAN (lanjutan) / *38. TAXATION (continued)*

b) Beban Pajak / *b) Tax Expense*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
BRI (entitas induk)			*BRI (parent entity)*
Beban pajak kini dari:			*Current tax expense of:*
Tahun berjalan	7.326.160	12.353.975	*Current year*
Beban pajak penghasilan tangguhan	4.471.204	1.914.848	*Deferred income tax expense*
	11.797.364	14.268.823	
Entitas anak			*Subsidiaries*
Beban pajak kini dari:			*Current tax expense of:*
Tahun berjalan	3.811.360	2.085.977	*Current year*
Beban (manfaat) pajak penghasilan tangguhan	51.730	591.048	*Deferred income tax expense (benefit)*
	3.863.090	2.677.025	
Total	**15.660.454**	**16.945.848**	***Total***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

Rekonsiliasi antara laba sebelum beban pajak seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran penghasilan kena pajak adalah sebagai berikut:

The reconciliation between income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income and estimated taxable income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Laba sebelum beban pajak sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian	72.792.819	77.252.194	*Income before tax expense as presented in the consolidated statement profit or loss and other comprehensive income*
Bagian laba entitas anak	(10.591.529)	(8.141.903)	*Income of subsidiaries*

38. PERPAJAKAN (lanjutan) / *38. TAXATION (continued)*

b) Beban Pajak (lanjutan) / *b) Tax Expense (continued)*

Rekonsiliasi antara laba sebelum beban pajak seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran penghasilan kena pajak adalah sebagai berikut (lanjutan):

The reconciliation between income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income and estimated taxable income are as follows (continued):

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Laba sebelum beban pajak BRI (entitas induk)	62.201.290	69.110.291	*Income before tax expense of BRI (parent entity)*
Perbedaan temporer:			*Temporary differences:*
Benefit pekerja berbasis saham	(190.395)	423.183	*Share-based employee benefits*
Kerugian yang belum direalisasi dari nilai efek-efek yang diukur pada nilai wajar melalui laporan laba rugi	7.493	(36.023)	*Unrealized losses of securities measured at fair value through profit or loss*
Pembentukan penyisihan beban pekerja	2.862.763	(395.584)	*Provision for employee expense*
Penyusutan aset tetap	(510.739)	(751.047)	*Depreciation of premises and equipment*
Cadangan estimasi kerugian komitmen dan kontinjensi	(605.138)	(3.566.498)	*Provision for estimated losses on commitments and contingencies*
Cadangan kerugian aset produktif	(25.096.637)	(5.752.181)	*Allowance for impairment losses on productive assets*
	(23.532.653)	**(10.078.150)**	
Perbedaan permanen:			*Permanent differences:*
Promosi	1.712.593	2.263.796	*Promotions*
Humas	457.619	489.461	*Public relations*
Representasi dan sumbangan	179.154	172.749	*Representations and donations*
Perjalanan dan Santunan	51.404	58.851	*Travel and compensation*
Laba dari Unit Kerja Luar Negeri	(970.053)	(621.322)	*Income from overseas branch offices*
Bagian laba entitas asosiasi	(1.221.109)	(1.098.237)	*Income of associates*
Pendapatan yang merupakan bukan objek pajak	(1.966.877)	(1.658.912)	*Income that is not an object of income tax*
Lain-lain	1.646.367	6.382.391	*Others*
	(109.902)	5.988.777	
Taksiran penghasilan kena pajak	**38.558.735**	**65.020.918**	***Estimated taxable income***
Entitas induk			*Parent entity*
Beban pajak-kini	(7.326.160)	(12.353.975)	*Income tax expense - current*
Pembayaran angsuran pajak penghasilan selama tahun berjalan	6.103.954	12.339.364	*Payment of income tax installments during current year*
Estimasi utang pajak penghasilan Pasal 29 - Neto	**(1.222.206)**	**(14.611)**	***Estimated income tax payable Article 29 - Net***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

38. PERPAJAKAN (lanjutan)

b) Beban Pajak (lanjutan)

Rekonsiliasi antara laba sebelum beban pajak seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran penghasilan kena pajak adalah sebagai berikut (lanjutan):

38. 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):

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Entitas anak			*Subsidiaries*
Beban pajak-kini	(3.811.361)	(2.085.977)	*Income tax expense - current*
Pembayaran angsuran pajak penghasilan selama tahun berjalan	2.336.874	1.647.916	*Payment of income tax installments during current year*
Estimasi utang pajak penghasilan - Pasal 29 - neto	**(1.474.487)**	**(438.061)**	***Estimated income tax payable - Article 29 - net***

Perhitungan Pajak Penghasilan Badan untuk Tahun yang Berakhir pada tanggal 31 Desember 2025 adalah sebagaimana disebutkan di atas akan dilaporkan oleh BRI dalam Surat Pemberitahuan Tahunan Pajak Penghasilan (SPT PPh Badan) tahun 2025 ke kantor pajak.

The calculation of Corporate Income Tax For the Year Ended December 31, 2025 as stated above will be reported by BRI in the 2025 Annual Corporate Income Tax Return to the tax office.

Perhitungan Pajak Penghasilan Badan untuk tahun yang berakhir pada tanggal 31 Desember 2024 adalah sesuai dengan SPT Tahunan Perusahaan.

The calculation of Corporate Income Tax for the year ended December 31, 2024 is in accordance with the Company's Annual Tax Return.

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Laba sebelum beban pajak sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian	72.792.819	77.252.194	*Income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income*
Beban pajak dengan tarif pajak yang berlaku	14.950.790	15.611.441	*Tax expense with applicable tax rates*
Pendapatan yang tidak dapat dikurangkan untuk tujuan perpajakan			*Income that cannot be deductible for tax purposes*
BRI	(20.881)	1.137.868	*BRI*
Entitas anak	730.545	196.539	*Subsidiaries*
	15.660.454	**16.945.848**	

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

38. PERPAJAKAN (lanjutan)

c) Aset Pajak Tangguhan

Pengaruh pajak atas perbedaan temporer yang signifikan antara pelaporan komersial dan pajak (dicatat pada akun "aset pajak tangguhan") adalah sebagai berikut:

38. TAXATION (continued)

c) Deferred Tax Assets

The tax effects of significant temporary differences between commercial and tax reporting (recorded under "Deferred Tax Assets" account) are as follows:

	31 Desember 2025/*December 31, 2025*				
	Saldo awal/ *Beginning balance*	**(dikreditkan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dibebankan ke ekuitas/ *Charged to equity***	**Saldo akhir/ *Ending balance***	
Entitas Induk					*Parent Entity*
Cadangan kerugian aset keuangan	5.795.256	(4.768.363)	-	1.026.893	*Allowance for impairment losses on financial assets*
Penyisihan beban pekerja	3.030.526	543.925	-	3.574.451	*Provision for employee expense*
Cadangan estimasi kerugian komitmen dan kontinjensi	484.574	(114.976)	-	369.598	*Allowance for estimated losses on commitments and contingencies*
Kerugian yang belum direalisasi dari efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	636.757	-	(684.199)	(47.442)	*Unrealized losses of securities measured fair value through other comprehensive income*
Pengukuran kembali program imbalan pasti	51.617	-	343.877	395.494	*Remeasurement of liabilities for employee benefits*
Imbalan pekerja berbasis saham	145.433	(36.175)	-	109.258	*Share-based employee benefits*
Keuntungan yang belum direalisasi dari nilai efek-efek yang diukur pada nilai wajar melalui laba rugi	(23.784)	1.425	-	(22.359)	*Unrealized gain of securities measured fair value through profit or loss*
Penyusutan aset tetap	(241.892)	(97.040)	-	(338.932)	*Depreciation of premises and equipment*
Aset pajak tangguhan neto - entitas induk	9.878.487	(4.471.204)	(340.322)	5.066.961	*Net deferred tax asset - parent entity*
Aset pajak tangguhan neto - entitas anak	2.922.173			3.062.561	*Net deferred tax asset - subsidiaries*
Total aset pajak tangguhan konsolidasian - neto	**12.800.660**			**8.129.522**	***Total deferred tax asset consolidated - net***

	31 Desember 2024/*December 31, 2024**)				
	Saldo awal/ *Beginning balance*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dibebankan ke ekuitas/ *Charged to equity***	**Saldo akhir/ *Ending balance***	
Entitas Induk					*Parent Entity*
Cadangan kerugian aset keuangan	6.888.170	(1.092.914)	-	5.795.256	*Allowance for impairment losses on financial assets*
Penyisihan beban pekerja	3.105.687	(75.161)	-	3.030.526	*Provision for employee expense*
Cadangan estimasi kerugian komitmen dan kontinjensi	1.162.209	(677.635)	-	484.574	*Allowance for estimated losses on commitments and contingencies*
Kerugian yang belum direalisasi dari efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	577.213	-	59.544	636.757	*Unrealized losses of securities measured fair value through other comprehensive income*
Pengukuran kembali program imbalan pasti	457.786	-	(406.169)	51.617	*Remeasurement of liabilities for employee benefits*
Imbalan pekerja berbasis saham	65.028	80.405	-	145.433	*Share-based employee benefits*
Keuntungan yang belum direalisasi dari nilai efek-efek yang diukur pada nilai wajar melalui laba rugi	(16.940)	(6.844)	-	(23.784)	*Unrealized gain of securities measured fair value through profit or loss*
Penyusutan aset tetap	(99.193)	(142.699)	-	(241.892)	*Depreciation of premises and equipment*
Aset pajak tangguhan neto - entitas induk	12.139.960	(1.914.848)	(346.625)	9.878.487	*Net deferred tax asset - parent entity*
Aset pajak tangguhan neto - entitas anak	3.306.017			2.922.173	*Net deferred tax asset - subsidiaries*
Total aset pajak tangguhan konsolidasian - neto	**15.445.977**			**12.800.660**	***Total deferred tax asset consolidated - net***

*) Setelah reklasifikasi dan penyajian kembali (Catatan 52)

**) After reclassification and restatement (Note 52)*

38. PERPAJAKAN (lanjutan)

c) Aset Pajak Tangguhan (lanjutan)

Manajemen BRI berkeyakinan bahwa aset pajak tangguhan dapat dipulihkan kembali melalui penghasilan kena pajak di masa yang akan datang.

Pada tanggal 30 Juni 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri Yang Berbentuk Perseroan Terbuka dan berlaku sejak tanggal diundangkan, yaitu pada 19 Juni 2020. Selanjutnya pada tanggal 29 Oktober 2021, Pemerintah menerbitkan Undang-Undang Republik Indonesia No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan (UU HPP). Adapun aturan tersebut telah menetapkan antara lain, penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2020, 2021, 2022, dan tahun selanjutnya, serta pengurangan lebih lanjut tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, berdasarkan surat keterangan dari Datindo Entrycom No. DE/I/2026-0209 tanggal 6 Januari 2026 dan No. DE/I/2025-0193 tanggal 6 Januari 2025 yang berkaitan dengan kepemilikan saham BRI dan laporan bulanan kepemilikan saham dari Biro Administrasi Efek, semua persyaratan tertentu di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut telah terpenuhi.

38. TAXATION (continued)

c) Deferred Tax Assets (continued)

BRI's management believes that the deferred tax assets can be recovered through taxable income in the future.

On June 30, 2020, the Government issued Government Regulation in Lieu of Law (PERPU) of the Republic of Indonesia No. 1 year 2020 which has become Law (UU) No. 2 year 2020, as well as stipulating Government Regulation (PP) No. 30 year 2020 regarding Reduction Income Tax Rates for Domestic Corporate Taxpayers in the Form of Public Companies and effective from the date of promulgation on June 19, 2020. Furthermore, on October 29, 2021, the Government issued the Law of the Republic of Indonesia No. 7 year 2021 regarding harmonization of tax regulations (UU HPP). The regulation has stipulated reduction in income tax rates for domestic corporate taxpayers and permanent establishments from 25% to 22% for fiscal year 2020, 2021, 2022 onwards and a further reduction of the tax rate by 3% for corporate income taxpayers that fulfill certain criteria.

For the year ended December 31, 2025 and 2024, based on the certificate from Datindo Entrycom No. DE/I/2026-0209 dated January 6, 2026 and No. DE/I/2025-0193 dated January 6, 2025, regarding the ownership of BRI shares and the monthly share ownership report from the Securities Administration Bureau, all the specific requirements mentioned above to obtain the corporate tax rate reduction Facility have been fulfilled.

38. PERPAJAKAN (lanjutan)

c) Aset Pajak Tangguhan (lanjutan)

Pada tanggal 20 Desember 2022 Pemerintah menerbitkan Peraturan Pemerintah (PP) Nomor 55 Tahun 2022 tentang Penyesuaian Pengaturan di Bidang Pajak Penghasilan, selanjutnya pada tanggal 29 Desember 2023 Pemerintah mengeluarkan Peraturan Menteri Keuangan (PMK) Nomor 168 Tahun 2023 tentang Petunjuk Pelaksanaan Pemotongan Pajak atas Penghasilan Sehubungan dengan Pekerjaan, Jasa, atau Kegiatan Orang Pribadi dan pada tanggal 8 Juli 2024, Pemerintah menerbitkan Surat Penegasan No. ND-14/PJ/PJ.02/2024 yang mengatur mengenai Penegasan Pelaksanaan Peraturan Menteri Keuangan (PMK) Nomor 66 Tahun 2023 tentang Perlakuan Pajak Penghasilan atas Penggantian atau Imbalan Sehubungan dengan Pekerjaan atau Jasa yang Diterima atau Diperoleh dalam Bentuk Natura dan/atau Kenikmatan.

Pada 10 Oktober 2024, Pemerintah menerbitkan Peraturan Menteri Keuangan Nomor 74 Tahun 2024 tentang Pembentukan Cadangan Piutang Tak Tertagih yang Boleh Dikurangkan dari Penghasilan Bruto. Sesuai dengan ketentuan peralihan dalam Peraturan Menteri Keuangan Republik Indonesia Nomor 74 Tahun 2024, BRI telah melaksanakan perhitungan nilai tercatat cadangan piutang tak tertagih untuk awal tahun fiskal 2024 dan selisih lebih diakui sebagai biaya yang dibebankan seluruhnya pada akhir tahun fiskal 2025.

Manajemen Bank berkeyakinan bahwa tidak diperlukan adanya pembentukan cadangan pajak untuk tahun pajak yang belum diperiksa oleh Direktorat Jenderal Pajak.

38. TAXATION (continued)

c) Deferred Tax Assets (continued)

On December 20, 2022, the Government issued Government Regulation (PP) No. 55 Year 2022 concerning Adjustments to Regulations in the Income Tax Sector, then on December 29, 2023, the Government issued Minister of Finance Regulation (PMK) Number 168 Year 2023 concerning Guidelines for the Implementation of Income Tax Withholding related to the Work, Services or Activities of Individual Taxpayers and on July 8, 2024, the Government issued an Affirmation Letter No. ND-14/PJ/PJ.02/2024 which regulated the Affirmation of the Implementation Minister of Finance Regulation (PMK) No. 66 Year 2023 concerning Income Tax Treatment of Reimbursement or Benefits in connection with Work or Services Received or Obtained in the Form of Benefit in Kind and/or Enjoyment.

On October 10, 2024, the Government issued Minister of Finance Regulation (PMK) Number 74 Year 2024 concerning Establishment of Allowance for Doubtful Accounts that can be Deducted from Gross Income. Based on the transitional provisions in the Regulation of the Minister of Finance of the Republic of Indonesia No. 74 Year 2024, BRI has calculated the carrying value of the allowance for doubtful accounts for the beginning of the fiscal year 2024, and the excess will be recognized as an expense fully charged at the end of fiscal year 2025.

Management believes that there is no need to establish a tax allowance for the fiscal year which has not been audited by the Directorate General of Tax.

38. PERPAJAKAN (lanjutan)

Pajak Penghasilan Pilar Dua

Pada tanggal 31 Desember 2024, Pemerintah Indonesia telah menerbitkan undang-undang Pajak Penghasilan Pilar Dua sesuai dengan Peraturan Menteri Keuangan No. 136 Tahun 2024 ("PMK 136/2024") sehubungan dengan Pengenaan Pajak Minimum Global ("GloBE"), yang akan mulai berlaku pada tanggal 1 Januari 2025.

Aturan Pengenaan Pajak Minimum Global ini memperkenalkan mekanisme perpajakan baru dimana perusahaan multinasional akan membayar pajak tambahan di suatu yurisdiksi setiap kali ETR, yang ditentukan berdasarkan yurisdiksi di bawah aturan Pilar Dua, berada di bawah tarif minimum 15%.

BRI dan entitas anak berada dalam lingkup model Pilar Dua sebagaimana diatur dalam PMK 136/2024. PMK 136/2024 dihitung untuk tahun fiskal yang berakhir pada tanggal 31 Desember 2025. Grup telah melakukan penilaian terhadap potensi eksposur Grup terhadap pajak penghasilan Pilar Dua.

Berdasarkan penilaian tersebut, Grup telah melakukan penilaian atas *Safe Harbour* untuk seluruh yurisdiksi dimana Grup beroperasi. Berdasarkan penilaian Grup, terdapat 4 (empat) dari 7 (tujuh) yurisdiksi dapat menerapkan ketentuan *Safe Harbour*. Sehingga dampak pajak top-up Pilar Dua adalah nihil untuk 4 (empat) yurisdiksi tersebut. Untuk 3 (tiga) yurisdiksi dimana Grup beroperasi yang tidak dapat menerapkan ketentuan *Safe Harbour*, setelah dilakukan perhitungan menyeluruh berdasarkan GloBE Model Rules, tarif pajak efektif di 3 (tiga) yurisdiksi tersebut diestimasikan berada dibawah 15%, namun beban pajak penghasilan kini tambahan tidak material terhadap laporan keuangan konsolidasian Grup tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut.

38. TAXATION (continued)

Pillar Two Income Taxes

On December 31, 2024, the Government of Indonesia has issued the Pillar Two income taxes legislation with Ministry of Finance Regulation No. 136 Year 2024 ("PMK 136/2024") in regards to Global Anti-Base Erosion Rules ("GloBE"), which will come into effect starting January 1, 2025.

These GloBE rules introduce new taxing mechanisms under which a multinational enterprise would pay a top-up tax in a jurisdiction whenever the ETR, determined on a jurisdictional basis under the Pillar Two rules, is below a 15% minimum rate.

BRI and subsidiaries are within the scope of the Pillar Two model as stipulated in PMK 136/2024. PMK 136/2024 is calculated for the fiscal year ending December 31, 2025. Group has performed an assessment of the Group's potential exposure to Pillar Two income taxes.

Based on the assessment, The Group has performed a Safe Harbour assessment across all jurisdictions in which it operates. Based on this assessment, 4 (four) out of 7 (seven) jurisdictions met the Safe Harbour criteria. As a result, the Pillar Two top-up tax impact is considered nil for these 4 (four) jurisdictions. In the 3 (three) jurisdictions where the Group operates that have not met the Safe Harbour assessment, following the GloBE Model Rules full calculation, the effective tax rate in these jurisdictions is estimated to be below 15%, the recognition of a supplemental current tax expense was immaterial to the consolidated financial statements of the Group as of December 31, 2025 and for year then ended.

39. MANAJEMEN RISIKO

Kegiatan usaha BRI senantiasa dihadapkan pada risiko-risiko yang berkaitan dengan fungsinya sebagai lembaga intermediasi keuangan. Perkembangan yang pesat pada lingkungan eksternal dan internal perbankan juga menyebabkan risiko kegiatan usaha bank semakin kompleks. Oleh karena itu, agar mampu beradaptasi dalam lingkungan bisnis, BRI dituntut untuk mengelola risiko secara terpadu dan sistematis, yakni pengelolaan terhadap risiko kredit, risiko likuiditas, risiko operasional, risiko pasar, risiko strategis, risiko kepatuhan, risiko reputasi dan risiko hukum.

Prinsip-prinsip pengelolaan risiko terpadu dan sistematis oleh BRI dituangkan dalam beberapa kebijakan dan prosedur, antara lain Kebijakan Manajemen Risiko (KMR). KMR sebagai aturan tertinggi dalam implementasi manajemen risiko pada seluruh kegiatan bisnis BRI, dimulai dari kebijakan umum, strategi, organisasi, sistem informasi manajemen risiko, proses dan penerapan manajemen risiko, sampai dengan sistem pengendalian internal. Pelaksanaan penerapan manajemen risiko diatur dalam kebijakan-kebijakan turunan sesuai dengan jenis risikonya.

Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas penerapan manajemen risiko di BRI dan memegang peranan penting dalam mendukung dan mengawasi keberhasilan penerapannya di seluruh unit kerja.

Dewan Komisaris melakukan evaluasi terhadap kebijakan dan implementasi manajemen risiko yang dilakukan oleh Direksi. Evaluasi dilakukan dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko-risiko BRI secara efektif. Dalam melakukan pengawasan aktif terhadap manajemen risiko BRI, Dewan Komisaris dibantu oleh Komite Pengawasan Manajemen Risiko (KPMR).

Direksi menentukan arah kebijakan dan strategi manajemen risiko secara komprehensif beserta implementasinya. Selain itu, Direksi memastikan seluruh risiko yang material dan dampaknya telah ditindaklanjuti, serta memastikan pelaksanaan langkah-langkah perbaikan atas permasalahan atau penyimpangan dalam kegiatan usaha BRI. Direksi menunjuk Direktur khusus, dalam hal ini Direktur Manajemen Risiko, untuk menjalankan proses pengawasan dan pengendalian risiko secara *bank-wide*.

39. RISK MANAGEMENT

BRI's business activities are always faced with risks related to its function as a financial intermediary institution. Rapid development in the external and internal environments of banks also leads to increasingly complex business risks. Therefore, in order to be able to adapt in the business environment, BRI is required to manage risks in an integrated and systematic way, namely management of credit risk, liquidity risk, operational risk, market risk, strategic risk, compliance risk, reputation risk, and legal risk.

The principles of integrated and systematic risk management by BRI are embedded into several policies and procedures, which is the Risk Management General Policy (KMR). KMR serves as the highest guiding policy for the implementation of risk management procedures in all BRI business operations, starting from general policies, strategies, organization, risk management in information system, process and the implementation of risk management to internal control system. The implementation of risk management differs according to the type of risks involved and is governed by policies which can be derived from other policies.

Board of Commissioners (BOC) and Directors are responsible for the effectiveness of risk management at BRI and have an important role in supporting and overseeing the implementation of risk management in all business units.

BOC evaluates the risk management policies and implementation carried out by the Directors. The evaluation is carried out in order to ensure that Directors manages BRI's activities and risk effectively. In carrying out its active supervision, BOC is assisted by the Risk Management Oversight Committee (KPMR).

Directors sets the strategy, direction and implementation of risk management policy. Moreover, Directors has the responsibility to ensure that all material risks and their impacts have been addressed, and that corrective measures have been taken to remedy the problems and irregularities found in BRI's business activities. Directors appoints Director of Risk Management to implement the process of monitoring and controlling the risks bank-wide.

39. MANAJEMEN RISIKO (lanjutan)

Direksi BRI dibantu oleh *Risk Management Committee* (RMC) individual dan RMC terintegrasi (konsolidasi dengan entitas anak) sebagai komite dalam sistem manajemen risiko BRI yang bertugas memberikan rekomendasi kepada Direktur Utama dalam merumuskan kebijakan, menyempurnakan pelaksanaan kebijakan, mengevaluasi perkembangan dan kondisi profil risiko serta memberikan saran-saran dan langkah-langkah perbaikan.

Manajemen Risiko Kredit

Risiko kredit adalah risiko akibat kegagalan debitur dan/atau pihak lain dalam memenuhi kewajiban kepada BRI termasuk kegagalan *settlement*. BRI melakukan identifikasi dan mengukur tingkat risiko calon debitur melalui pengembangan *Internal Risk Rating*. BRI memantau kualitas kredit sebagai bagian dari identifikasi dini dari pemburukan kredit. Pengelolaan risiko kredit dilakukan melalui kebijakan pengelolaan risiko secara komprehensif dan terintegrasi. BRI menyusun kebijakan manajemen risiko kredit diantaranya tata kelola, pengelolaan limit pada batasan eksposur risiko yang dapat diterima, pengelolaan limit pada batasan geografis, dan pengelolaan limit konsentrasi per industri. *Rating* risiko kredit diperbarui secara berkala untuk memperkirakan *potential loss* sebagai risiko akibat ekspansi kredit dan penentuan tindak lanjut perbaikan.

Penerapan manajemen risiko kredit selain bertujuan untuk mematuhi regulasi yang berlaku, juga merupakan suatu keharusan dalam rangka menerapkan sistem pengelolaan risiko kredit pada tingkat *risk and return* yang optimum dan sesuai dengan praktik di perbankan. Penerapan manajemen risiko kredit diharapkan mampu mendorong kegiatan bisnis BRI namun tetap menperhatikan prinsip kehati-hatian.

Melalui penerapan *Early Warning System* (EWS) terhadap perkembangan kondisi usaha debitur, maka pengelolaan risiko kredit yang efektif dapat meminimalkan risiko terjadinya kerugian dan mengoptimalkan penggunaan modal untuk memperoleh pendapatan yang maksimal.

39. RISK MANAGEMENT (continued)

Directors are 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 advice for corrective actions.

Credit Risk Management

Credit risk is the risk due to failure of the debtor and/or other parties to fulfill obligations to BRI, including settlement failure. BRI identifies and measures the risk level of potential borrowers through the development of an Internal Risk Rating. BRI monitors credit quality as part of early identification of credit deterioration. Management Credit risk is carried out through comprehensive and integrated risk management policies. BRI formulates credit Risk Management policies including governance, limit management on acceptable risk exposure limits, limit management on geographic boundaries, and concentration limit management per industry. Credit risk ratings are updated regularly periodically to estimate potential loss as a risk due to credit expansion and determine follow-up improvements.

The application of credit risk management, in addition to aiming to comply with applicable regulations, is also a must in the framework of implementing a credit risk management system at an optimum level of risk and return and in accordance with banking practices. The implementation of credit risk management is expected to be able to encourage BRI's business activities while still paying attention to the principle of precaution.

Through the implementation of Early Warning System (EWS) to the debtor's developments of the debtor's business condition, the effective credit risk management can minimize the risk of losses and optimize the use of capital to earn maximum income.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

Pengelolaan risiko kredit BRI dimaksudkan agar kemungkinan kerugian yang diakibatkan oleh tidak terbayarnya pinjaman yang diberikan dan kontrak keuangan lainnya, baik secara tingkat individual maupun portofolio kredit secara keseluruhan dapat dikelola seminimal mungkin. Pengelolaan risiko kredit ini juga dilakukan BRI dalam upaya memenuhi persyaratan-persyaratan yang telah ditetapkan oleh regulator.

BRI senantiasa melakukan penyempurnaan metodologi penilaian risiko kredit dalam rangka meningkatkan akurasi dalam pengelolaan risiko kredit khususnya dalam proses identifikasi, pengukuran, pemantauan dan pengendalian risiko.

1. Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya

   Nilai tercatat dari aset keuangan bank selain kredit yang diberikan dan efek-efek yang dibeli dengan janji dijual kembali, menggambarkan eksposur maksimum atas risiko kredit.

   Tabel di bawah ini menunjukkan *net maximum exposure* atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2025 dan 31 Desember 2024:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

BRI's credit risk management is intended to minimize the possible losses due to loans default and/or default on other financial contracts, either at the individual level or overall level as credit portfolios. The credit risk management is also carried out by BRI as an effort to fulfill the regulatory requirements.

BRI continues to improve its credit risk assessment methodology in order to improve the accuracy of credit risk management, especially in the process of identifying, measuring, monitoring and controlling risks.

1. Analysis of the maximum exposure to credit risks after considering the value of collaterals and other mitigations of credit risks

   The carrying value of BRI's financial assets, other than loans and securities purchased under agreement to resell, depicts the maximum amount of exposure to credit risk.

   The tables below show the net maximum exposure to credit risk for securities purchased under the under agreement to resell as of December 31, 2025 and December 31, 2024:

	31 Desember 2025/*December 31, 2025*			
	Eksposur Maksimum/ *Maximum Exposure*	**Agunan/ *Collateral***	**Eksposur Net/ *Net Exposure***	
Efek-efek yang dibeli dengan janji dijual kembali	24.452	25.000	548	*Securities purchased under agreement to resell*

	31 Desember 2024/*December 31, 2024*			
	Eksposur Maksimum/ *Maximum Exposure*	**Agunan/ *Collateral***	**Eksposur Net/ *Net Exposure***	
Efek-efek yang dibeli dengan janji dijual kembali	16.845.690	17.464.956	619.266	*Securities purchased under agreement to resell*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

1. Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya (lanjutan)

   Untuk kredit yang diberikan, BRI menggunakan agunan untuk meminimalkan risiko kredit. Berdasarkan klasifikasi, kredit BRI dapat dibedakan menjadi dua kelompok besar, yaitu:

   1. *Secured loans*
   2. *Unsecured loans*

   Untuk *secured loans*, BRI menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit. Jenis dari agunan terdiri dari:

   a. *Physical collateral*, berupa tanah dan bangunan, Buku Pemilik Kendaraan Bermotor (BPKB) dan properti.
   b. *Financial collateral*, berupa simpanan (tabungan, giro, deposito), surat berharga, dan emas.
   c. Lainnya berupa garansi, jaminan pemerintah dan lembaga penjamin.

   Apabila terjadi *default* (gagal bayar), BRI akan menggunakan agunan tersebut sebagai pilihan terakhir untuk pemenuhan kewajiban *counterparty*.

   Unsecured loans terdiri dari *fully unsecured loans,* seperti kartu kredit, pembiayaan Mekaar dan *partially secured loans* seperti kredit untuk golongan berpenghasilan tetap, kredit untuk para pensiunan dan kredit konsumer lainnya. Dalam pembayaran kewajibannya, *partially secured loans* umumnya dilakukan melalui pemotongan penghasilan secara otomatis.

   Dengan demikian, meskipun kredit tersebut termasuk dalam kategori *unsecured loans*, tingkat risiko dari *partially secured loans* tidak sebesar nilai tercatat kredit. Sedangkan untuk *fully unsecured loans,* tingkat risiko adalah sebesar nilai tercatat kredit.

   Mitigasi risiko kredit untuk *partially secured loans* terdiri dari surat keputusan pengangkatan pekerja dan surat keterangan pensiun.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

1. Analysis of the maximum exposure to credit risks after considering the value of collaterals and other mitigations of credit risks (continued)

   BRI uses collaterals to minimize the credit risks of credits issued. BRI credits or loans can be classified into 2 (two) major categories:

   1. Secured loans
   2. Unsecured loans

   For secured loans, BRI sets the type and collateral value guaranteed according to the credit scheme. The types of collateral consist of:

   a. Physical collateral, in the form of land and buildings, Certificate of Vehicles Ownership (BPKB) and properties.
   b. Financial collateral, in the form of deposits (time deposits, saving deposits and current accounts), securities and gold.
   c. Others, in the form of guarantees, government guarantees and guarantor institutions.

   In the event of default, however, BRI uses collaterals as the last resort to fulfill counterparty's credit obligations.

   Unsecured loans are comprised of fully unsecured loans, such as credit cards and Mekaar financing and partially secured loans, such as loans for fixed income employees, loans for retirees, and other consumer loans. The repayment of partially secured loans is generally made through automatic payroll deduction.

   Thus, although partially secured loans are considered to be unsecured loans, their risk level is lower than their carrying value whereas the risk level of fully unsecured loan is equal to their carrying value.

   Credit risk mitigation for partially secured loans consist of employee appointment decision letter and certificate of retirement.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko

a. Sektor geografis

Tabel berikut menggambarkan rincian konsentrasi risiko aset keuangan konsolidasian dengan eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2025 dan 2024. Kategori wilayah geografis berdasarkan tempat beroperasinya bisnis BRI yang sekaligus menggambarkan potensial bisnis wilayah masing-masing:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis

a. Geographical Sectors

Tables below details the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2025 and 2024. Geographical area category based on the operational location of BRI's business which also describes the business potential of each area:

	31 Desember 2025/*December 31, 2025*							
	Jakarta/ *Jakarta*	**Jawa Barat/ *West Java***	**Jawa Tengah dan DIY/ *Central Java and DIY***	**Jawa Timur/ *East Java***	**Sumatera/ *Sumatera***	**Indonesia Tengah dan Timur/ *Central and East Indonesia***	**Lainnya/ *Others***	**Jumlah/ *Total***
Aset/*Assets*								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	31.900.945	3.105	644	8.826	3.272	12.816	-	31.929.608
Giro pada Bank lain/ *Current Account with Other Banks*	31.224.656	12.344	7.652	12.957	15.321	29.266	11.142.385	42.444.581
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	13.199.313	36.342	4.750	5.500	22.650	25.950	7.762.705	21.057.210
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	24.963.703	-	-	-	-	-	-	24.963.703
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other Comprehensive Income*	162.832.527	-	-	-	-	-	3.220.306	166.052.833
Biaya perolehan di amortisasi/ *Amortized cost*	150.800.149	-	-	-	-	-	30.916.117	181.716.266
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	38.073.071	330.909	313.828	3.557.006	4.297.472	1.679.797	-	48.252.083
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	24.452	-	-	-	-	-	-	24.452
Tagihan derivatif/ *Derivative receivables*	1.167.029	-	-	-	-	-	-	1.167.029
Kredit yang diberikan/*Loans*								
Mikro/*Micro*	53.494.395	52.809.158	89.529.590	82.996.689	122.923.419	184.207.336	-	585.960.587
Ritel/*Retail*	126.494.115	34.262.380	55.143.235	71.593.716	99.565.329	144.146.736	1.045.470	532.250.981
Korporasi/*Corporate*	312.192.044	-	-	112	-	-	30.325.694	342.517.850
Pinjaman syariah/*Sharia loans*	3.796.714	9.484.339	6.578.720	10.893.488	13.875.912	11.721.109	-	56.350.282
Piutang sewa pembiayaan/ *Finance lease receivables*	1.330.267	722.112	373.692	508.235	896.468	80.375	495.008	4.406.157
Tagihan akseptasi/ Acceptance receivables	12.332.844	22.356	3.601	273.575	4.499	87.620	354.072	13.078.567
Aset lain-lain*)/Other assets*)	17.685.930	1.320.643	1.676.008	2.135.980	2.112.352	3.930.596	659.120	29.520.629
Jumlah/*Total*	**981.512.154**	**99.003.688**	**153.631.720**	**171.986.084**	**243.716.694**	**345.921.601**	**85.920.877**	**2.081.692.818**
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(83.659.577)
Neto/*Net*								**1.998.033.241**

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

   a. Sektor geografis (lanjutan)

   Tabel berikut menggambarkan rincian konsentrasi risiko aset keuangan konsolidasian dengan eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2025 dan 2024. Kategori wilayah geografis berdasarkan tempat beroperasinya bisnis BRI yang sekaligus menggambarkan potensial bisnis wilayah masing-masing (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

a. Geographical Sectors (continued)

Tables below details the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2025 and 2024. Geographical area category based on the operational location of BRI's business which also describes the business potential of each area (continued):

	31 Desember 2025/*December 31, 2025*							
	Jakarta/ *Jakarta*	Jawa Barat/ *West Java*	Jawa Tengah dan DIY/ *Central Java and DIY*	Jawa Timur/ *East Java*	Sumatera/ Sumatera	Indonesia Tengah dan Timur/ Central and *East Indonesia*	Lainnya/ *Others*	Jumlah/ *Total*
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	6.192.941	1.193.295	91.548	1.387.390	947.785	340.083	3.396.715	13.549.757
Garansi yang diterbitkan/ *Guarantees issued*	48.462.183	4.168.480	1.457.722	2.372.575	3.874.585	4.879.068	1.701.063	66.915.676
Jumlah/Total	**54.655.124**	**5.361.775**	**1.549.270**	**3.759.965**	**4.822.370**	**5.219.151**	**5.097.778**	**80.465.433**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(1.410.927)
Neto/*Net*								**79.054.506**

	31 Desember 2024/*December 31, 2024*							
	Jakarta/ *Jakarta*	Jawa Barat/ *West Java*	Jawa Tengah dan DIY/ *Central Java and DIY*	Jawa Timur/ *East Java*	Sumatera/ Sumatera	Indonesia Tengah dan Timur/ Central and *East Indonesia*	Lainnya/ *Others*	Jumlah/ *Total*
Aset/*Assets*								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	88.790.417	5.867	841	10.354	4.147	10.003	57.340	88.878.969
Giro pada Bank lain/ *Current Account with Other Banks*	22.701.618	15.972	11.735	15.995	20.497	57.565	2.759.443	25.582.825
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	43.732.057	11.000	-	7.500	140.250	338.350	13.645.178	57.874.335
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	23.290.834	-	-	-	-	-	127.918	23.418.752
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other Comprehensive Income*	151.305.665	-	-	-	-	-	16.570.621	167.876.286
Biaya perolehan di amortisasi/ *Amortized cost*	128.409.637	-	-	-	-	-	6.831.025	135.240.662

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

2. Analisa konsentrasi risiko (lanjutan) / *Risk Concentration Analysis (continued)*

a. Sektor geografis (lanjutan) / *Geographical Sectors (continued)*

Tabel berikut menggambarkan rincian konsentrasi risiko aset keuangan konsolidasian dengan eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2025 dan 2024. Kategori wilayah geografis berdasarkan tempat beroperasinya bisnis BRI yang sekaligus menggambarkan potensial bisnis wilayah masing-masing (lanjutan):

Tables below details the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2025 and 2024. Geographical area category based on the operational location of BRI's business which also describes the business potential of each area (continued):

	31 Desember 2024/*December 31, 2024*							
	Jakarta/ *Jakarta*	**Jawa Barat/ *West Java***	**Jawa Tengah dan DIY/ *Central Java and DIY***	**Jawa Timur/ *East Java***	**Sumatera/ Sumatera**	**Indonesia Tengah dan Timur/ Central and *East Indonesia***	**Lainnya/ *Others***	**Jumlah/ *Total***
Aset (lanjutan)/*Assets (continued)*								
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	22.412.327	588.796	153.958	2.415.616	4.324.631	833.918	9.927.576	40.656.822
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	16.845.690	-	-	-	-	-	-	16.845.690
Tagihan derivatif/ *Derivative receivables*	1.087.048	-	-	-	-	-	-	1.087.048
Kredit yang diberikan/*Loans*								
Mikro/*Micro*	49.553.717	55.456.579	92.734.277	84.609.080	118.748.937	174.377.195	66.343	575.546.128
Ritel/*Retail*	111.743.318	30.810.885	52.062.356	64.556.548	85.912.842	132.314.884	1.026.869	478.427.702
Korporasi/*Corporate*	198.593.927	10.216.044	2.673.573	229.383	7.094.612	6.675.548	18.861.172	244.344.259
Pinjaman syariah/*Sharia loans*	2.692.735	8.976.794	5.989.238	10.021.282	12.051.832	10.134.115	23.086	49.889.082
Piutang sewa pembiayaan/ *Finance lease receivables*	1.431.540	970.287	610.234	656.661	1.172.706	265.969	1.326.211	6.433.608
Tagihan akseptasi/ *Acceptance receivables*	9.373.916	4.920	-	394.925	894	45.802	284.916	10.105.373
Aset lain-lain*)/*Other assets**)	17.714.998	304.335	400.751	485.936	706.564	1.454.774	442.624	21.509.982
Jumlah/*Total*	**889.679.444**	**107.361.479**	**154.636.963**	**163.403.280**	**230.177.912**	**326.508.123**	**71.950.322**	**1.943.717.523**
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(82.528.721)
Neto/*Net*								**1.861.188.802**
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	8.837.175	450.011	24.343	1.143.865	877.848	442.678	-	11.775.920
Garansi yang diterbitkan/ *Guarantees issued*	45.205.165	4.898.148	1.773.972	2.471.254	3.051.916	5.628.189	3.826.592	66.855.236
Jumlah/Total	**54.042.340**	**5.348.159**	**1.798.315**	**3.615.119**	**3.929.764**	**6.070.867**	**3.826.592**	**78.631.156**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(2.061.936)
Neto/*Net*								**76.569.220**

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

b. Sektor industri

Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2025 dan 2024 :

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sectors

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2025 and 2024:

	31 Desember 2025/*December 31*, 2025							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Aset/Assets								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	31.929.608	-	-	-	-	-	-	31.929.608
Giro pada Bank lain/ *Current Account with Other Banks*	-	42.444.581	-	-	-	-	-	42.444.581
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	8.337.500	12.719.710	-	-	-	-	-	21.057.210
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	8.851.741	15.113.687	-	753.030	51.947	172.915	20.383	24.963.703
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other comprehensive Income*	95.588.366	64.076.135	-	3.420.737	-	2.965.849	1.746	166.052.833
Biaya perolehan di amortisasi/ *Amortized cost*	141.655.151	39.857.851	10.175	-	-	193.089	-	181.716.266
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	3.075.712	-	794.870	2.239.359	80.801	-	42.061.341	48.252.083
Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchased/ *under agreement to resell*	-	24.452	-	-	-	-	-	24.452
Tagihan derivatif/ *Derivative receivables*	-	1.167.029	-	-	-	-	-	1.167.029
Kredit yang diberikan/ *Loans*								
Mikro/*Micro*	-	-	163.787.936	33.141.935	210.790.486	43.499.809	134.740.421	585.960.587
Ritel/*Retail*	-	-	38.400.849	25.395.299	172.952.469	25.008.039	270.494.325	532.250.981
Korporasi/*Corporate*	8.466.435	500.000	43.863.651	62.419.927	45.336.991	24.815.859	157.114.987	342.517.850
Pinjaman syariah/ *Sharia loans*	-	-	10.498.911	1.124.278	30.264.059	2.641.064	11.821.970	56.350.282
Piutang sewa pembiayaan/ *Finance lease receivables*	182.918	467.455	-	1.798.973	879.948	952.025	124.838	4.406.157
Tagihan akseptasi/ *Acceptance receivables*	1.037.718	-	-	281.349	-	-	11.759.500	13.078.567
Aset lain-lain*)/ *Other assets*)	9.915.315	7.569.172	3.203	46.609	-	883.934	11.102.396	29.520.629
Jumlah/Total	**309.040.464**	**183.940.072**	**257.359.595**	**130.621.496**	**460.356.701**	**101.132.583**	**639.241.907**	**2.081.692.818**

39. MANAJEMEN RISIKO (lanjutan)

39. RISK MANAGEMENT (continued)

Manajemen Risiko Kredit (lanjutan)

Credit Risk Management (continued)

2. Analisa konsentrasi risiko (lanjutan)

2. Risk Concentration Analysis (continued)

b. Sektor industri (lanjutan)

b. Industrial Sectors (continued)

Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan):

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2025 and 2024 (continued):

	31 Desember 2025/*December 31*, 2025							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel d5an restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(83.659.577)
Neto/*Net*								**1.998.033.241**
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	-	-	9.180	3.320.391	58.291	1.579.096	8.582.799	13.549.757
Garansi yang Diterbitkan/ *Guarantees issued*	-	1.604.531	667.000	35.606.500	1.015	4.995.483	24.041.147	66.915.676
Jumlah/*Total*	**-**	**1.604.531**	**676.180**	**38.926.891**	**59.306**	**6.574.579**	**32.623.946**	**80.465.433**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(1.410.927)
Neto/*Net*								**79.054.506**

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

   b. Sektor industri (lanjutan)

   Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sectors (continued)

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2025 and 2024 (continued):

	31 Desember 2024/*December 31*, 2024							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Aset/Assets								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	88.878.969	-	-	-	-	-	-	88.878.969
Giro pada Bank lain/ *Current Account with Other Banks*	-	25.582.825	-	-	-	-	-	25.582.825
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	35.044.861	22.829.474	-	-	-	-	-	57.874.335
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	5.006.964	17.218.373	10.654	621.173	1	540.184	21.403	23.418.752
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other comprehensive Income*	113.037.481	48.397.314	29	3.788.647	1.814	2.585.582	65.419	167.876.286
Biaya perolehan di amortisasi/ *Amortized cost*	110.780.885	24.161.968	10.175	-	-	287.634	-	135.240.662
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	1.192.820	-	747.037	2.556.237	-	100.244	36.060.484	40.656.822
Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchased/ *under agreement to resell*	197.809	16.647.881	-	-	-	-	-	16.845.690
Tagihan derivatif/ *Derivative receivables*	-	1.087.048	-	-	-	-	-	1.087.048
Kredit yang diberikan/ *Loans*								
Mikro/*Micro*	-	705.421	153.716.804	37.198.001	227.493.402	44.611.791	111.820.709	575.546.128
Ritel/*Retail*	-	128.516	33.751.667	22.918.366	165.205.402	19.042.070	237.381.681	478.427.702
Korporasi/*Corporate*	5.980.603	500.000	28.529.392	52.702.245	24.745.106	27.344.042	104.542.871	244.344.259
Pinjaman syariah/ *Sharia loans*	-	168	9.452.734	616.803	29.868.998	2.077.138	7.873.241	49.889.082
Piutang sewa pembiayaan/ *Finance lease receivables*	-	510.707	-	2.375.332	1.440.696	1.345.038	761.835	6.433.608
Tagihan akseptasi/ *Acceptance receivables*	-	-	-	295.515	4.201	-	9.805.657	10.105.373
Aset lain-lain[*)]/ *Other assets*[*)]	7.097.694	10.948.119	5.347	61.618	1.082	526.108	2.870.014	21.509.982
Jumlah/Total	**367.218.086**	**168.717.814**	**226.223.839**	**123.133.937**	**448.760.702**	**98.459.831**	**511.203.314**	**1.943.717.523**

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

   b. Sektor industri (lanjutan)

   Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sectors (continued)

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2025 and 2024 (continued):

	31 Desember 2024/*December 31*, 2024							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(82.528.721)
Neto/*Net*								**1.861.188.802**
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	-	-	75.636	4.440.433	1.381.174	2.708.953	3.169.724	11.775.920
Garansi yang Diterbitkan/ *Guarantees issued*	-	1.082.516	643.800	45.040.858	8.635	4.736.790	15.342.637	66.855.236
Jumlah/*Total*	**-**	**1.082.516**	**719.436**	**49.481.291**	**1.389.809**	**7.445.743**	**18.512.361**	**78.631.156**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(2.061.936)
Neto/*Net*								**76.569.220**

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2025 dan 2024
   a. Giro pada bank lain

   Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara kolektif.

   b. Penempatan pada Bank Indonesia dan lembaga keuangan lain

   Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara kolektif.

3. Impairment of financial assets as of December 31, 2025 and 2024
   a. Current accounts with other banks

   As of December 31, 2025 and 2024, this financial asset is collectively impaired.

   b. Placements with Bank Indonesia and other financial institutions

   As of December 31, 2025 and 2024, this financial asset is collectively impaired.

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan) / *Impairment of financial assets as of December 31, 2025 and 2024 (continued)*

c. Efek-efek / *Securities*

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara kolektif. / *As of December 31, 2025 and 2024, this financial asset is collectively impaired.*

d. Piutang sewa pembiayaan / *Finance lease receivables*

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai sebagai berikut: / *As of December 31, 2025 and 2024, this financial asset is impaired as follows:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Mengalami penurunan nilai	77.018	94.694	*Impaired*
Telah jatuh tempo tetapi tidak mengalami penurunan nilai	277.671	261.824	*Past due but not impaired*
Belum jatuh tempo atau tidak mengalami penurunan nilai	4.051.468	6.077.090	*Neither past due nor impaired*
	4.406.157	6.433.608	
Dikurangi cadangan kerugian penurunan nilai	(164.922)	(165.590)	*Less allowance for impairment losses*
Total	**4.241.235**	**6.268.018**	***Total***

e. Kredit yang diberikan dan pinjaman syariah / *Loan and sharia loans*

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif dengan rincian sebagai berikut: / *As of December 31, 2025 and 2024, this financial asset is either individually or collectively impaired with the following details:*

	31 Desember 2025/*December 31, 2025*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired**)	Jumlah/*Total*	
	High Grade/ *High Grade*	*Standard Grade*/ *Standard Grade*				
Rupiah						*Rupiah*
Perdagangan, perhotelan dan restoran	374.316.038	17.351.181	24.421.286	20.690.697	436.779.202	*Trading, hotels and restaurant*
Pertanian	220.444.523	4.391.585	7.844.328	9.956.753	242.637.189	*Agriculture*
Perindustrian	66.433.269	2.002.538	3.359.164	6.365.055	78.160.026	*Manufacturing*
Jasa dunia usaha	78.300.198	2.107.665	4.045.842	4.269.024	88.722.729	*Business services*
Listrik, gas dan air	17.976.998	113.114	82.441	155.253	18.327.806	*Electricity, gas and water*
Konstruksi	69.249.574	604.326	579.537	7.078.931	77.512.368	*Construction*
Pengangkutan, pergudangan dan komunikasi	30.269.282	590.137	714.482	879.670	32.453.571	*Transportation, warehousing and communication*
Jasa pelayanan sosial	7.895.859	290.043	304.800	202.599	8.693.301	*Social Service*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan)

e. Kredit yang diberikan dan pinjaman syariah (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif dengan rincian sebagai berikut (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

3. Impairment of financial assets as of December 31, 2025 and 2024 (lanjutan)

e. Loan and sharia loans (continued)

As of December 31, 2025 and 2024, this financial asset is either individually or collectively impaired with the following details (continued):

	31 Desember 2025/*December 31, 2025*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired**)*	Jumlah/*Total*	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Rupiah						*Rupiah*
Rupiah						*Rupiah*
Pertambangan	6.519.992	143.571	175.016	544.500	7.383.079	*Mining*
Lain-lain	350.249.228	2.551.204	8.417.108	6.523.843	367.741.383	*Others*
	1.221.654.961	30.145.364	49.944.004	56.666.325	1.358.410.654	
Mata uang asing						*Foreign currency*
Perindustrian	40.708.290	-	231.492	2.981.631	43.921.413	*Manufacturing*
Pertanian	13.914.158	-	-	-	13.914.158	*Agriculture*
Listrik, gas dan air	35.113.643	-	-	4.503	35.118.146	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	21.750.434	2.891	-	811.478	22.564.803	*Trading, hotels and restaurant*
Pengangkutan, pergudangan dan komunikasi	974.986	-	-	-	974.986	*Transportation, warehousing and communication*
Pertambangan	20.090.754	-	-	1.926.908	22.017.662	*Mining*
Jasa pelayanan sosial	8.864.633	-	-	-	8.864.633	*Social Service*
Jasa dunia usaha	4.384.059	-	-	2.857.983	7.242.042	*Business services*
Konstruksi	2.864.155	-	-	138.030	3.002.185	*Construction*
Lain-lain	1.038.514	-	615	9.889	1.049.018	*Others*
	149.703.626	2.891	232.107	8.730.422	158.669.046	
Total	**1.371.358.587**	**30.148.255**	**50.176.111**	**65.396.747**	**1.517.079.700**	***Total***
Dikurangi cadangan kerugian penurunan nilai					(82.893.734)	*Less allowance for Impairment losses*
Neto					**1.434.185.966**	***Net***

*) Termasuk seluruh kredit yang dianalisa secara individual

**) Including all loans analyzed individually*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan)

e. Kredit yang diberikan dan pinjaman syariah (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif dengan rincian sebagai berikut (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

3. Impairment of financial assets as of December 31, 2025 and 2024 (continued)

e. Loan and sharia loans (continued)

As of December 31, 2025 and 2024, this financial asset is either individually or collectively impaired with the following details (continued):

	31 Desember 2024/*December 31, 2024*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired**)*	Jumlah/*Total*	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Rupiah						*Rupiah*
Perdagangan, perhotelan dan restoran	346.058.511	17.553.921	25.755.321	16.633.605	406.001.358	*Trading, hotels and restaurant*
Pertanian	210.091.565	3.671.803	10.662.569	9.489.312	233.915.249	*Agriculture*
Perindustrian	75.986.953	2.008.431	4.633.901	3.702.762	86.332.047	*Manufacturing*
Jasa dunia usaha	60.369.753	1.997.052	3.921.853	6.834.330	73.122.988	*Business services*
Listrik, gas dan air	10.112.281	92.835	155.941	254.768	10.615.825	*Electricity, gas and water*
Konstruksi	22.865.764	601.727	401.034	6.964.470	30.832.995	*Construction*
Pengangkutan, pergudangan dan komunikasi	26.098.704	635.548	724.080	812.857	28.271.189	*Transportation, warehousing and communication*
Jasa pelayanan sosial	6.154.478	240.052	308.840	308.800	7.012.170	*Social service*
Pertambangan	13.926.232	109.089	185.308	410.716	14.631.345	*Mining*
Lain-lain	302.052.859	2.817.421	7.284.997	4.957.629	317.112.906	*Others*
	1.073.717.100	29.727.879	54.033.844	50.369.249	1.207.848.072	
Mata uang asing						*Foreign currency*
Perindustrian	35.076.413	525	284.205	4.338.309	39.699.452	*Manufacturing*
Pertanian	11.602.046	-	644	-	11.602.690	*Agriculture*
Listrik, gas dan air	27.685.830	-	-	-	27.685.830	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	11.305.348	2.764	-	946.210	12.254.322	*Trading, hotels and restaurant*
Pengangkutan, pergudangan dan komunikasi	299.529	-	-	-	299.529	*Transportation, warehousing and communication*
Pertambangan	19.980.957	-	-	1.895.780	21.876.737	*Mining*
Jasa pelayanan sosial	6.248.959	-	-	-	6.248.959	*Social service*
Jasa dunia usaha	11.042.966	-	-	2.784.653	13.827.619	*Business services*
Konstruksi	5.676.884	-	-	135.588	5.812.472	*Construction*
Lain-lain	1.003.853	-	38.279	9.357	1.051.489	*Others*
	129.922.785	3.289	323.128	10.109.897	140.359.099	
Total	**1.203.639.885**	**29.731.168**	**54.356.972**	**60.479.146**	**1.348.207.171**	***Total***
Dikurangi cadangan kerugian penurunan nilai					(80.897.921)	*Less allowance for Impairment losses*
Neto					**1.267.309.250**	***Net***

*) Termasuk seluruh kredit yang dianalisa secara individual

**) Including all loans analyzed individually*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2025 dan 2024 (lanjutan)

f. Wesel ekspor dan tagihan lainnya

Pada tanggal-tanggal 31 Desember 2025 dan 2024 aset keuangan ini mengalami penurunan nilai baik secara individu dan kolektif.

g. Tagihan akseptasi

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai baik secara individu dan kolektif.

h. Efek-efek yang dibeli dengan janji dijual kembali

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini tidak mengalami penurunan nilai secara individual maupun kolektif.

i. Aset lain-lain

Pada tanggal-tanggal 31 Desember 2025 dan 2024, aset keuangan ini mengalami penurunan nilai secara kolektif.

j. Rekening administratif

Pada tanggal-tanggal 31 Desember 2025 dan 2024, akun-akun administratif ini mengalami penurunan nilai dengan rincian sebagai berikut:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

3. Impairment of financial assets as of December 31, 2025 and 2024 (continued)

f. Export bills and other receivables

As of December 31, 2025 and 2024 this financial asset was impaired both individually and collectively.

g. Acceptance receivables

As of December 31, 2025 and 2024, this financial asset was impaired both individually and collectively.

h. Securities purchased under agreement to resell

As of December 31, 2025 and 2024, this financial asset is neither individually nor collectively impaired.

i. Other assets

As of December 31, 2025 and 2024, this financial asset is collectively impaired.

j. Administrative accounts

As of December 31, 2025 and 2024, these administrative accounts were impaired as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rupiah			*Rupiah*
Garansi yang diterbitkan	41.900.550	37.815.057	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor	3.420.782	2.357.169	*Irrevocable L/C*
	45.321.332	40.172.226	
Mata uang asing			*Foreign currency*
Garansi yang diterbitkan	25.015.126	29.040.179	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor	10.128.975	9.418.751	*Irrevocable L/C*
	35.144.101	38.458.930	
	80.465.433	78.631.156	
Dikurangi cadangan kerugian penurunan nilai	(1.410.927)	(2.061.936)	*Less allowance for impairment losses*
Total	**79.054.506**	**76.569.220**	***Total***

39. MANAJEMEN RISIKO (lanjutan)

39. RISK MANAGEMENT (continued)

Manajemen Risiko Kredit (lanjutan)

Credit Risk Management (continued)

4. Kualitas aset keuangan

4. Quality of financial assets

Tabel berikut menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit, nilai yang disajikan adalah *gross*:

The following tables show the quality of financial assets by class for all financial assets with credit risk, amounts presented at gross:

	31 Desember 2025/*December 31, 2025*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai**)/ *Impaired***)*	Jumlah/*Total*	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Aset						***Assets***
Giro pada Bank Indonesia	31.929.608	-	-	-	31.929.608	*Current Account with Bank Indonesia*
Giro pada bank lain	41.980.016	464.565	-	-	42.444.581	*Current Account with other bank*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	20.864.386	192.824	-	-	21.057.210	*Placement with Bank Indonesia and other financial institutions*
Efek-efek						*Securities*
Nilai wajar melalui laba rugi	21.190.674	3.773.029	-	-	24.963.703	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	133.794.104	32.258.729	-	-	166.052.833	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	166.204.296	15.511.970	-	-	181.716.266	*Amortized cost*
Wesel ekspor dan tagihan lainnya	48.250.278	-	-	1.805	48.252.083	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	24.452	-	-	-	24.452	*Securities under purchase Agreement to resell*
Tagihan derivatif	1.167.029	-	-	-	1.167.029	*Derivative receivables*
Kredit yang diberikan						*Loans*
Mikro	527.217.512	10.247.385	29.343.084	19.152.606	585.960.587	*Micro*
Ritel	472.023.468	19.685.711	17.807.078	22.734.724	532.250.981	*Retail*
Korporasi	319.476.680	-	231.489	22.809.681	342.517.850	*Corporate*
Pinjaman syariah	52.640.927	215.159	2.794.460	699.736	56.350.282	*Sharia loans*
Piutang sewa pembiayaan	3.984.008	67.460	277.671	77.018	4.406.157	*Finance lease receivables*
Tagihan akseptasi	12.719.275	-	-	359.292	13.078.567	*Acceptance receivables*
Aset lain-lain*)	25.477.695	3.370.512	452.983	219.439	29.520.629	*Others assets* *)
Total	1.878.944.408	85.787.344	50.906.765	66.054.301	2.081.692.818	***Total***

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia.

**) Termasuk seluruh kredit yang dianalisa secara individual

*) *Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

**) *Including all loans analyzed individually.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Tabel berikut menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit, nilai yang disajikan adalah *gross* (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (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):

	31 Desember 2024/*December 31, 2024*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/			
	High Grade/ High Grade	*Standard Grade/ Standard Grade*	*Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired**)*	Jumlah/*Total*	
Aset						***Assets***
Giro pada Bank Indonesia	88.878.969	-	-	-	88.878.969	*Current Account with Bank Indonesia*
Giro pada bank lain	24.745.895	836.930	-	-	25.582.825	*Current Account with other bank*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	57.874.335	-	-	-	57.874.335	*Placement with Bank Indonesia and other financial institutions*
Efek-efek						*Securities*
Nilai wajar melalui laba rugi	14.128.939	9.289.813	-	-	23.418.752	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	148.293.352	19.582.934	-	-	167.876.286	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	111.557.365	23.683.297	-	-	135.240.662	*Amortized cost*
Wesel ekspor dan tagihan lainnya	40.618.097	-	24.637	14.088	40.656.822	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.845.690	-	-	-	16.845.690	*Securities under purchase agreement to resell*
Tagihan derivatif	1.087.048	-	-	-	1.087.048	*Derivative receivables*
Kredit yang diberikan						*Loans*
Mikro	517.322.593	9.509.799	33.788.405	14.925.331	575.546.128	*Micro*
Ritel	424.111.557	19.714.451	16.239.034	18.362.660	478.427.702	*Retail*
Korporasi	217.624.332	-	320.994	26.398.933	244.344.259	*Corporate*
Pinjaman syariah	44.581.403	506.918	4.008.539	792.222	49.889.082	*Sharia loans*
Piutang sewa pembiayaan	5.842.658	234.432	261.824	94.694	6.433.608	*Finance lease receivables*
Tagihan akseptasi	10.105.373	-	-	-	10.105.373	*Acceptance receivables*
Aset lain-lain*)	19.397.775	1.029.067	869.276	213.864	21.509.982	*Others assets *)*
Total	**1.743.015.381**	**84.387.641**	**55.512.709**	**60.801.792**	**1.943.717.523**	***Total***

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia.

**) Termasuk seluruh kredit yang dianalisa secara individual

*) *Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

**) *Including all loans analyzed individually.*

Kualitas kredit didefinisikan sebagai berikut:

1. Tingkat Tinggi
   a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, yaitu giro atau penempatan pada institusi Pemerintah dan transaksi dengan bank yang telah terdaftar pada Bursa.
   b) Kredit yang diberikan, piutang sewa pembiayaan dan pinjaman syariah yaitu pinjaman kepada pihak ketiga yang belum jatuh tempo dan tidak mengalami penurunan nilai, serta tidak pernah direstrukturisasi.

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 financial institutions are current accounts or placements in Government institutions and transactions with banks listed in the Stock Exchange.
   b) Loan, finance lease receivable, and sharia loan, are loans to third parties receivables that are neither past due nor impaired, and have never been restructured.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Kualitas kredit didefinisikan sebagai berikut (lanjutan):

1. Tingkat Tinggi (lanjutan)

c) Wesel ekspor dan tagihan lainnya serta tagihan akseptasi yaitu tagihan kepada pihak ketiga yang belum jatuh tempo dan memiliki kapasitas finansial yang kuat dalam hal pembayaran kembali seluruh kewajibannya secara tepat waktu.

d) Efek-efek dan Obligasi Pemerintah, yaitu efek-efek yang dikeluarkan oleh Pemerintah, efek-efek dan obligasi dengan *rating* minimal idA- (Pefindo), A- (Fitch), atau A3 (Moody's).

e) Penyertaan saham, yaitu penyertaan pada perusahaan yang terdaftar pada Bursa dan memiliki tingkat kinerja keseluruhan yang baik.

2. Tingkat Standar

a) Giro pada bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, yaitu giro atau penempatan pada bank yang tidak terdaftar pada Bursa.

b) Kredit yang diberikan, pinjaman syariah, dan piutang sewa pembiayaan yaitu pinjaman kepada pihak ketiga yang belum jatuh tempo, dan tidak mengalami penurunan nilai, namun pernah direstrukturisasi.

c) Wesel ekspor dan tagihan lainnya serta tagihan akseptasi, yaitu tagihan kepada pihak ketiga yang belum jatuh tempo dan memiliki kapasitas finansial yang memadai dalam hal pembayaran kembali seluruh kewajibannya secara tepat waktu.

d) Efek-efek dan Obligasi Pemerintah, yaitu efek-efek dan obligasi dengan *rating* antara idBBB+ sampai dengan idBBB- (Pefindo), BBB+ sampai dengan BBB- (Fitch), atau Baa1 sampai dengan Baa3 (Moody's).

e) Penyertaan saham, yaitu penyertaan pada perusahaan yang tidak terdaftar pada Bursa dan memiliki tingkat kinerja keseluruhan yang baik.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit quality is defined as follows (continued):

1. High Grade (continued)

c) Export bills and other receivables as well as acceptances receivable, are third party receivables that are not past due and have strong financial capacity in terms of repaying all obligations in a timely manner.

d) Securities and Government bonds are securities issued by Government, investment grade securities and bonds with a rating of at least idA- (Pefindo), A- (Fitch), or A3 (Moody's).

e) Investment in shares, are investments in entities listed in Stock Exchange which have an overall good performance level.

2. Standard Grade

a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other financial institutions are current accounts or placements in Government institutions and transactions with banks listed in the Stock Exchange.

b) Loan, sharia loans, and finance lease receivables pare loans to third parties that are neither past due nor impaired, but have been restructured.

c) Export bills and other receivables as well as acceptances receivable, are third party receivables that are not past due and have adequate financial capacity in terms of repaying all obligations in a timely manner.

d) Securities and Government Bonds are securities and bonds with a rating between idBBB+ and idBBB- (Pefindo), BBB+ and BBB- (Fitch), or Baa1 and Baa3 (Moody's).

e) Investment in shares, are investment in entities which are not listed in stock exchange which have an overall good performance level.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit

Pengukuran Kerugian Kredit Ekspektasian

a. Peningkatan Risiko Kredit Secara Signifikan

Ketika menentukan apakah risiko gagal bayar pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank mempertimbangkan informasi yang wajar dan terdukung, serta relevan yang tersedia tanpa biaya atau upaya yang berlebihan. Hal tersebut mencakup informasi dan analisa kuantitatif dan kualitatif, berdasarkan pada pengalaman historis dan penilaian pakar kredit dan termasuk perkiraan masa depan (*forward-looking*).

Tujuan dari penilaian ini adalah untuk mengidentifikasi apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi dengan membandingkan:

1. *Probability of default* (PD) atas umur tersisa pada tanggal pelaporan; dengan
2. *Probability of default* (PD) atas umur tersisa yang di estimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran dimuka).

Ketika menentukan apakah risiko gagal bayar pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank mempertimbangkan informasi yang wajar dan terdukung, serta relevan yang tersedia tanpa biaya atau upaya yang berlebihan. Hal tersebut mencakup informasi dan analisa kuantitatif dan kualitatif, berdasarkan pada pengalaman historis dan penilaian pakar kredit dan termasuk perkiraan masa depan (*forward-looking*).

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis

Measurement of Expected Credit Losses

a. Significant Increase on Credit Risk

When determining whether the risk of default on financial instruments has increased significantly since initial recognition, the Bank considers reasonable and supportable, relevant information that is available without excessive costs or efforts. This includes quantitative and qualitative information and analysis, based on historical experience and credit expert judgment and including forward-looking estimates.

The purpose of this assessment is to identify whether a significant increase in credit risk of exposure has occurred by comparing:

1. Probability of default (PD) for the remaining age at the reporting date; with
2. Probability of default (PD) for the estimated remaining age at initial recognition of the exposure (if relevant, adjusted for changes in expectations of prepayment).

When determining whether the risk of default on financial instruments has increased significantly since initial recognition, the Bank considers reasonable and supportable, relevant information that is available without excessive costs or efforts. This includes quantitative and qualitative information and analysis, based on historical experience and credit expert judgment and including forward-looking estimates.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

a. Peningkatan Risiko Kredit Secara Signifikan (lanjutan)

Tujuan dari penilaian ini adalah untuk mengidentifikasi apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi dengan membandingkan:

1. *Probability of default* (PD) atas umur tersisa pada tanggal pelaporan; dengan
2. *Probability of default* (PD) atas umur tersisa yang di estimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran dimuka).

Bank juga menggunakan kriteria berikut dalam menentukan apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi:

1. Pengujian kuantitatif berdasarkan perubahan *probability of default* (PD)
2. Indikator kualitatif
3. Tertunggak lebih dari 30 (tiga puluh) hari

b. *Credit Risk Grades*

Bank mengalokasikan setiap eksposur ke *credit risk grades* berdasarkan variasi data yang ditentukan dapat memprediksi risiko gagal bayar dan menerapkan pengalaman atas kredit. *Credit risk grades* ditetapkan menggunakan faktor kualitatif dan kuantitatif yang dapat mengindikasikan risiko gagal bayar. Faktor-faktor ini bervariasi tergantung pada sifat eksposur dan jenis peminjam.

Credit risk grades ditetapkan dan dikalibrasi sedemikian rupa sehingga risiko terjadinya gagal bayar meningkat secara eksponensial seiring dengan penurunan risiko kredit, sebagai contoh, selisih antara *credit risk rating grades* 1 dan 2 lebih kecil dari pada selisih antara *credit risk rating grades* 2 dan 3.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

a. Significant Increase on Credit Risk (continued)

The purpose of this assessment is to identify whether a significant increase in credit risk of exposure has occurred by comparing:

1. *Probability of default (PD) for the remaining age at the reporting date; with*
2. *Probability of default (PD) for the estimated remaining age at initial recognition of the exposure (if relevant, adjusted for changes in expectations of prepayment).*

The Bank also uses the following criteria in determining whether a significant increase in credit risk over exposure has occurred:

1. *Quantitative testing based on changes in the probability of default (PD)*
2. *Qualitative indicators*
3. *Overdue for 30 days*

b. Credit Risk Grades

The Bank allocates each exposure to credit risk grades based on a variety of data that is determined to predict the risk of default and apply credit experience. Credit risk grades are determined using qualitative and quantitative factors that can indicate the risk of default. These factors vary depending on the nature of the exposure and the type of borrower.

Credit risk grades are determined and calibrated in such a way that the risk of default is increasing exponentially as credit risk decreases, for example, the difference between credit risk rating grades 1 and 2 is smaller than the difference between credit rating grades 2 and 3.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

b. *Credit Risk Grades* (lanjutan)

Setiap eksposur dialokasikan ke *credit risk grades* pada pengakuan awal berdasarkan informasi yang tersedia tentang peminjam. Eksposur ini dipantau secara berkelanjutan dan dapat mengakibatkan eksposur dipindahkan ke *credit risk grades* yang berbeda. Pemantauan biasanya menggunakan data laporan keuangan, penggunaan fasilitas kredit, dan estimasi kondisi ekonomi.

c. Penentuan Struktur *Probability of Default*

Credit risk grades adalah input utama dalam penentuan struktur PD *term structure* atas eksposur. Bank mengumpulkan informasi kinerja dan gagal bayar tentang eksposur risiko kredit yang dianalisa berdasarkan yurisdiksi atau wilayah dan menurut jenis produk dan peminjam serta penilaian risiko kredit. Untuk beberapa portofolio, informasi yang dibeli dari penilai kredit eksternal juga digunakan.

Bank menggunakan model statistik untuk menganalisa data yang dikumpulkan dan menghasilkan perkiraan *probability of default* (PD) atas umur tersisa dan bagaimana hal ini diperkirakan akan berubah sebagai akibat dari berlalunya waktu.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

b. Credit Risk Grades (continued)

Each exposure is allocated to credit risk grades at initial recognition based on available information about the borrower. This exposure is monitored on an ongoing basis, and can result in the exposure being transferred to different credit risk grades. The monitoring usually uses the following data: financial statements, use of credit facilities, estimates of economic conditions.

c. Determination of Probability of Default Structure

Credit risk grades are the main input in determining the PD term structure of the exposure. The Bank collects performance and default information about credit risk exposures, which are analyzed by jurisdiction or region and by product and borrower type and credit risk assessment. For some portfolios, information purchased from external credit assessors is also used.

The Bank uses a statistical model to analyze the data collected and produce an estimate of the probability of default (PD) for the remaining life and how this is expected to change as a result of the passage of time.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

d. Penentuan Terjadinya Peningkatan Risiko Kredit Secara Signifikan

Kriteria untuk menentukan apakah risiko kredit telah meningkat secara signifikan bervariasi untuk setiap portofolio dan termasuk perubahan kuantitatif pada PD dan faktor kualitatif, termasuk penentuan berdasarkan status hari tunggakan.

Risiko kredit dari eksposur tertentu dianggap telah meningkat secara signifikan sejak pengakuan awal jika, berdasarkan permodelan kuantitatif Bank, *probability of default* (PD) atas umur tersisa telah meningkat signifikan.

Bank juga dapat menggunakan penilaian dari analis kredit dan jika mungkin, pengalaman historis yang relevan, dalam menentukan bahwa mungkin eksposur telah mengalami peningkatan risiko kredit yang signifikan berdasarkan indikator kualitatif tertentu yang dianggap dapat mengindikasi hal tersebut dan pengaruhnya mungkin tidak sepenuhnya tercermin dalam analisis kuantitatif secara tepat waktu.

Bank menentukan bahwa peningkatan risiko kredit secara signifikan belum terjadi apabila masih kurang dari 30 hari tunggakan. Hari tunggakan ditentukan dengan menghitung jumlah hari sejak tanggal jatuh tempo awal dimana pembayaran penuh belum diterima. Tanggal jatuh tempo ditentukan tanpa mempertimbangkan masa tenggang yang mungkin tersedia bagi peminjam.

Bank memantau efektivitas kriteria yang digunakan dalam mengidentifikasi peningkatan risiko kredit yang signifikan dengan cara reviu berkala.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

d. Determination of Significant Increase in Credit Risk

Criteria for determining whether credit risk has increased significantly varies for each portfolio and includes quantitative changes in PD and qualitative factors, including determination based on arrears day status.

Credit risk from certain exposures is considered to have increased significantly since initial recognition if, based on the Bank's quantitative modeling, the probability of default (PD) for the remaining life has increased significantly.

The Bank can also use the judgment of credit analysts and if possible, relevant historical experience, in determining that exposure may have experienced a significant increase in credit risk based on certain qualitative indicators that are considered to indicate this and their effects may not be fully reflected in quantitative analysis in a comprehensive manner on time.

The Bank determines that a significant increase in credit risk has not occurred if it is still less than 30 days in arrears. Arrears days are determined by calculating the number of days from the initial due date where full payment has not been received. The due date is determined without considering the grace period that might be available to the borrower.

The Bank monitors the effectiveness of the criteria used in identifying significant increases in credit risk by periodic review.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

e. Modifikasi Aset Keuangan

Ketentuan kontraktual pinjaman dapat dimodifikasi untuk beberapa alasan, termasuk perubahan kondisi pasar, retensi pelanggan dan faktor-faktor lain yang tidak terkait dengan penurunan kredit saat pinjaman yang ketentuan kontraktualnya dimodifikasi dapat menyebabkan pinjaman awal dihentikan pengakuannya dan pinjaman hasil modifikasi diakui sebagai pinjaman baru pada nilai wajar.

Ketika ketentuan kontraktual pinjaman dimodifikasi dan tidak mengakibatkan penghentian pengakuan, penentuan terjadinya peningkatan risiko kredit secara signifikan dilakukan dengan cara membandingkan:

- sisa PD sepanjang umur pada tanggal pelaporan berdasarkan ketentuan yang dimodifikasi; dengan
- sisa PD sepanjang umur yang diestimasi berdasarkan data pada saat pengakuan awal dan ketentuan kontraktual awal.

f. Definisi Gagal Bayar (*Default*)

Grup menganggap aset keuangan dalam keadaan *default*/gagal bayar ketika:

- Debitur tidak mungkin membayar kewajiban kreditnya secara penuh tanpa bantuan (*recourse*) dari kelompok usahanya; atau
- Debitur telah melewati jatuh tempo lebih dari 90 (sembilan puluh) hari atas kewajiban kredit material apa pun kepada kelompok usahanya.

Dalam menilai apakah debitur dalam keadaan *default*/gagal bayar, Grup mempertimbangkan indikator berikut:

- Kualitatif-seperti pelanggaran persyaratan penjanjian (*covenants*);
- Kuantitatif-seperti status tunggakan; dan
- Berdasarkan data yang dikembangkan secara internal dan diperoleh dari sumber eksternal.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

e. Modification of Financial Assets

The contractual terms of the loan can be modified for several reasons, including changes in market conditions, customer retention and other factors not related to the current credit decline. Loan with modified contractual terms can cause the initial loan to be derecognized and the loan as a result of the modification is recognized as a new loan at fair value.

When the contractual terms of the loan are modified and do not result in termination of recognition, determining the occurrence of a significant increase in credit risk is done by comparing:

- *Remaining PD for life at reporting date based on modified provisions; with*
- *Remaining PD throughout the estimated age based on data at initial recognition and initial contractual provisions.*

f. Definition of Default

The Group considers financial assets as default when:

- *The debtor is unlikely to pay its credit obligations to the full, without recourse from the business group; or*
- *The debtor has more than 90 (ninety) days past due for any material credit obligations to the business group*

In assessing whether a debtor is in default, the Group considers the following indicators:

- *Qualitative-such as violations of the terms of the covenants;*
- *Quantitative-such as arrears status; and*
- *Based on data developed internally and obtained from external sources*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai

a. Penggunaan informasi perkiraan masa depan (*forward-looking*)

Bank menggunakan informasi *forward-looking* dalam menilai apakah telah terjadinya peningkatan risiko kredit secara signifikan dan pengukuran kerugian kredit ekspektasian. Berdasarkan saran dari Komite Manajemen Risiko, pakar ekonomi dan pertimbangan berbagai informasi aktual dan perkiraan eksternal, Bank merumuskan pandangan dasar (*base case*) tentang pergerakan variabel ekonomi yang relevan dimasa depan serta perkiraan skenario lain yang mungkin terjadi. Proses ini meliputi pengembangan dua atau lebih skenario ekonomi tambahan dan mempertimbangkan probabilitas relatif dari keluaran (*output*) yang mungkin. Informasi eksternal mencakup data ekonomi dan perkiraan yang diterbitkan oleh, seperti badan pemerintah dan analis sektor swasta dan akademisi terpilih.

Pandangan dasar (*base case*) digunakan dalam perencanaan strategis dan anggaran. Skenario yang lain mencerminkan keluaran yang lebih optimis dan keluaran yang lebih pesimis.

Skenario ekonomi yang dirumuskan menggunakan kisaran indikator utama berikut:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Inputs, Assumptions, and Techniques used in estimating impairment

a. Use of forward-looking information

The Bank uses forward-looking information in assessing whether there has been a significant increase in credit risk and in measuring expected credit losses. Based on suggestions from the Risk Management Committee, economic experts and consideration of various actual and external forecast information, the Bank formulates a base case on the movement of relevant economic variables in the future as well as estimates of other possible scenarios. This process involves developing two or more additional economic scenarios and considering the relative probability of the possible outputs. External information includes economic data and forecasts published by, such as government agencies and selected private sector analysts and academics.

The base case reflects the output with the highest probability and is used in strategic planning and budgeting. The other scenario reflects a more optimistic output and a more pessimistic outcome.

The economic scenario is formulated using the following main indicator ranges:

	2025	2026	
Pertumbuhan PDB	dasar 5,04% Kisaran antara 3,90 hingga 5,19% *baseline 5.04%* *Ranges from 3.90 to 5.19%*	dasar 5,18% Kisaran antara 4,29 hingga 5,24% *baseline 5.18%* *Ranges from 4.29 to 5.24%*	*GDP Growth*
Tingkat Konsumsi	dasar 4,94% Kisaran antara 3,20 hingga 5,09% *baseline 4.94%* *Ranges from 3.20 to 5.09%*	dasar 5,09% Kisaran antara 4,13 hingga 5,19% *baseline 5.09%* *Ranges from 4.13 to 5.19%*	*Consumption Rate*
Tingkat Investasi	dasar 5,76% Kisaran antara 4,51 hingga 5,91% *baseline 5.76%* *Ranges from 4.51 to 5.91%*	dasar 4,61% Kisaran antara 3,77 hingga 4,93% *baseline 4.61%* *Ranges from 3.77 to 4.93%*	*Investment Rate*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai (lanjutan)

b. Pengukuran Kerugian Kredit Ekspektasian

Input utama dalam pengukuran kerugian kredit ekspektasian adalah variabel berikut:

- *Probability of Default* (PD)
- *Loss of Given Default* (LGD)
- *Exposure at Default* (EAD)

Parameter ini umumnya berasal dari model statistik yang dikembangkan secara internal dan data historis lainnya. Parameter ini disesuaikan untuk mencerminkan informasi *forward-looking.*

Estimasi PD adalah estimasi pada tanggal tertentu, yang dihitung berdasarkan model peringkat statistik dan dinilai menggunakan *rating* yang disesuaikan dengan berbagai kategori dari debitur dan eksposur. Model statistik ini didasarkan pada data yang disusun secara internal yang terdiri dari faktor kuantitatif, kualitatif, dan perkiraan berwawasan ke depan (*forward-looking*).

LGD adalah besarnya kerugian jika terjadi gagal bayar. Parameter LGD diestimasi secara historis berdasarkan tingkat pemulihan atas klaim terhadap debitur yang gagal bayar. LGD juga diamati dengan mempertimbangkan jaminan tunai yang merupakan bagian integral dari aset keuangan terhutang serta biaya yang dikeluarkan dalam proses pemulihan.

EAD merepresentasikan estimasi eksposur jika terjadi gagal bayar. EAD suatu aset keuangan adalah jumlah tercatat bruto. Untuk komitmen pinjaman dan jaminan keuangan, EAD mencakup jumlah yang telah ditarik, serta jumlah potensial di masa depan yang akan ditarik, yang diestimasi berdasarkan pengamatan historis.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Inputs, Assumptions, and Techniques used in estimating impairment (continued)

b. Measurement of Expected Credit Losses

The main inputs in measuring expected credit losses are the following variables:

- *Probability of Default (PD)*
- *Loss of Given Default (LGD)*
- *Exposure at Default (EAD)*

These parameters generally come from internally developed statistical models and other historical data. This parameter is adjusted to reflect forward-looking information.

PD estimation is an estimate at a specific date, which is calculated based on a statistical ranking model and is assessed using a rating adjusted for various categories of debtors and exposures. This statistical model is based on internally compiled data consisting of quantitative, qualitative factors, and forward-looking information.

LGD is the amount of loss in the event of default. The LGD parameter is estimated historically based on the rate of recovery of claims against defaulters. The LGD model takes into account the structure, guarantees, seniority of claims, the debtor's industry, and the cost of recovery of each guarantee that is an integral part of a financial asset.

EAD represents the estimated exposure in the event of default. The EAD of a financial asset is the gross carrying amount. For loan commitments and financial guarantees, EAD includes the amount that has been drawn, as well as the potential future amount to be withdrawn, which is estimated based on historical observations.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

   Analisis Kualitas Kredit (lanjutan)

   Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai (lanjutan)

   b. Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

      Ketika pemodelan parameter dilakukan secara kolektif, instrumen keuangan dikelompokkan berdasarkan kesamaan karakteristik risiko yang meliputi:
      - Jenis instrumen;
      - Peringkat risiko kredit;
      - Jenis agunan;
      - Tanggal pengakuan awal;
      - Sisa waktu jatuh tempo.

5. Berdasarkan PSAK No. 107, aset keuangan yang telah jatuh tempo ditentukan ketika debitur gagal melakukan pembayaran sesuai jadwal. Tabel berikut menunjukan *aging analysis* terhadap kredit yang diberikan, pinjaman syariah, dan piutang sewa pembiayaan yang telah jatuh tempo tetapi tidak mengalami penurunan nilai.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

   Credit Quality Analysis (continued)

   Inputs, Assumptions, and Techniques used in estimating impairment (continued)

   b. Measurement of Expected Credit Losses (continued)

      When parameter modeling is carried out collectively, financial instruments are grouped based on common risk characteristics which include:
      - *Type of instrument;*
      - *Credit risk rating;*
      - *Collateral type;*
      - *Initial recognition date;*
      - *Remaining time due.*

5. Based on SFAS No. 107, past due financial assets are determined when a debtor fails to make payments on schedule. The following table shows the aging analysis of loans, sharia loans, and finance lease receivables that are past due but not impaired.

31 Desember 2025/*December 31, 2025*

	≤ 30 hari/ *≤ 30 days*	**> 30 - 60 hari/ *> 30 - 60 days***	**> 60 - 90 hari/ *> 60 - 90 days***	**Total/ *Total***	
Kredit yang diberikan					*Loans*
Mikro	11.102.487	8.023.667	10.216.930	29.343.084	*Micro*
Ritel	8.675.477	4.125.039	5.006.562	17.807.078	*Retail*
Korporasi	231.489	-	-	231.489	*Corporate*
Pinjaman syariah	433.809	2.088.359	272.292	2.794.460	*Sharia loans*
Piutang sewa pembiayaan	162.023	63.604	52.044	277.671	*Finance lease receivables*
Total	**20.605.285**	**14.300.669**	**15.547.828**	**50.453.782**	***Total***

31 Desember 2024/*December 31, 2024*

	≤ 30 hari/ *≤ 30 days*	**> 30 - 60 hari/ *> 30 - 60 days***	**> 60 - 90 hari/ *> 60 - 90 days***	**Total/ *Total***	
Kredit yang diberikan					*Loans*
Mikro	12.501.822	9.398.463	11.888.120	33.788.405	*Micro*
Ritel	7.325.386	4.150.190	4.763.458	16.239.034	*Retail*
Korporasi	320.994	-	-	320.994	*Corporate*
Pinjaman syariah	446.914	3.270.103	291.522	4.008.539	*Sharia loans*
Piutang sewa pembiayaan	156.299	70.942	34.583	261.824	*Finance lease receivables*
Total	**20.751.415**	**16.889.698**	**16.977.683**	**54.618.796**	***Total***

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas

Risiko likuiditas merupakan risiko akibat ketidakmampuan BRI untuk memenuhi kewajiban jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan sehingga tidak mengganggu aktivitas dan kondisi keuangan BRI.

BRI mengelola risiko likuiditas agar dapat memenuhi setiap kewajiban finansial yang sudah diperjanjikan secara tepat waktu, serta dapat memelihara tingkat likuiditas yang memadai dan optimal.

Untuk mendukung pengelolaan likuiditas, BRI menetapkan Surat Edaran Manajemen Risiko Likuiditas yang mencakup tata kelola manajemen risiko likuiditas, limit pengelolaan likuiditas, *liquidity coverage ratio*, *net stable funding ratio*, *early warning indicators*, dan *contingency funding plan*. Pedoman ini bertujuan untuk memastikan kecukupan pengelolaan risiko likuiditas harian dalam memenuhi kewajiban pada kondisi normal maupun kondisi krisis secara tepat waktu dari berbagai sumber dana yang tersedia, termasuk memastikan ketersediaan aset likuid berkualitas tinggi dan penghimpunan DPK yang memiliki struktur yang sehat dan *sustainable*.

BRI juga melakukan simulasi *stress testing* secara triwulanan yang disampaikan kepada Dewan Direksi dan Komisaris BRI melalui *Risk Management Committee* (RMC). Tujuan dari *stress testing* yaitu untuk mengukur ketahanan atau kemampuan untuk memenuhi kebutuhan likuiditas selama kondisi krisis (*stress*). Selain itu, *stress test* juga digunakan sebagai acuan untuk mengembangkan atau meningkatkan rencana pendanaan darurat (*contingency plan*), dan limit risiko likuiditas.

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual

Potensi risiko likuiditas yang akan dihadapi BRI di masa mendatang diukur melalui *Liquidity Gap Analysis* yang merupakan proyeksi *mismatch* likuiditas atas dasar jatuh tempo aset dan liabilitas, setelah memperhitungkan kebutuhan untuk ekspansi bisnis. Informasi ini menjadi pertimbangan dalam perencanaan dan pengelolaan likuiditas, termasuk juga kebutuhan ekspansi bisnis. Dengan diterapkannya pengelolaan likuiditas yang efektif, diharapkan dapat meminimalkan risiko likuiditas di BRI sekaligus meningkatkan stabilitas sistem perbankan secara keseluruhan.

39. RISK MANAGEMENT (continued)

Liquidity Risk Management

Liquidity risk is the risk arising form BRI's inability to meet the maturity obligations of cash flow funding sources and/or of high quality liquid assets that can be mortgaged without disrupting the operations and financial condition of BRI.

BRI manages its liquidity risk in order to meet every financial liability that has been agreed upon in a timely manner and to maintain adequate and optimal liquidity level.

In order to support liquidity management, BRI establishes a Liquidity Risk Management Circular Letter, which includes liquidity risk management governance, liquidity management limits, liquidity coverage ratios, net stable funding ratios, early warning indicators, and contingency funding plans. The purpose of this policy is to ensure that BRI has sufficient daily liquidity risk management in fulfilling its obligations in normal or crisis conditions in a timely manner from various available sources to ensure the availability of high quality liquid assets, and having a healthy and sustainable structure of deposits from customer.

BRI also conducts quartely stress testing, which is submitted to the Board of Commissioners and Directors through Risk Management Committee (RMC). The purpose of stress testing is to measure the resistance or ability to meet liquidity and capital adequacy during crisis (stress). Moreover, stress test is also used as reference for developing or improving emergency funding plans (contingency plan) and liquidity risk limits.

Analysis of Asset and Liability According to Remaining Contractual Maturity

Potential liquidity risks that BRI will encounter in the future is measured through Liquidity Gap Analysis which is a projection of liquidity mismatches based on the maturity of assets and liabilities, after taking into account the business expansion needs. This information is also considered when planning and managing liquidity, including business expansion needs. With the implementation of effective liquidity risk management, it is expected that liquidity risks can be minimized while simultaneously enhancing the overall banking system's stability.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2025 dan 2024:

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2025 and 2024:

Keterangan/*Description*	31 Desember 2025/*December 31, 2025*					
	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity*
Aset/*Assets*						
Kas/*Cash*	32.044.482	-	-	-	-	32.044.482
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	31.929.608	31.929.608	-	-	-	-
Giro pada bank lain/ *Current accounts with Other Banks*	42.444.581	42.444.581	-	-	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(11.273)	-	-	-	-	(11.273)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	21.057.210	17.446.548	1.793.977	1.816.685	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(2.405)	-	-	-	-	(2.405)
Efek-efek/*Securities*	372.732.802	174.566.337	18.437.203	40.410.920	139.318.342	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(89.519)	-	-	-	-	(89.519)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	48.252.083	15.106.822	21.760.190	11.385.071	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(465.498)	-	-	-	-	(465.498)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	24.452	24.452	-	-	-	-
Tagihan Derivatif/ *Derivative receivables*	1.167.029	417.672	321.253	184.118	243.986	-
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	585.960.587	9.262.203	10.749.957	151.450.270	414.498.157	-
Ritel/*Retail*	532.250.981	20.773.704	32.600.956	132.993.378	345.882.943	-
Korporasi/*Corporate*	342.517.850	10.214.858	12.880.503	83.446.497	235.975.992	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(79.328.619)	-	-	-	-	(79.328.619)
Pinjaman syariah/*Sharia loans*	56.350.282	163.298	894.344	35.190.312	20.102.328	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(3.565.115)	-	-	-	-	(3.565.115)
Piutang sewa pembiayaan/ *Finance lease receivables*	4.406.157	287.209	445.245	1.516.661	2.157.042	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(164.922)	-	-	-	-	(164.922)
Tagihan akseptasi/ *Acceptance receivables*	13.078.567	2.952.266	4.708.937	5.417.364	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(32.226)	-	-	-	-	(32.226)
Aset lain-lain*)/*Other assets**)	29.520.629	2.860.282	1.643.539	14.650.255	220.275	10.146.278
	2.030.077.723	**328.449.840**	**106.236.104**	**478.461.531**	**1.158.399.065**	**(41.468.817)**

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2025 dan 2024 (lanjutan):

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2025 and 2024 (continued):

Keterangan/*Description*	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity*
	31 Desember 2025/*December 31, 2025*					
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	39.818.745	4.742.412	3.523.959	31.552.374	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	448.203.670	-	-	-	-	448.203.670
Tabungan/ *Saving deposits*	587.585.862	-	-	-	-	587.585.862
Deposito berjangka/ *Time deposits*	431.054.307	161.511.812	245.467.556	23.409.341	665.598	-
Simpanan dari bank lain dan lembagakeuangan lainnya/ *Deposits from other Bank and other financial institutions*	17.601.436	14.023.195	3.575.241	3.000	-	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	27.932.749	15.440.617	10.059	7.540.256	4.941.817	-
Liabilitas derivatif/ *Derivative payable*	1.101.753	310.384	468.458	84.210	238.701	-
Liabilitas akseptasi/ *Acceptance payable*	13.078.567	2.952.266	4.708.937	5.417.364	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	40.901.648	1.096.386	1.235.390	22.182.701	16.387.171	-
Pinjaman yang diterima/ *Fund borrowing*	129.186.116	52.845.753	23.906.746	21.387.339	31.046.278	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	486.867	-	-	-	486.867	-
Liabilitas lain-lain**)/*Other liabilities***)	4.017.636	16.516	1.535.266	501.488	1.498.371	465.995
	1.740.969.356	**252.939.341**	**284.431.612**	**112.078.073**	**55.264.803**	**1.036.255.527**
Perbedaan Jatuh Tempo/ *Temporary Difference*	**289.108.367**	**75.510.499**	**(178.195.508)**	**366.383.458**	**1.103.134.262**	**(1.077.724.344)**

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

**) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2025 dan 2024 (lanjutan):

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2025 and 2024 (continued):

Keterangan/*Description*	31 Desember 2024/*December 31, 2024*					
	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity*
Aset/*Assets*						
Kas/*Cash*	29.783.642	-	-	-	-	29.783.642
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	88.878.969	88.878.969	-	-	-	-
Giro pada bank lain/ *Current accounts with Other Banks*	25.582.825	25.582.825	-	-	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(8.378)	-	-	-	-	(8.378)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	57.874.335	52.254.935	4.346.890	1.272.510	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(767)	-	-	-	-	(767)
Efek-efek/*Securities*	326.535.700	197.026.688	7.707.543	26.533.355	95.268.114	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(58.823)	-	-	-	-	(58.823)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	40.656.822	10.387.034	15.747.396	14.522.392	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.075.559)	-	-	-	-	(1.075.559)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	16.845.690	16.037.069	808.621	-	-	-
Tagihan Derivatif/ *Derivative receivables*	1.087.048	398.411	240.718	220.544	227.375	-
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	575.546.128	8.469.027	11.252.039	129.393.127	426.431.935	-
Ritel/*Retail*	478.427.702	21.628.410	29.705.356	118.558.234	308.535.702	-
Korporasi/*Corporate*	244.344.259	10.550.202	15.983.728	48.305.206	169.505.123	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(76.902.889)	-	-	-	-	(76.902.889)
Pinjaman syariah/*Sharia loans*	49.889.082	195.952	836.624	37.260.451	11.596.055	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(3.995.032)	-	-	-	-	(3.995.032)
Piutang sewa pembiayaan/ *Finance lease receivables*	6.433.608	14.894	875.588	1.875.626	3.667.500	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(165.590)	-	-	-	-	(165.590)
Tagihan akseptasi/ *Acceptance receivables*	10.105.373	2.093.976	3.203.289	4.808.108	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(321.683)	-	-	-	-	(321.683)
Aset lain-lain*)/*Other assets**)	21.509.982	2.801.636	2.161.361	6.573.074	549.010	9.424.901
	1.890.972.444	**436.320.028**	**92.869.153**	**389.322.627**	**1.015.780.814**	**(43.320.178)**

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Likuiditas (lanjutan) / *Liquidity Risk Management (continued)*

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2025 dan 2024 (lanjutan):

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2025 and 2024 (continued):

Keterangan/*Description*	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity*
	31 Desember 2024/*December 31, 2024*					
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	36.821.661	4.385.460	3.258.717	29.177.484	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	374.554.340	-	-	-	-	374.554.340
Tabungan/ *Saving deposits*	544.426.947	-	-	-	-	544.426.947
Deposito berjangka/ *Time deposits*	446.468.817	96.057.375	277.315.794	72.061.726	1.033.922	-
Simpanan dari bank lain dan lembaga keuangan lainnya/ *Deposits from other Bank and other financial institutions*	14.679.482	10.562.307	4.035.795	79.880	1.500	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	25.043.717	9.175.747	1.015.744	7.400.233	7.451.993	-
Liabilitas derivatif/ *Derivative payable*	1.585.120	813.590	413.095	46.458	311.977	-
Liabilitas akseptasi/ *Acceptance payable*	10.105.373	2.093.976	3.203.289	4.808.108	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	32.502.499	1.122	3.749.137	15.441.248	13.310.992	-
Pinjaman yang diterima/ *Fund borrowing*	127.879.804	51.930.592	16.185.701	20.144.236	39.619.275	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	491.781	-	-	-	491.781	-
Liabilitas lain-lain**)/*Other liabilities***)	7.398.275	3.365.836	713.151	380.142	2.610.604	328.542
	1.621.957.816	**178.386.005**	**309.890.423**	**149.539.515**	**64.832.044**	**919.309.829**
Perbedaan Jatuh Tempo/ *Temporary Difference*	**269.014.628**	**257.934.023**	**(217.021.270)**	**239.783.112**	**950.948.770**	**(962.630.007)**

*) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

**) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel jatuh tempo berikut ini menyajikan informasi mengenai perkiraan jatuh tempo dari liabilitas keuangan sesuai kontrak berdasarkan arus kas *undiscounted* pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The following maturity table presents information regarding the estimated maturity of financial liabilities according to the contract based on undiscounted cash flows on December 31, 2025 and 2024, as follows:

Keterangan/*Description*	31 Desember 2025/*December 31, 2025*					
	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/*Others without maturity*
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	39.818.745	4.742.412	3.523.959	31.552.374	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	448.203.670	-	-	-	-	448.203.670
Tabungan/*Saving deposits*	587.585.862	-	-	-	-	587.585.862
Deposito berjangka/ *Time deposits*	433.625.211	161.792.470	247.281.969	23.856.876	693.896	-
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other Bank and other financial institutions*	17.718.949	14.101.423	3.614.310	3.216	-	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	28.579.752	15.445.128	10.098	7.672.136	5.452.390	-
Liabilitas derivatif/ *Derivative payable*	1.101.753	310.384	468.458	84.210	238.701	-
Liabilitas akseptasi/ *Acceptance payable*	13.078.567	2.952.266	4.708.937	5.417.364	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	45.826.907	1.110.607	1.255.994	23.312.936	20.147.370	-
Pinjaman yang diterima/ *Fund borrowing*	150.786.766	60.199.046	24.004.453	29.146.270	37.436.997	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	582.851	-	-	-	582.851	-
Liabilitas lain-lain***)/ *Other liabilities****)*	4.017.636	16.516	1.535.266	501.488	1.498.371	465.995
	1.770.926.669	**260.670.252**	**286.403.444**	**121.546.870**	**66.050.576**	**1.036.255.527**

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel jatuh tempo berikut ini menyajikan informasi mengenai perkiraan jatuh tempo dari liabilitas keuangan sesuai kontrak berdasarkan arus kas *undiscounted* pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut (lanjutan):

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The following maturity table presents information regarding the estimated maturity of financial liabilities according to the contract based on undiscounted cash flows on December 31, 2025 and 2024, as follows (continued):

Keterangan/*Description*	31 Desember 2024/*December 31, 2024*					
	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/*Others without maturity*
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	36.821.661	4.385.460	3.258.717	29.177.484	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	374.554.340	-	-	-	-	374.554.340
Tabungan/*Saving deposits*	544.426.947	-	-	-	-	544.426.947
Deposito berjangka/ *Time deposits*	453.653.762	169.265.154	235.510.360	48.178.250	699.998	-
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other Bank and other financial institutions*	14.700.264	11.771.866	2.524.095	404.303	-	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	25.751.090	8.899.761	1.544.433	7.464.270	7.842.626	-
Liabilitas derivatif/ *Derivative payable*	1.585.120	813.590	413.095	46.458	311.977	-
Liabilitas akseptasi/ *Acceptance payable*	10.105.373	2.093.976	3.203.289	4.808.108	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	37.260.535	1.123	3.800.983	16.266.380	17.192.049	-
Pinjaman yang diterima/ *Fund borrowing*	138.225.430	60.952.784	19.311.467	23.965.210	33.995.969	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	616.773	-	-	299	616.474	-
Liabilitas lain-lain***)/ *Other liabilities****)	7.398.275	3.365.836	713.151	380.142	2.610.604	328.542
	1.645.099.570	**261.549.550**	**270.279.590**	**130.690.904**	**63.269.697**	**919.309.829**

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar

Risiko pasar timbul karena pergerakan faktor pasar yang meliputi suku bunga dan nilai tukar yang berlawanan dengan posisi yang dimiliki BRI, baik posisi yang ada di laporan posisi keuangan maupun rekening administratif. Posisi tersebut merupakan posisi yang ada dalam *trading book* dan *banking book*.

BRI telah mengimplementasikan sistem aplikasi *treasury* dan risiko pasar yang merupakan suatu sistem yang terintegrasi, yang digunakan oleh fungsi *front office*, *middle office* dan *back office*. *Middle Office* dapat melakukan pengukuran risiko pasar menggunakan model internal (*Value-at-Risk*) yang terintegrasi dengan proses transaksi harian. Selain melakukan *monitoring* eksposur risiko instrumen, *Middle Office* juga melakukan *monitoring limit* risiko pasar.

1. *Value-at-Risk* (VaR): Tujuan Penggunaan Metode dan Keterbatasannya

BRI menggunakan pendekatan model internal untuk mengukur potensi kerugian VaR akibat perubahan harga pasar dari portofolio *trading* berdasarkan pada data historis. Potensi kerugian VaR dari risiko pasar diukur dengan menggunakan asumsi perubahan faktor risiko mengikuti pola distribusi normal. BRI menggunakan VaR untuk menghitung risiko nilai tukar untuk posisi *trading* dan *banking book* serta menghitung risiko suku bunga untuk posisi *trading book*.

2. Asumsi *Value-at-Risk* (VaR)

Potensi kerugian VaR dihitung berdasarkan nilai estimasi dengan menggunakan tingkat kepercayaan (*confidence level*) di 99% dan posisi risiko pasar yang tidak berubah dalam 1 (satu) hari (*holding period*). Hal ini menunjukkan potensi kerugian yang dapat melebihi nilai VaR dalam kondisi pasar normal, rata-rata dapat terjadi satu kali dalam seratus hari. Metode yang digunakan dalam pengukuran VaR adalah metode *Historical* VaR.

39. RISK MANAGEMENT (continued)

Market Risk Management

Market risk arises because of the movement of market factors which include interest rates and exchange rates that are against BRI's positions, both positions in the statements of financial position or in the administrative accounts. These positions are those which exist in trading book and banking book.

BRI has implemented treasury and market risk application system, an integrated system used by the front, middle, and back office functions. Middle offices can measure market risk using an internal model (Value-at-Risk) that is integrated with the daily transaction process. Other than monitoring the instruments risk exposures, middle offices also monitor market risk limit.

1. Value-at-Risk (VaR): Purpose and Limitation of the Method

BRI uses an internal model approach to measure VaR potential loss due to changes in market price of trading portfolio based on historical data. VaR potential loss that arise from market risk is measured using the assumptions that the change in risk factors follow normal distribution. BRI uses VaR to measure exchange rate risk for trading and banking book positions and interest rate risk for trading book positions.

2. Value-at-Risk (VaR) Assumption

VaR potential loss is calculated based on the estimated value using 99% confidence level and market risk position that is unchanged within 1 (one) day holding period. This is an indicator that the potential loss which might exceed VaR value in normal market condition, on average, may occur once every one hundred days. The method used in measuring VaR is the VaR historical method.

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Pasar (lanjutan) / *Market Risk Management (continued)*

2. Asumsi *Value-at-Risk* (VaR) (lanjutan) / *2. Value-at-Risk (VaR) Assumption (continued)*

Tabel di bawah ini menyajikan informasi mengenai nilai VaR dari 1 Januari 2025 sampai dengan 31 Desember 2025 dan 1 Januari 2024 sampai dengan 31 Desember 2024:

The following tables represent information on VaR value starting from January 1, 2025 until December 31, 2025 and January 1, 2024 until December 31, 2024:

	31 Desember 2025/*December 31, 2025*		
	Nilai Tukar*)/ *Exchange Rate**)	Suku bunga/ *Interest rate*	
Rata-rata Harian	57.870,08	116.213,71	*Daily Average*
Tertinggi	140.822,10	183.783,00	*Highest*
Terendah	17.267,69	32.460,08	*Lowest*

	31 Desember 2024/*December 31, 2024*		
	Nilai Tukar*)/ *Exchange Rate**)	Suku bunga/ *Interest rate*	
Rata-rata Harian	44.275,19	206.447,35	*Daily Average*
Tertinggi	119.238,80	351.333,00	*Highest*
Terendah	13.911,20	49.714,00	*Lowest*

*) Termasuk *trading* dan *banking book.*

**) Include trading and banking book.*

3. *Back Testing* / *3. Back Testing*

Tujuan dilaksanakannya *back testing* yaitu untuk memastikan bahwa hasil perhitungan internal model untuk risiko suku bunga dan risiko nilai tukar telah sesuai. Ketika melakukan *back testing*, BRI membandingkan antara estimasi VaR harian dengan realisasi perubahan harga.

The purpose of implementing back testing is to ensure that the result of internal model calculation for interest rate risk and exchange rate risk is appropriate. When performing back testing, BRI compares estimations between daily VaR with actual change of price.

Berdasarkan prosedur *back testing* untuk risiko nilai tukar dan risiko tingkat suku bunga, hasil kerugian sebenarnya sepanjang tahun telah sesuai secara signifikan dengan VaR *forecast model*.

Based on the back testing procedures for exchange rate risk and interest rate risk, the actual loss throughout the year is significantly consistent with VaR forecast model.

4. Risiko Pasar di luar *Trading Book* / *4. Market Risk Outside of Trading Book*

a. Risiko Tingkat Suku Bunga / *a. Interest Rate Risk*

Instrumen keuangan yang berbasis suku bunga memiliki risiko karena terdapat potensi perubahan suku bunga yang akan berdampak pada arus kas di masa depan.

Interest rate-based financial instruments have risks because there is a potential for interest rate changes that will have an impact on cash flow in the future.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

BRI telah mengembangkan metodologi pengukuran dampak pengaruh pergerakan suku bunga dalam *banking book* melalui *Interest Rate Risk in The Banking Book* sesuai SEOJK No. 12/SEOJK.03/2018 tanggal 21 Agustus 2018. Posisi Desember 2025, secara individu BRI mempunyai nilai delta *EVE (Economic Value of Equity)* sebesar 7,86% (perbandingan terhadap modal *Tier* 1). Delta *EVE* BRI di bawah RAS BRI (8,31%) dan di bawah batas regulator (15,00%).

Direksi bertanggung jawab dalam menetapkan, mengelola, serta mengendalikan tingkat suku bunga dengan menimbang *risk appetite* bank dan target pencapaian kinerja keuangan. *Review* atas penetapan suku bunga dilakukan minimal satu kali dalam satu bulan dalam forum *Asset and Liability Committee* (ALCO).

Tabel di bawah ini menyajikan informasi mengenai tingkat suku bunga rata-rata untuk posisi aset dan liabilitas keuangan pada tanggal 31 Desember 2025 dan 2024:

39. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

BRI has developed a methodology to measure the impact of interest rate movements in the banking book through Interest Rate Risk in The Banking Book in accordance with SEOJK No. 12/SEOJK.03/2018 dated August 21, 2018. As of December 2025, individually BRI has a delta EVE (Economic Value of Equity) amounting to 7.86% (comparison to Tier 1 capital). The BRI EVE Delta is below the BRI RAS (8.31%) and below the regulator's limit (15.00%).

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 as of December 31, 2025 and 2024:

	Rupiah/*Rupiah* (%)		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Aset			*Assets*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	5,38	3,34	*Placement with Bank Indonesia and other financial institutions*
Efek-efek	6,88	6,88	*Securities*
Kredit yang diberikan	10,63	11,32	*Loans*
Piutang sewa pembiayaan	17,93	17,09	*Finance lease receivables*
Liabilitas			*Liabilities*
Simpanan nasabah			*Deposits from customers*
Giro	4,73	4,82	*Demand deposits*
Tabungan	0,39	0,29	*Saving deposits*
Deposito berjangka	5,34	5,67	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	2,62	3,07	*Deposits with other bank and other financial institutions*
Pinjaman yang diterima	0,02	0,02	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	4,73	6,44	*Subordinated loans and marketable securities*
Surat berharga yang diterbitkan	8,75	10,10	*Marketable securities issued*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

Tabel di bawah ini menyajikan informasi mengenai tingkat suku bunga rata-rata untuk posisi aset dan liabilitas keuangan untuk tahun yang Berakhir pada tanggal 31 Desember 2025 dan 2024 (lanjutan):

39. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

The following table presents information regarding the average interest rates for financial assets and liabilities position For the years ended December 31, 2025 and 2024 (continued):

	Valas/*Foreign Currency* (%)		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Aset			*Assets*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	4,13	5,61	*Placement with Bank Indonesia and other financial institutions*
Efek-efek	3,98	4,09	*Securities*
Kredit yang diberikan	4,65	5,08	*Loans*
Piutang sewa pembiayaan	-	6,43	*Finance lease receivables*
Liabilitas			*Liabilities*
Simpanan nasabah			*Deposits from customers*
Giro	1,93	2,33	*Demand deposits*
Tabungan	0,15	0,16	*Saving deposits*
Deposito berjangka	4,05	4,36	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	1,68	1,21	*Deposits with other bank and other financial institutions*
Pinjaman yang diterima	3,56	4,53	*Fund borrowings*

Tabel di bawah ini mengikhtisarkan sensitivitas pergerakan suku bunga terhadap portofolio aset dan liabilitas yang memiliki suku bunga pada tanggal-tanggal 31 Desember 2025 dan 2024 (Bank BRI saja) yaitu:

The table below summarizes the sensitivity of interest rate movements on the asset and liability portfolio with interest rates as of December 31, 2025 and 2024 (Bank BRI only), as follows:

	Peningkatan 400 bps/ *Increase of 400 bps*	**Penurunan 400 bps/ *Decrease of 400 bps***	
31 Desember 2025	(19.199.538)	19.872.671	*December 31, 2025*
31 Desember 2024	(17.018.702)	17.637.638	*December 31, 2024*

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Pasar (lanjutan) / *Market Risk Management (continued)*

4. Risiko Pasar di luar *Trading Book* (lanjutan) / *4. Market Risk Outside of Trading Book (continued)*

a. Risiko Tingkat Suku Bunga (lanjutan) / *a. Interest Rate Risk (continued)*

Tabel berikut menunjukkan sensitivitas terhadap kemungkinan perubahan dalam tingkat suku bunga untuk *banking book* dengan semua variabel lain yang dimiliki adalah konstan terhadap laporan laba rugi dan penghasilan komprehensif lain BRI:

The following table presents the sensitivity of BRI's statement of profit or loss and other comprehensive income towards possible changes in the interest rate of banking book, with all other variables held constant:

31 Desember 2025/*December 31, 2025*

Perubahan Persentase/ *Changes in Percentage*	Dampak Terhadap Laba Rugi dan Penghasilan Komprehensif Lain/ *Impact on Statement of Profit or Loss and other Comprehensive Income*
+/- 1%	+/- 3.109.950

31 Desember 2024/*December 31, 2024*

Perubahan Persentase/ *Changes in Percentage*	Dampak Terhadap Laba Rugi dan Penghasilan Komprehensif Lain/ *Impact on Statement of Profit or Loss and other Comprehensive Income*
+/- 1%	+/- 2.930.444

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*):

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross):

31 Desember 2025/*December 31, 2025*

Keterangan/*Description*	Suku bunga mengambang/*Floating interest rate*			Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*			
Aset/*Assets*						
Kas/*Cash*	-	-	-	-	32.044.482	32.044.482
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	31.929.608	-	-	-	-	31.929.608
Giro pada bank lain/ *Current accounts with other banks*	42.444.581	-	-	-	-	42.444.581
Penempatan pada Bank Indonesia Dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	19.230.525	1.826.685	-	-	-	21.057.210
Efek-efek/*Securities*						
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	-	-	-	24.963.703	-	24.963.703
Nilai wajar melalui Penghasilan komprehensif lain *Fair value through other comprehensive income*	-	-	-	166.052.833	-	166.052.833
Biaya perolehan diamortisasi/ *Amortized cost*	-	-	-	181.716.266	-	181.716.266

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

39. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember 2025/*December 31, 2025*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Wesel ekspor dan tagihan Lainnya/*Export bills and other receivables*	-	-	-	48.252.083	-	48.252.083
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	24.452	-	-	-	-	24.452
Tagihan derivatif/ *Derivative receivables*	-	-	-	-	1.167.029	1.167.029
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	1.103.829	30.383	24.224	584.802.151	-	585.960.587
Ritel/*Retail*	52.862.965	126.195.337	197.527.898	155.664.781	-	532.250.981
Korporasi/*Corporate*	23.095.363	83.446.497	235.975.990	-	-	342.517.850
Pinjaman syariah/*Sharia loans*	-	-	-	56.350.282	-	56.350.282
Piutang sewa pembiayaan/ *Finance lease receivables*	60	-	-	4.406.097	-	4.406.157
Tagihan akseptasi/ *Acceptance receivables*	-	-	-	13.078.567	-	13.078.567
Penyertaan saham[*)]/ *Investment in shares*[*)]	-	-	-	-	1.249.588	1.249.588
Aset lain-lain[**)]/*Other assets*[**)]	1.151	-	-	15.339.188	14.180.290	29.520.629
	170.692.534	**211.498.902**	**433.528.112**	**1.250.625.951**	**48.641.389**	**2.114.986.888**
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liabilities due immediately*	-	-	-	-	39.818.745	39.818.745
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	307.962.970	-	-	140.240.700	-	448.203.670
Tabungan/*Saving deposits*	166.086.809	-	-	421.499.053	-	587.585.862
Deposito berjangka/ *Time deposits*	44.616.996	13.301.504	904.257	372.231.550	-	431.054.307
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other banks And other financial institutions*	17.598.436	3.000	-	-	-	17.601.436
Efek-efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchased*	15.450.676	7.540.256	4.941.817	-	-	27.932.749
Liabilitas derivative/ *Derivative payables*	-	-	-	-	1.101.753	1.101.753
Liabilitas akseptasi/ *Acceptance payable*	-	-	-	13.078.567	-	13.078.567
Surat berharga yang diterbitkan/ *Marketable securities issued*	-	-	-	40.901.648	-	40.901.648
Pinjaman yang diterima/ *Fund borrowings*	76.804.087	21.387.276	30.994.753	-	-	129.186.116
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	-	-	-	486.867	-	486.867
Liabilitas lain-lain[***)]/ *Other liabilities*[***)]	-	-	-	342.092	3.675.544	4.017.636
	628.519.974	**42.232.036**	**36.840.827**	**988.780.477**	**44.596.042**	**1.740.969.356**

39. MANAJEMEN RISIKO (lanjutan)

39. RISK MANAGEMENT (continued)

Manajemen Risiko Pasar (lanjutan)

Market Risk Management (continued)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

4. Market Risk Outside of Trading Book (continued)

a. Risiko Tingkat Suku Bunga (lanjutan)

a. Interest Rate Risk (continued)

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember 2025/*December 31, 2025*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Perbedaan (*gap*) *repricing* suku bunga antara aset dan liabilitas keuangan/ *Difference (gap) repricing interest rate in Financial Assets and Liabilities*	**(457.827.440)**	**169.266.866**	**396.687.285**	**261.845.474**	**4.045.347**	**374.017.532**

*) Penyertaan saham yang tidak memiliki pengaruh signifikan/*Investment in shares with no significant influence.*

**) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

Keterangan/*Description*	31 Desember 2024/*December 31, 2024*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Aset/*Assets*						
Kas/*Cash*	-	-	-	-	29.783.642	29.783.642
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	88.878.969	-	-	-	-	88.878.969
Giro pada Bank lain/ *Current accounts with other banks*	25.582.825	-	-	-	-	25.582.825
Penempatan pada Bank Indonesia Dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	56.609.178	1.265.157	-	-	-	57.874.335
Efek-efek/*Securities*						
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	-	-	-	23.418.752	-	23.418.752
Nilai wajar melalui Penghasilan komprehensif lain *Fair value through other comprehensive income*	-	-	-	167.876.286	-	167.876.286
Biaya perolehan diamortisasi/ *Amortized cost*	-	-	-	135.240.662	-	135.240.662
Wesel ekspor dan tagihan Lainnya/*Export bills and other receivables*	40.656.822	-	-	-	-	40.656.822
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	16.845.690	-	-	-	-	16.845.690
Tagihan derivatif/ *Derivative receivables*	-	-	-	-	1.087.048	1.087.048

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Pasar (lanjutan) / *Market Risk Management (continued)*

4. Risiko Pasar di luar *Trading Book* (lanjutan) / *4. Market Risk Outside of Trading Book (continued)*

a. Risiko Tingkat Suku Bunga (lanjutan) / *a. Interest Rate Risk (continued)*

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember 2024/*December 31, 2024*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Aset (lanjutan)/*Assets (continued)*						
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	722.947	58.204	67.977	574.697.000	-	575.546.128
Ritel/*Retail*	50.969.903	115.147.598	174.692.870	137.617.331	-	478.427.702
Korporasi/*Corporate*	26.533.929	48.305.207	169.505.123	-	-	244.344.259
Pinjaman syariah/*Sharia loans*	-	-	-	49.889.082	-	49.889.082
Piutang sewa pembiayaan/ *Finance lease receivables*	1.664	-	-	6.431.944	-	6.433.608
Tagihan akseptasi/ *Acceptance receivables*	5.297.265	4.808.108	-	-	-	10.105.373
Penyertaan saham[*)]/ *Investment in shares*[*)]	-	-	-	-	1.550.814	1.550.814
Aset lain-lain[**)]/*Other assets*[**)]	916	-	-	11.619.025	9.890.041	21.509.982
	312.100.108	**169.584.274**	**344.265.970**	**1.106.790.082**	**42.311.545**	**1.975.051.979**
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liabilities due immediately*	-	-	-	-	36.821.661	36.821.661
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	258.851.644	-	-	115.702.696	-	374.554.340
Tabungan/*Saving deposits*	182.275.410	-	-	362.151.537	-	544.426.947
Deposito berjangka/ *Time deposits*	107.405.409	174.444.295	163.281.906	1.337.207	-	446.468.817
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other banks And other financial institutions*	14.598.102	79.880	1.500	-	-	14.679.482
Efek-efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchased*	10.191.491	14.852.226	-	-	-	25.043.717
Liabilitas derivative/ *Derivative payables*	-	-	-	-	1.585.120	1.585.120
Liabilitas akseptasi/ *Acceptance payable*	5.297.265	4.808.108	-	-	-	10.105.373
Surat berharga yang diterbitkan/ *Marketable securities issued*	-	-	-	32.502.499	-	32.502.499
Pinjaman yang diterima/ *Fund borrowings*	65.037.607	15.592.776	29.763.437	17.485.984	-	127.879.804
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	-	-	-	491.781	-	491.781
Liabilitas lain-lain[***)]/ *Other liabilities*[***)]	-	-	-	333.970	7.064.305	7.398.275
	643.656.928	**209.777.285**	**193.046.843**	**530.005.674**	**45.471.086**	**1.621.957.816**

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

39. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember 2024/*December 31, 2024*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Perbedaan (*gap*) *repricing* suku bunga antara aset dan liabilitas keuangan/ *Difference (gap) repricing interest rate in Financial Assets and Liabilities*	**(331.556.820)**	**(40.193.011)**	**151.219.127**	**576.784.408**	**(3.159.541)**	**353.094.163**

*) Penyertaan saham yang tidak memiliki pengaruh signifikan/*Investment in shares with no significant influence.*

**) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit* valas devisa hasil ekspor Bank Indonesia/*Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan *term deposit* valas devisa hasil ekspor Bank Indonesia*/Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan. Nilai wajar yang diungkapkan berdasarkan informasi relevan yang tersedia pada tanggal-tanggal 31 Desember 2025 dan 2024 dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal tersebut.

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The tables below represent the comparison of the carrying values and fair values of financial assets and liabilities. The fair values disclosed below are based on relevant information available as of December 31, 2025 and 2024 are not updated to reflect changes in market conditions which have occurred subsequently.

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	
Aset					***Assets***
Kas	32.044.482	32.044.482	29.783.642	29.783.642	*Cash*
Giro pada Bank Indonesia	31.929.608	31.929.608	88.878.969	88.878.969	*Current account with Bank Indonesia*
Giro pada bank lain	42.433.308	42.433.308	25.574.447	25.574.447	*Current account with other banks*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	21.054.805	21.054.805	57.873.568	57.873.568	*Placement with Bank Indonesia and other financial institution*
Efek-efek					*Securities*
Nilai wajar melalui laba rugi	24.963.703	24.963.703	23.418.752	23.418.752	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	166.052.833	166.052.833	167.876.286	167.876.286	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	181.626.747	184.136.469	135.181.839	133.020.189	*Amortized cost*
Wesel ekspor dan tagihan lainnya	47.786.585	47.786.585	39.581.263	39.581.263	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	24.452	24.452	16.845.690	16.845.690	*Securities purchased under agreement to resell*
Tagihan derivatif	1.167.029	1.167.029	1.087.048	1.087.048	*Derivatives receivable*

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan. Nilai wajar yang diungkapkan berdasarkan informasi relevan yang tersedia pada tanggal-tanggal 31 Desember 2025 dan 2024 dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal tersebut. (lanjutan)

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The tables below represent the comparison of the carrying values and fair values of financial assets and liabilities. The fair values disclosed below are based on relevant information available as of December 31, 2025 and 2024 are not updated to reflect changes in market conditions which have occurred subsequently. (continued)

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	
Aset (lanjutan)					***Assets (continued)***
Kredit yang diberikan dan pinjaman syariah	1.434.185.966	1.356.079.132	1.267.309.250	1.185.398.044	*Loans, sharia loans*
Piutang sewa pembiayaan	4.241.235	2.579.394	6.268.018	3.464.637	*Finance lease receivables*
Tagihan akseptasi	13.046.341	13.046.341	9.783.690	9.783.690	*Acceptances receivable*
Penyertaan saham*)	1.249.588	1.249.588	1.550.814	1.550.814	*Investment in shares*)
Aset lain-lain**)	29.520.629	29.520.629	21.509.982	21.509.982	*Other assets***)
Total	**2.031.327.311**	**1.954.068.358**	**1.892.523.258**	**1.805.647.021**	***Total***
Liabilitas					***Liabilities***
Liabilitas segera	39.818.745	39.818.745	36.821.661	36.821.661	*Liabilities due immediately*
Simpanan nasabah					*Deposits from customers*
Giro	448.203.670	448.203.670	374.554.340	374.554.340	*Demand deposits*
Tabungan	587.585.862	587.585.862	544.426.947	544.426.947	*Saving deposits*
Deposito berjangka	431.054.307	431.054.307	446.468.817	446.468.817	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lainnya					*Deposits from other banks and financial institutions*
Giro	4.086.133	4.086.133	2.819.869	2.819.869	*Demand deposits*
Tabungan	5.619	5.619	6.185	6.185	*Saving deposits*
Deposito berjangka dan *deposit on call*	4.284.983	4.284.983	3.103.656	3.103.656	*Time deposits and deposits on call*
Inter-bank call money	9.224.701	9.224.701	8.749.772	8.749.772	*Inter-bank call money*
Efek-efek yang dijual dengan janji dibeli kembali	27.932.749	27.932.749	25.043.717	25.043.717	*Securities sold under agreement to repurchase*
Liabilitas derivatif	1.101.753	1.101.753	1.585.120	1.585.120	*Derivatives payable*
Liabilitas akseptasi	13.078.567	13.078.567	10.105.373	10.105.373	*Acceptances payable*
Surat berharga yang diterbitkan	40.901.648	40.307.817	32.502.499	32.838.975	*Marketable securites issued*
Pinjaman yang diterima	129.186.116	129.186.116	127.879.804	127.879.804	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	486.867	504.985	491.781	506.044	*Subordinated loans and marketable securities*
Liabilitas lain-lain***)	4.017.636	4.017.636	7.398.275	7.398.275	*Other liabilities****)
Total	**1.740.969.356**	**1.740.393.643**	**1.621.957.816**	**1.622.308.555**	***Total***

*) Penyertaan saham yang tidak memiliki pengaruh signifikan.
**) Aset lain-lain terdiri atas tagihan kepada pemerintah terkait pemberian KUR, piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas devisa hasil ekspor Bank Indonesia.
***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas sewa, dan term deposit valas devisa hasil ekspor Bank Indonesia

*) *Investment in shares with no significant influence.*
**) *Other assets consist of receivables from government related to KUR disbursement, interest receivables, other receivables, accrued income based on sharia principles, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*
***) *Other liabilities consist of interest payables, security deposits, lease liabilities, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia.*

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Metode dan asumsi yang digunakan untuk perkiraan nilai wajar adalah sebagai berikut:

a) Nilai wajar aset dan liabilitas keuangan tertentu, kecuali efek-efek yang diukur melalui biaya perolehan diamortisasi, kredit yang diberikan, pinjaman syariah, piutang sewa pembiayaan, surat berharga yang diterbitkan serta pinjaman dan surat berharga subordinasi, mendekati nilai tercatatnya karena mempunyai jangka waktu jatuh tempo yang singkat.

Estimasi nilai wajar terhadap aset keuangan tertentu ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa.

Estimasi nilai wajar terhadap liabilitas keuangan tertentu yang tidak memiliki kuotasi di pasar aktif ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa.

b) Efek-efek

Nilai wajar untuk efek-efek yang diukur melalui biaya perolehan diamortisasi ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa.

c) Kredit yang diberikan dan Pinjaman syariah

Portofolio kredit BRI secara umum terdiri dari kredit yang diberikan dengan suku bunga mengambang dan suku bunga tetap. Kredit yang diberikan dinyatakan berdasarkan jumlah nilai tercatat. Nilai wajar dari kredit yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh BRI. Perkiraan arus kas ini didiskontokan dengan menggunakan suku bunga pasar untuk menentukan nilai wajar.

Portofolio pinjaman syariah secara umum memiliki tingkat margin mengambang dan pinjaman syariah yang diberikan dengan jangka pendek dengan tingkat margin tetap.

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Methods and assumptions used to estimate fair value are as follows:

a) The fair values of certain financial assets and liabilities, except for securities are classified as amortized cost, loans, sharia loans, finance lease receivables, marketable securities issued and subordinated loans and marketable securities approximate their carrying values due to their short-term maturities.

The estimated fair values of certain financial assets are determined based on discounted cash flows using money market interest rates for debts with similar credit risk and remaining maturities.

The estimates of the fair value of certain financial liabilities which are not quoted in an active market are determined based on discounted cash flows using interest rates of a new debt with similar remaining maturities.

b) Securities

The fair values of securities classified as amortized cost are determined based on market prices or quoted price of intermediary (broker)/securities traders (dealers). If the information is not available, the fair values are estimated by using quoted market price of securities with similar credit characteristics, maturities and yields.

c) Loans and sharia loans

BRI's loan portfolio generally consists of loans with floating and fixed interest rates. Loans are stated at the carrying amount. The fair value of loans represents the discounted value of estimated future cash flows expected to be received by BRI. The estimated future cash flow is discounted using market interest rate to determine the fair value.

Sharia loans portfolio generally has a floating margin and short-term sharia loans has a fixed margin.

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Metode dan asumsi yang digunakan untuk perkiraan nilai wajar adalah sebagai berikut (lanjutan):

d) Piutang sewa pembiayaan

Nilai wajar dihitung berdasarkan model diskonto arus kas dengan menggunakan tingkat suku bunga pasar untuk sisa periode jatuh tempo.

e) Tagihan dan liabilitas derivatif

Nilai wajar atas instrumen derivatif yang dinilai menggunakan teknik penilaian dengan menggunakan komponen yang dapat diamati di pasar terutama adalah *swap* suku bunga, *swap* mata uang dan kontrak pertukaran mata uang. Teknik penilaian yang paling banyak digunakan meliputi model penilaian *forward* dan *swap* yang menggunakan perhitungan nilai kini. Model tersebut menggabungkan berbagai komponen yang meliputi kualitas kredit dari *counterparty*, nilai *spot* dan kontrak berjangka serta kurva tingkat suku bunga.

f) Pinjaman yang diterima, surat berharga yang diterbitkan dan pinjaman dan surat berharga subordinasi

Nilai wajar dihitung berdasarkan model diskonto arus kas dengan menggunakan tingkat suku bunga pasar untuk sisa periode jatuh tempo.

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan BRI dan entitas anaknya untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 2c):

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Methods and assumptions used to estimate fair value are as follows (continued):

d) Finance lease receivables

The fair values are calculated based on the discounted cash flow models using market rates for the remaining maturity period.

e) Derivative receivables and payables

The fair values of derivatives instrument are assesed using valuation techniques that use components which can be observed in the market, which include primarily interest rate swaps, currency swaps and currency exchange contracts. The most widely used valuation techniques include forward and swap valuation models using present value calculation. The models incorporate various components which include the credit quality of the counterparty, spot value and future contracts as well as interest rate curve.

f) Fund borrowings, marketable securities issued and subordinated loans and marketable securities

The fair values are calculated based on the discounted cash flow models using market rates for the remaining maturity period.

The following tables present financial instruments recognized at fair value based on the hierarchy used by BRI and its subsidiaries to determine and disclose the fair value of financial instruments (Note 2c):

	31 Desember 2025/*December 31, 2025*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Aset keuangan					***Financial Assets***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Sertifikat Bank Indonesia	10.478.947	10.478.947	-	-	*Certificate of Bank Indonesia*
Obligasi Pemerintah	4.967.519	4.967.519	-	-	*Government Bonds*
Reksadana	4.017.364	4.017.364	-	-	*Mutual Fund*
U.S. Treasury Bonds	3.884.222	3.884.222	-	-	*U.S. Treasury Bonds*
Tagihan derivatif	1.167.029	-	1.167.029	-	*Derivative Receivables*
Obligasi	322.117	322.117	-	-	*Bonds*
Lainnya	1.293.534	1.293.534	-	-	*Others*
	26.130.732	24.963.703	1.167.029	-	

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan BRI dan entitas anaknya untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 2c) (lanjutan):

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The following tables present financial instruments recognized at fair value based on the hierarchy used by BRI and its subsidiaries to determine and disclose the fair value of financial instruments (Note 2c) (continued):

	31 Desember 2025/*December 31, 2025*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Aset keuangan					***Financial Assets***
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	90.565.947	90.565.947	-	-	*Government Bonds*
Sertifikat Bank Indonesia	33.455.477	33.455.477	-	-	*Certificate of Bank Indonesia*
Reksadana	19.073.305	19.073.305	-	-	*Mutual Fund*
Obligasi	15.375.079	15.375.079	-	-	*Bonds*
U.S. Treasury Bonds	2.488.344	2.488.344	-	-	*U.S. Treasury Bonds*
Monetary Authority of Singapore (MAS) *Bills*	2.339.792	2.339.792	-	-	*Monetary Authority of Singapore (MAS) Bills*
U.S. Treasury Bills	1.997.103	1.997.103	-	-	*U.S. Treasury Bills*
Singapore Government Securities	430.543	430.543	-	-	*Singapore Government Securities*
Negotiable Certificate of Deposit	154.096	154.096	-	-	*Negotiable Certificate of Deposit*
Obligasi Pemerintah Taiwan	106.429	106.429	-	-	*Taiwan Government Bonds*
Medium-Term Note	59.997	59.997	-	-	*Medium-Term Note*
Lainnya	6.721	6.721	-	-	*Others*
	166.052.833	166.052.833	-	-	
Biaya perolehan diamortisasi					***Amortized cost***
Obligasi Pemerintah	144.067.566	144.067.566	-	-	*Government Bonds*
Sertifikat Rupiah Bank Indonesia	428.394	428.394	-	-	*Ownership of Bank Indonesia Rupiah Securities*
Obligasi	411.458	411.458	-	-	*Bonds*
Monetary Authority of Singapore (MAS) *Bills*	258.999	258.999	-	-	*Monetary Authority of Singapore (MAS) Bills*
Medium-Term Note	10.175	10.175	-	-	*Medium -Term Note*
Lainnya	38.959.877	38.959.877			*Others*
	184.136.469	184.136.469	-	-	
Kredit yang diberikan, Pinjaman syariah, dan Piutang sewa pembiayaan					***Loans, Sharia loans, and Finance lease receivables***
Kredit yang diberikan dan pinjaman syariah	1.356.079.132	-	1.328.339.175	27.739.957	*Loans and sharia loans*
Piutang sewa pembiayaan	2.579.394	-	2.579.394	-	*Finance lease receivables*
	1.358.658.526	-	1.330.918.569	27.739.957	
Total aset keuangan	**1.734.978.560**	**375.153.005**	**1.332.085.598**	**27.739.957**	***Total financial assets***

	31 Desember 2025/*December 31, 2025*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Liabilitas keuangan					***Financial liabilities***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Liabilitas derivatif	1.101.753	-	1.101.753	-	*Derivative payable*
Liabilitas keuangan lainnya					***Other financial liabilities***
Surat berharga yang diterbitkan	40.307.817	40.307.817	-	-	*Marketable securities issued*
Pinjaman dan surat berharga subordinasi	504.985	504.985	-	-	*Subordinated loans and marketables securities*
	40.812.802	40.812.802	-	-	
Total liabilitas keuangan	**41.914.555**	**40.812.802**	**1.101.753**	**-**	***Total financial liabilities***

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan BRI dan entitas anaknya untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 2c) (lanjutan):

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The following tables present financial instruments recognized at fair value based on the hierarchy used by BRI and its subsidiaries to determine and disclose the fair value of financial instruments (Note 2c) (continued):

	31 Desember 2024/*December 31, 2024*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Aset keuangan					***Financial Assets***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Sertifikat Bank Indonesia	8.673.481	8.673.481	-	-	*Certificate of Bank Indonesia*
Reksadana	7.647.608	7.647.608	-	-	*Mutual Fund*
Obligasi Pemerintah	4.958.680	4.958.680	-	-	*Government Bonds*
Tagihan derivatif	1.087.048	-	1.087.048	-	*Derivative Receivables*
Obligasi	495.643	495.643	-	-	*Bonds*
U.S. Treasury Bonds	48.284	48.284	-	-	*U.S. Treasury Bonds*
Lainnya	1.595.056	1.595.056	-	-	*Others*
	24.505.800	23.418.752	1.087.048	-	
Aset keuangan					***Financial Assets***
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	109.804.111	109.804.111	-	-	*Government Bonds*
Sertifikat Bank Indonesia	23.232.619	23.232.619	-	-	*Certificate of Bank Indonesia*
Obligasi	14.762.479	14.762.479	-	-	*Bonds*
Reksadana	15.072.656	15.072.656	-	-	*Mutual Fund*
U.S. Treasury Bonds	1.636.119	1.636.119	-	-	*U.S. Treasury Bonds*
Monetary Authority of Singapore (MAS) Bills	1.474.472	1.474.472	-	-	*Monetary Authority of Singapore (MAS) Bills*
U.S. Treasury Bills	1.010.772	1.010.772	-	-	*U.S. Treasury Bills*
Singapore Government Securities	586.480	586.480	-	-	*Singapore Government Securities*
Medium-Term Note	211.028	211.028	-	-	*Medium-Term Note*
Negotiable Certificate of Deposit	63.820	63.820	-	-	*Negotiable Certificate of Deposit*
Lainnya	21.730	21.730	-	-	*Others*
	167.876.286	167.876.286	-	-	
Biaya perolehan diamortisasi					***Amortized cost***
Obligasi Pemerintah	108.578.396	108.578.396	-	-	*Government Bonds*
Obligasi	667.259	667.259	-	-	*Bonds*
Sertifikat Rupiah Bank Indonesia	326.118	326.118	-	-	*Ownership of Bank Indonesia Rupiah Securities*
Medium -Term Note	10.175	10.175	-	-	*Medium-Term Note*
Lainnya	23.438.242	23.438.242	-	-	*Others*
	133.020.190	133.020.190	-	-	
Kredit yang diberikan, Pinjaman syariah, dan Piutang sewa pembiayaan					***Loans, Sharia loans, and Finance lease receivables***
Kredit yang diberikan dan pinjaman syariah	1.185.398.044	-	1.059.313.465	126.084.579	*Loans and sharia loans*
Piutang sewa pembiayaan	3.464.637	-	3.450.141	14.496	*Finance lease receivables*
	1.188.862.681	-	1.062.763.606	126.099.075	
Total aset keuangan	**1.514.264.957**	**324.315.228**	**1.063.850.654**	**126.099.075**	***Total financial assets***
Liabilitas keuangan					***Financial liabilities***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Liabilitas derivatif	1.585.120	-	1.585.120	-	*Derivative payable*
Liabilitas keuangan lainnya					***Other financial liabilities***
Surat berharga yang diterbitkan	32.838.975	32.838.975	-	-	*Marketable securities issued*
Pinjaman dan surat berharga subordinasi	506.044	506.044	-	-	*Subordinated loans and marketables securities*
	33.345.019	33.345.019	-	-	
Total liabilitas keuangan	**34.930.139**	**33.345.019**	**1.585.120**	**-**	***Total financial liabilities***

41. SEGMEN OPERASI

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak:

a. Bidang Usaha

Nama Perusahaan	Bidang Usaha/ *Business Field*	*Company Name*
PT Bank Rakyat Indonesia (Persero) Tbk	Perusahaan Perbankan Konvensional/*Conventional Banking*	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Raya Indonesia Tbk	Perusahaan Perbankan Konvensional/*Conventional Banking*	*PT Bank Raya Indonesia Tbk*
BRI Global Financial Services Co. Ltd.	Perusahaan Jasa Keuangan/*Financial Service*	*BRI Global Financial Services Co. Ltd.*
PT Asuransi BRI Life	Perusahaan Asuransi Jiwa/*Life Insurance*	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	Perusahaan Pembiayaan/*Financing Company*	*PT BRI Multifinance Indonesia*
PT BRI Danareksa Sekuritas	Perusahaan Sekuritas/*Securities Company*	*PT BRI Danareksa Sekuritas*
PT BRI Ventura Investama	Perusahaan Modal Ventura/*Venture Capital Company*	*PT BRI Ventura Investama*
PT BRI Asuransi Indonesia	Perusahaan Asuransi/*General Insurance*	*PT BRI Asuransi Indonesia*
PT Pegadaian	Perusahaan Pembiayaan/*Financing Company*	*PT Pegadaian*
PT Permodalan Nasional Madani	Perusahaan Pembiayaan/*Financing Company*	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi	Perusahaan Investasi/ *Investment Company*	*PT BRI Manajemen Investasi*

b. Segmen Operasi

Untuk kepentingan manajemen, BRI diorganisasikan ke dalam 5 (lima) segmen operasional berdasarkan produk sebagai berikut:

- Segmen Mikro
- Segmen Ritel
- Segmen Korporasi
- Segmen Lainnya
- Entitas Anak

41. OPERATING SEGMENT

Information concerning the segments of BRI and Subsidiaries are as follows:

a. Business Field

b. Operating Segment

For management purposes, BRI is organized into 5 (five) operating segments based on products which are as follows:

- *Micro Segment*
- *Retail Segment*
- *Corporate Segment*
- *Other Segments*
- *Subsidiaries*

41. SEGMEN OPERASI (lanjutan)

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak (lanjutan):

b. Segmen Operasi (lanjutan)

Berikut ini adalah informasi segmen BRI dan entitas anak:

41. OPERATING SEGMENT (continued)

Information concerning the segments of BRI and Subsidiaries are as follows (continued):

b. Operating Segment (continued)

The following is information on segments of BRI and its subsidiaries:

Tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut/ As of December 31, 2025 and f*or the year then ended*

Keterangan	Mikro/*Micro*	Ritel/*Retail*	Korporasi/ *Corporate*	Lainnya/ *Others*	Entitas Anak/ *Subsidiaries*	Jumlah/*Total*	*Description*
Pendapatan bunga, premi, jasa asuransi, dan emas - neto	59.044.058	32.255.506	9.478.010	13.212.058	40.205.946	154.195.578	*Interest, premium, and service insurance, gold income - net*
Pendapatan operasional lainnya	18.545.706	18.606.435	4.637.998	8.497.300	3.393.753	53.681.192	*Other operating Income*
Total pendapatan	77.589.764	50.861.941	14.116.008	21.709.358	43.599.699	207.876.770	*Total income*
Beban operasional lainnya	(31.757.802)	(27.054.294)	(2.061.216)	(813.491)	(26.760.083)	(88.446.886)	*Other operating expense*
Beban CKPN	(22.806.153)	(17.879.195)	(347.855)	(45.816)	(5.102.984)	(46.182.003)	*impairment losses*
Total beban	(54.563.955)	(44.933.489)	(2.409.071)	(859.307)	(31.863.067)	(134.628.889)	*Total expense*
Pendapatan (beban) non operasional - neto	(177.816)	(136.427)	(13.778)	(100.195)	(26.846)	(455.062)	*Non operating income (expense) - net*
Laba sebelum beban pajak	22.847.993	5.792.025	11.693.159	20.749.856	11.709.786	72.792.819	*Income before tax expense*
Beban pajak	(4.341.119)	(1.100.485)	(2.144.129)	(4.211.631)	(3.863.090)	(15.660.454)	*Tax expense*
Laba Bersih	**18.506.874**	**4.691.540**	**9.549.030**	**16.538.225**	**7.846.696**	**57.132.365**	***Net Income***
Aset segmen							***Segment asset***
Kredit yang diberikan - bruto	470.771.691	519.878.040	342.517.850	-	127.561.837	1.460.729.418	*Loans - gross*
Total aset	442.572.166	495.119.915	332.077.908	593.485.169	263.986.425	2.127.241.583	*Total assets*
Liabilitas segmen							***Segment liabilities***
Total simpanan nasabah	387.171.592	528.756.379	541.291.045	-	9.624.823	1.466.843.839	*Total depostis from customers*
Total liabilitas	387.171.592	528.756.379	544.160.724	152.427.783	191.913.193	1.804.429.671	*Total liabilities*

Tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut/ As of December 31, 2024 and f*or the year then ended*

Keterangan	Mikro/*Micro*	Ritel/*Retail*	Korporasi/ *Corporate*	Lainnya/ *Others*	Entitas Anak/ *Subsidiaries*	Jumlah/*Total*	*Description*
Pendapatan bunga, premi, jasa asuransi, dan emas - net	60.247.932	29.675.882	5.734.424	14.890.584	33.979.842	144.528.664	*Interest, premium, and service insurance, gold income - net*
Pendapatan operasional lainnya	24.234.718	20.665.454	3.295.294	2.565.165	3.187.698	53.948.329	*Other operating Income*
Total pendapatan	84.482.650	50.341.336	9.029.718	17.455.749	37.167.540	198.476.993	*Total income*
Beban operasional Lainnya	(33.545.590)	(23.893.122)	(2.365.500)	(1.380.504)	(20.915.502)	(82.100.218)	*Other operating expense*
Beban CKPN	(21.435.233)	(15.398.573)	3.606.617	87.467	(5.021.206)	(38.160.928)	*Provision for impairment losses*
Total beban	(54.980.823)	(39.291.695)	1.241.117	(1.293.037)	(25.936.708)	(120.261.146)	*Total expense*
Pendapatan (beban) non operasional - neto	(574.254)	(395.266)	(41.718)	(41.875)	89.460	(963.653)	*Non operating income (expense) - net*
Laba sebelum beban pajak	28.927.573	10.654.375	10.229.117	16.120.837	11.320.292	77.252.194	*Income before tax expense*
Beban pajak	(5.496.239)	(2.276.615)	(2.043.114)	(4.452.855)	(2.677.025)	(16.945.848)	*Tax expense*
Laba Bersih	**23.431.334**	**8.377.760**	**8.186.003**	**11.667.982**	**8.643.267**	**60.306.346**	***Net Income***

41. SEGMEN OPERASI (lanjutan)

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak (lanjutan):

b. Segmen Operasi (lanjutan)

Berikut ini adalah informasi segmen BRI dan entitas anak (lanjutan):

41. OPERATING SEGMENT (continued)

Information concerning the segments of BRI and Subsidiaries are as follows (continued):

b. Operating Segment (continued)

The following is information on segments of BRI and its subsidiaries (continued):

Tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut/ As of December 31, 2024 and f*or the year then ended*

Keterangan	Mikro/*Micro*	Ritel/*Retail*	Korporasi/ *Corporate*	Lainnya/ *Others*	Entitas Anak/ *Subsidiaries*	Jumlah/*Total*	*Description*
Aset segmen							***Segment asset***
Kredit yang diberikan - bruto	491.220.118	470.387.225	244.344.259	-	92.366.487	1.298.318.089	*Loans - gross*
Total aset	463.799.448	448.188.061	283.136.349	571.455.124	212.807.264	1.979.386.246	*Total assets*
Liabilitas segmen							***Segment liabilities***
Total simpanan nasabah	382.926.442	509.274.340	465.246.630	-	8.002.692	1.365.450.104	*Total deposits from customers*
Total liabilitas	382.926.442	509.274.340	480.589.371	146.711.717	149.370.020	1.668.871.890	*Total liabilities*

c. Segmen Geografis

Berikut ini adalah informasi segmen BRI dan entitas anak berdasarkan segmen geografis:

c. Geographical Segment

The following are information on the geographical segment of BRI and its subsidiaries:

	Total Pendapatan/*Total Income*		
	Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,*		
Keterangan	**2025**	**2024**	***Description***
Indonesia	205.752.598	197.058.018	*Indonesia*
Amerika Serikat	651.152	515.456	*United States of America*
Singapura	1.085.751	585.615	*Singapore*
Timor-Leste	217.662	204.940	*Timor-Leste*
Hong Kong	45.374	29.473	*Hong Kong*
Taiwan	124.233	83.491	*Taiwan*
Total	**207.876.770**	**198.476.993**	***Total***

41. SEGMEN OPERASI (lanjutan) / *41. OPERATING SEGMENT (continued)*

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak (lanjutan):

Information concerning the segments of BRI and Subsidiaries are as follows (continued):

c. Segmen Geografis (lanjutan) / *c. Geographical Segment (lanjutan)*

Berikut ini adalah informasi segmen BRI dan entitas anak berdasarkan segmen geografis (lanjutan):

The following are information on the geographical segment of BRI and its subsidiaries (continued):

Keterangan	Laba sebelum beban pajak/ *Income before tax expense* — Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,* 2025	2024	*Description*
Indonesia	71.787.451	76.550.698	*Indonesia*
Amerika Serikat	376.846	224.679	*United States of America*
Singapura	396.280	260.519	*Singapore*
Timor-Leste	157.384	159.696	*Timor-Leste*
Hong Kong	18.368	9.177	*Hong Kong*
Taiwan	56.490	47.425	*Taiwan*
Total	**72.792.819**	**77.252.194**	***Total***

Keterangan	Total Aset/*Total Assets* — 31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	*Description*
Indonesia	2.016.249.550	1.897.297.699	*Indonesia*
Amerika Serikat	48.076.144	36.194.629	*United States of America*
Singapura	48.118.496	36.128.669	*Singapore*
Timor-Leste	8.340.523	6.411.050	*Timor-Leste*
Hong Kong	16.049	42.145	*Hong Kong*
Taiwan	6.440.821	3.312.054	*Taiwan*
Total	**2.127.241.583**	**1.979.386.246**	***Total***

Keterangan	Total Liabilitas/*Total Liabilities* — 31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	*Description*
Indonesia	1.696.194.903	1.588.255.466	*Indonesia*
Amerika Serikat	47.342.734	36.070.765	*United States of America*
Singapura	47.348.226	35.828.251	*Singapore*
Timor-Leste	7.767.282	5.953.655	*Timor-Leste*
Hong Kong	-	13.893	*Hong Kong*
Taiwan	5.776.526	2.749.860	*Taiwan*
Total	**1.804.429.671**	**1.668.871.890**	***Total***

42. PROGRAM BAGI PEKERJA / *42. EMPLOYEES PROGRAM*

Cadangan atas program imbalan kerja bagi pekerja terdiri atas:

Provisions for employee benefit plans consist of:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Program cuti besar	3.982.118	3.839.231	*Grand leaves*
Program pemutusan hubungan kerja	3.126.957	4.022.400	*Work separation scheme*
Program penghargaan tanda jasa	4.268.104	2.867.342	*Gratuity services program*
Program pensiun imbalan pasti	2.662.200	1.070.315	*Defined Benefit Pension Plan*
Program kesehatan pasca kerja BPJS	2.624.533	809.080	*Post-employment BPJS health program*
Program masa persiapan pensiun	25.834	21.627	*Pension preparation program*
Total (Catatan 27)	**16.689.746**	**12.629.995**	***Total (Note 27)***

Penilaian aktuaria atas program imbalan kerja masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024 dilakukan oleh aktuaris independen sebagai berikut:

Actuarial assessment of the respective employee benefit plans as of December 31, 2025 and 2024 performed by independent actuaries as follows:

Entitas	Aktuaris Independen/ *Independent Actuarial*	Tanggal Laporan/ *Reporting Date*		*Entity*
		31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Entitas induk	KKA Enny Diah Awal	26 Jan/*Jan 26,* 2026	21 Jan/*Jan 21,* 2025	*Parent entity*
Entitas anak				*Subsidiaries*
PT Bank Raya Indonesia Tbk	KKA Enny Diah Awal	2 Jan/*Jan 2,* 2026	30 Des/*Dec 30,* 2024	*PT Bank Raya Indonesia Tbk*
PT Asuransi BRI Life	KKA Riana & Rekan	26 Jan/*Jan 26,* 2026	14 Jan/*Jan 14,* 2025	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	KKA Enny Diah Awal	29 Des/*Dec 29,* 2025	30 Des/*Dec 30,* 2024	*PT BRI Multifinance Indonesia*
PT BRI Danareksa Sekuritas	KKA Enny Diah Awal	5 Jan/*Jan 5,* 2026	30 Des/*Dec 30,* 2024	*PT BRI Danareksa Sekuritas*
PT BRI Ventura Investama	KKA Enny Diah Awal	29 Des/*Dec 29,* 2025	23 Des/*Dec 23,* 2024	*PT BRI Ventura Investama*
PT BRI Asuransi Indonesia	KKA Steven & Mourits	3 Jan/*Jan 3,* 2026	3 Jan/*Jan 3,* 2025	*PT BRI Asuransi Indonesia*
PT Pegadaian	KKA Agus Susanto	30 Des/*Dec 30,* 2025	9 Jan/*Jan 9,* 2025	*PT Pegadaian*
PT Permodalan Nasional Madani	KKA Riana & Rekan	5 Jan/*Jan 5,* 2026	3 Jan/*Jan 3,* 2025	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi	KKA Enny Diah Awal	30 Des/*Dec 30,* 2025	30 Des/*Dec 30,* 2024	*PT BRI Manajemen Investasi*

a. Program Pensiun Imbalan Pasti

Efektif tanggal 1 Januari 2007, semua pekerja yang baru diangkat sebagai pekerja tetap tidak diikutsertakan dalam program ini dan hak atas manfaat pensiun diberikan berdasarkan persyaratan yang ditetapkan dalam peraturan dengan memperhatikan faktor penghargaan per tahun masa kerja dan penghasilan dana pensiun. Program dana pensiun BRI dikelola oleh Dana Pensiun BRI (DPBRI). Sesuai ketentuan yang diatur dalam Surat Keputusan Direksi BRI, kontribusi pekerja BRI untuk iuran pensiun adalah sebesar 7% dari penghasilan dasar pensiun pekerja dan atas sisa jumlah yang perlu didanakan kepada DPBRI merupakan kontribusi BRI, dimana kontribusi BRI sejak tanggal 1 Agustus 2024 adalah sebesar 44,68% dari penghasilan dasar pensiun.

a. Defined Benefit Pension Plan

Effective on January 1, 2007, all newly appointed permanent employees are not included in this program and the right for pension benefits is given based on the established requirements stated in the regulations by considering the annual gratuity factor over the working period and income on the pension fund. BRI's pension plan is managed by Dana Pensiun BRI (DPBRI). According to the provisions stipulated in BRI Board of Directors' Decree, BRI employee's contribution for pension contribution amounted to 7% of the employee's pension-based salary and for the remaining amount required to be funded by DPBRI represents the contribution by BRI, which is the BRI's contribution is amounted to 44.68% of pension-based salary since August 1, 2024.

42. PROGRAM BAGI PEKERJA (lanjutan)

a. Program Pensiun Imbalan Pasti (lanjutan)

Penilaian aktuaria atas beban pensiun BRI masing-masing pada tanggal 31 Desember 2025 dan 2024 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

a. Defined Benefit Pension Plan (continued)

The actuarial calculation of BRI's pension costs as of December 31, 2025 and 2024 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Entitas induk			***Parent entity***
Tingkat diskonto	6,49%	7,10%	*Discount rate*
Tingkat kenaikan penghasilan dasar pensiun	sesuai tabel PhDP/ *according to the PhDP table*	sesuai tabel PhDP/ *according to the PhDP table*	*Basic pension salary growth rate*
Tingkat kenaikan imbalan pensiun	4,00	4,00	*Pension benefit growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *from TMI* 2019	10,00% dari TMI/ *from TMI* 2019	*Disability rate*
Usia pensiun normal	56 Tahun/ *Years*	56 Tahun/ *Years*	*Normal retirement age*
Entitas anak			***Subsidiary***
Tingkat diskonto	5,90 - 7,10%	6,80 - 7,10%	*Discount rate*
Tingkat kenaikan penghasilan dasar pensiun	5,00	5,00	*Basic pension salary growth rate*
Tingkat kematian	GAM 1971	GAM 1971	*Mortality rate*
Tingkat cacat jasmaniah	0,01% dari tingkat kematian/ *form mortality*	0,01% dari tingkat kematian/ *form mortality*	*Disability rate*
Usia pensiun normal	56 Tahun/ *Years*	56 Tahun/ *Years*	*Normal retirement age*

Aset DPBRI terutama terdiri dari tabungan, deposito, efek-efek, unit penyertaan reksadana, efek beragunan aset dan investasi jangka panjang berupa saham dan properti.

The assets of DPBRI mainly consist of saving deposits, time deposits, securities, mutual fund units, securities with collateral assets and long-term investments in the form of shares of stocks and property.

Mutasi atas nilai kini liabilitas pensiun imbalan pasti masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movements in present value of defined benefit pension liabilities as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai kini liabilitas pensiun imbalan pasti awal tahun	27.429.747	28.417.112	*Present value of defined benefit pension - beginning balance*
Beban bunga	1.885.475	1.855.989	*Interest expense*
Biaya jasa kini	352.262	416.747	*Current service cost*
Biaya jasa lalu	-	1.301	*Past service cost*
Pembayaran imbalan kerja	(1.668.715)	(1.568.239)	*Benefit paid*
Kerugian/(keuntungan) aktuaria	1.637.218	(1.693.163)	*Actuarial loss/(gain)*
Saldo akhir liabilitas pensiun imbalan pasti akhir tahun	**29.635.987**	**27.429.747**	***Present value of defined benefit pension liabilities ending balance***

42. PROGRAM BAGI PEKERJA (lanjutan)

a. Program Pensiun Imbalan Pasti (lanjutan)

Mutasi atas nilai wajar aset program masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

a. Defined Benefit Pension Plan (continued)

Movements in fair value of defined benefit pension liabilities as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar aset program awal tahun	26.359.432	26.049.551	*Fair value of program assets - beginning*
Hasil pengembangan riil	1.639.166	1.519.969	*Real development result*
Pembayaran iuran-iuran pemberi kerja (Catatan 44)	560.737	368.903	*Contributions paid - employer (Note 44)*
Pembayaran iuran-iuran peserta program	51.536	54.075	*Contributions paid - participants*
Rugi aktuaria pada aset	31.631	(65.827)	*Actuarial loss of asset*
Pembayaran imbalan kerja	(1.668.715)	(1.567.239)	*Benefit Paid*
Total aset program	**26.973.787**	**26.359.432**	***Total program assets***

Mutasi atas kewajiban program pensiun imbalan pasti masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movements in defined benefit pension liabilities as of December 31, 2025 and 2024 and are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	1.070.315	2.367.561	*Beginning balance*
Beban pensiun imbalan pasti - neto (Catatan 35)	361.736	508.594	*Defined benefit pension expense - net (Note 35)*
Pembayaran iuran periode berjalan (Catatan 44)	(560.737)	(368.903)	*Contributions paid - current period (Note44)*
Pembayaran imbalan	(119)	(102)	*Compensation payment*
Pengukuran kembali neto	1.791.005	(1.436.835)	*Remeasurement - net*
Saldo akhir (Catatan 27)	**2.662.200**	**1.070.315**	***Ending balance (Note 27)***

Kerugian aktuaria yang diakui pada penghasilan komprehensif lain pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Actuarial loss recognized in other comprehensive income as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	2.396.805	3.833.640	*Beginning balance*
Kerugian/(keuntungan) aktuaria	1.637.218	(1.693.163)	*Actuarial loss/(gain)*
Imbal hasil atas aset program	153.787	256.328	*Yields on program assets*
Saldo akhir	**4.187.810**	**2.396.805**	***Ending balance***

Beban pensiun imbalan pasti untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 berdasarkan perhitungan aktuaris adalah sebagai berikut:

Pension benefit expense calculation for the years ended December 31, 2025 and 2024, respectively, in accordance with the actuarial calculation is as follows:

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

a. Program Pensiun Imbalan Pasti (lanjutan) / *Defined Benefit Pension Plan (continued)*

Beban pensiun imbalan pasti untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 berdasarkan perhitungan aktuaris adalah sebagai berikut:

Pension benefit expense calculation for the years ended December 31, 2025 and 2024, respectively, in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Biaya jasa kini	352.262	416.747	*Current service cost*
Iuran peserta program	(51.536)	(54.972)	*Contributions paid - participants*
Beban bunga - neto	61.010	145.518	*Interest expense - net*
Biaya jasa lalu	-	1.301	*Past service cost*
(Pendapatan)/beban pensiun imbalan pasti (Catatan 35)	**361.736**	**508.594**	***Defined benefit pension (income)/ expense (Note 35)***

b. Program Tunjangan Hari Tua / *Retirement Benefits Plan*

Pekerja BRI juga memperoleh manfaat dari pemberian Tunjangan Hari Tua (THT) sesuai ketentuan yang diatur dalam Surat Keputusan Direksi BRI. Program THT dikelola oleh Yayasan Kesejahteraan Pekerja BRI.

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.

Iuran THT terdiri dari iuran beban pekerja dan iuran beban BRI sesuai ketentuan yang diatur dalam Surat Keputusan Direksi BRI.

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.

Berdasarkan perhitungan penilaian aktuaria atas THT masing-masing pada tanggal 31 Desember 2025 dan 2024 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

Based on the actuarial calculation of BRI's retirement benefits as of December 31, 2025 and 2024 it was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Tingkat diskonto	6,61%	7,10%	*Discount Rate*
Tingkat kenaikan penghasilan	6,50	7,50	*Salary growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality Rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *from TMI* 2019	10,00% dari TMI/ *from TMI* 2019	*Disability Rate*

42. PROGRAM BAGI PEKERJA (lanjutan)

b. Program Tunjangan Hari Tua (lanjutan)

Status THT sesuai dengan penilaian aktuaria masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Nilai wajar aset	7.100.391	6.643.982	*Fair value of assets*
Nilai kini liabilitas THT	(3.494.143)	(3.159.461)	*Present value of retirement benefits liabilities*
Surplus	**3.606.248**	**3.484.521**	***Surplus***

Mutasi atas liabilitas THT masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Saldo awal	-	-	*Beginning balance*
Beban THT	195.397	269.751	*Retirement benefits expense*
Pengukuran kembali liabilitas THT - neto	(27.246)	(94.694)	*Remeasurement of retirement benefits liabilities - net*
Pembayaran iuran periode berjalan (Catatan 44)	(168.151)	(175.057)	*Contribution paid in current period (Note 44)*
Saldo akhir liabilitas	**-**	**-**	***Ending Balance of liability***

Keuntungan aktuaria yang diakui pada penghasilan komprehensif lain pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Saldo awal	(988.524)	(893.830)	*Beginning balance*
Kerugian/(keuntungan) aktuaria	60.843	(1.030.337)	*Actuarial loss/(gain)*
Imbal hasil atas liabilitas (aset) program	37.584	(65.295)	*Yields on program liabilities (assets)*
Perubahan atas dampak atas aset di luar bunga - neto	(125.673)	1.000.938	*Changes on impact of assets other than interest - net*
Saldo akhir	**(1.015.770)**	**(988.524)**	***Ending balance***

42. EMPLOYEES PROGRAM (continued)

b. Retirement Benefits Plan (continued)

The status of the Retirement Benefits as of December 31, 2025 and 2024 in accordance with the actuarial calculation are as follows:

Movements of the Retirement Benefits liabilities as of December 31, 2025 and 2024 are as follows:

Actuarial gain recognized in other comprehensive income as of December 31, 2025 and 2024 are as follows:

42. PROGRAM BAGI PEKERJA (lanjutan)

b. Program Tunjangan Hari Tua (lanjutan)

Perhitungan beban THT untuk tahun yang Berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 sesuai dengan perhitungan aktuaris adalah sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

b. Retirement Benefits Plan (continued)

Retirement benefits expense calculation For the years Ended as December 31, 2025 and 2024 respectively, in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Biaya jasa kini	284.430	336.505	*Current service cost*
Iuran peserta program	(80.216)	(58.916)	*Contributions paid - participants*
Beban bunga - neto	(8.817)	(7.838)	*Interest expense - net*
Beban THT (Catatan 35)	**195.397**	**269.751**	***Retirement benefits expense***

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI tidak mengakui adanya THT dibayar di muka dan manfaat THT karena manajemen BRI tidak memiliki keuntungan (*benefit*) atas aset tersebut dan BRI tidak memiliki rencana untuk mengurangi kontribusinya di masa depan.

As of December 31, 2025 and 2024, BRI does not recognize the existence of prepaid of retirement benefits plan and benefits of retirement benefits plan because management of BRI does not have the benefit over the assets and BRI has no plans to reduce its contribution in the future.

c. Program Pensiun Iuran Pasti

(i) BRI (entitas induk)

Pekerja BRI juga diikutsertakan dalam program pensiun iuran pasti sesuai dengan Keputusan Direksi BRI yang berlaku efektif sejak bulan Oktober 2000. Kontribusi BRI pada program ini yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebesar Rp613.724 dan Rp562.978 masing-masing untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024 (Catatan 35). Pengelolaan program pensiun iuran pasti dilakukan oleh DPBRI.

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 amounted to Rp613,724 and Rp562,978 for the years ended December 31, 2025 and 2024 respectively (Note 35). Defined contribution pension plan is managed by DPBRI.

42. PROGRAM BAGI PEKERJA (lanjutan)

c. Program Pensiun Iuran Pasti (lanjutan)

(ii) Bank Raya (entitas anak)

Bank Raya Indonesia menyelenggarakan program pensiun iuran pasti untuk seluruh pekerja tetapnya yang dikelola oleh Dana Pensiun Lembaga Keuangan (DPLK) PT Bank Rakyat Indonesia (Persero) Tbk. Jumlah kontribusi Bank Raya untuk dana pensiun adalah sebesar 84,97% dari iuran yang sudah ditetapkan berdasarkan tingkat dari masing-masing pekerja yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebesar Rp1.169 dan Rp1.109 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 (Catatan 35).

d. Program Pemutusan Hubungan Kerja (PHK)

Perhitungan PHK dilakukan dengan menggunakan asumsi-asumsi penilaian aktuaria atas kewajiban perseroan yang berkaitan dengan cadangan penyisihan untuk penetapan uang pesangon. Uang penghargaan tanda jasa dan ganti kerugian sesuai dengan Peraturan yang berlaku untuk masing-masing pada tanggal 31 Desember 2025 dan 2024 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

c. Defined Contribution Pension Plan (continued)

(ii) Bank Raya (Subsidiary)

Bank Raya Indonesia conducted defined contribution pension plans for all of its permanent employees which is managed by Dana Pensiun Lembaga Keuangan (Financial Institutions Pension Fund) PT Bank Rakyat Indonesia (Persero) Tbk. Bank Raya Indonesia's total contribution for the pension funds amounted to 84.97% of the contributions that have been determined based on the level of each employee which are reported in the consolidated statement of profit or loss and other comprehensive income amounting to Rp1,169 and Rp1,109 for the years ended as December 31, 2025 and 2024 respectively (Note 35).

d. Work Separation Scheme

The calculation of Work Separation Scheme is carried out using the assumptions of actuarial assessment of the company's obligations related to the allowance reserve for the determination of severance pay. Award money for merit and indemnity are in accordance with the applicable Regulations. As of December 31, 2025 and 2024 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Entitas induk			*Parent Entity*
Tingkat diskonto	6,71%	7,10%	*Discount Rate*
Tingkat kenaikan penghasilan	6,50	7,50	*Salary growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality Rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *from TMI* 2019	10,00% dari TMI/ *from TMI* 2019	*Disability Rate*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Entitas anak			*Subsidiaries*
Tingkat diskonto	6,60 - 7,00%	6,80 - 7,15%	*Discount Rate*
Tingkat kenaikan penghasilan	6,00 - 10,00	6,00 - 10,00	*Salary growth rate*
Tingkat kematian	TMI IV 2019 GAM 1971	TMI IV 2019 GAM 1971	*Mortality Rate*
Tingkat cacat jasmaniah	0,01 - 10,00% dari tingkat kematian/ *from mortality*	0,01 - 10,00% dari tingkat kematian/ *from mortality*	*Disability Rate*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

d. Program Pemutusan Hubungan Kerja (PHK) (lanjutan) / *d. Work Separation Scheme (continued)*

Mutasi atas liabilitas program PHK masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movements in the work separation scheme liabilities as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	4.022.400	3.527.486	*Beginning balance*
Beban PHK (Catatan 35)	718.972	868.075	*Work separation scheme expense (Note 35)*
Pembayaran manfaat aktual	(145.405)	(219.184)	*Actual benefits paid*
Pengukuran kembali liabilitas PHK - neto	(1.391.468)	(154.202)	*Remeasurement on liabilities (assets) for work separation - net*
Biaya terminasi		(183)	*Termination cost*
Dampak batas aset		(39)	*Asset ceilling effect*
Kontribusi perusahaan	(77.542)	447	*Contributions - entity*
Saldo akhir (Catatan 27)	**3.126.957**	**4.022.400**	***Ending Balance (Note 27)***

Keuntungan aktuaria yang diakui pada penghasilan komprehensif lain pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Actuarial gain recognized in other comprehensive income as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	(222.681)	(68.479)	*Beginning balance*
Keuntungan aktuaria	(1.391.468)	(154.202)	*Actuarial gain*
Saldo akhir	**(1.614.149)**	**(222.681)**	***Ending blaance***

Perhitungan beban program PHK untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 sesuai dengan perhitungan aktuaria adalah sebagai berikut:

Work Separation Scheme expense calculation for the years ended December 31, 2025 and 2024 in accordance with the actuarial calculation are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Biaya jasa kini	433.973	627.925	*Current service cost*
Beban bunga	275.773	241.731	*Interest expense*
Biaya pesangon	6.299	2.794	*Severance cost*
Biaya jasa lalu	5.348	(4.558)	*Past service cost*
Pembayaran biaya terminasi		183	*Payment of termination fee*
Kerugian aktuaria	(2.421)	-	*Actuarial loss*
Beban PHK (Catatan 35)	**718.972**	**868.075**	***Work separation scheme expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

e. Program Masa Persiapan Pensiun (MPP) / *e. Defined Benefit Pension Plan*

Perhitungan aktuaria (PT Pegadaian) atas masa persiapan pensiun (MPP) masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

The actuarial calculation of (PT Pegadaian) defined pension plan as of December 31, 2025 and 2024 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit and considering the following assumptions:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Tingkat diskonto	6,70%	7,10%	*Discount rate*
Tingkat kenaikan penghasilan	7,00	7,00	*Salary growth rate*
Tingkat kematian	GAM 1971	GAM 1971	*Mortality rate*
Tingkat cacat jasmaniah	0,01% dari TMI tingkat kematian/ *from TMI mortality*	0,01% dari TMI tingkat kematian/ *from TMI mortality*	*Disability rate*
Usia pensiun normal	56 Tahun/ *Years*	56 Tahun/ *Years*	*Normal retirement age*

Mutasi atas liabilitas program masa persiapan pensiun masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movements in liabilities program defined benefit pension plan as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	21.627	20.983	*Beginning balance*
Beban MPP (Catatan 35)	3.099	2.749	*Defined benefit pension expense (Note 35)*
Pembayaran imbalan	(22.062)	(18.632)	*Contributions paid - current period*
Pengukuran kembali liabilitas MPP - neto	23.170	16.527	*Remeasurement of liabilities for defined pension benefit - net*
Saldo akhir (Catatan 27)	**25.834**	**21.627**	***Ending Balance (Note 27)***

Perhitungan beban program Masa Persiapan Pensiun untuk tahun yang Berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 sesuai dengan perhitungan aktuaria adalah sebagai berikut:

Pension benefit expense calculation For the years Ended December 31, 2025 and 2024, respectively, in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Biaya jasa kini	1.563	1.280	*Current service cost*
Beban bunga	1.536	1.469	*Interest expense*
Beban MPP (Catatan 35)	**3.099**	**2.749**	***Defined benefit pension expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan)

f. Imbalan Kerja Jangka Panjang Lainnya

Pekerja BRI dan entitas anak juga memiliki imbalan kerja jangka panjang, seperti penghargaan tanda jasa, cuti besar, program kesehatan pasca kerja BPJS, dan program manfaat lain dana manfaat tambahan.

(i) Cadangan penghargaan tanda jasa dan cuti besar

Perhitungan aktuaria atas penghargaan tanda jasa dan cuti besar masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

f. Other Long-term Employee Benefits

BRI employees also have long-term employee benefits, such as gratuity for services, grand leaves, post employment BPJS health program and other benefit program of additional benefit fund.

(i) Allowance for gratuity services and grand leaves

The actuarial calculation on gratuity services and grand leaves as of December 31, 2025 and 2024 which was prepared in accordance with SFAS No. 2019 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2025/*December 31,* 2025		
	Cadangan Penghargaan Tanda Jasa/ *Allowance for Gratuity Services*	**Cuti Besar/ *Grand Leaves***	
Entitas induk			***Parent Entity***
Tingkat diskonto	6,60%	6.21%	*Discount rate*
Tingkat kenaikan penghasilan	6,50	6.50	*Salary growth rate*
Tingkat kenaikan harga emas	12,00	-	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *From TMI 2019*	10,00% dari TMI/ *From TMI 2019*	*Disability rate*
Entitas anak			***Subsidiaries***
Tingkat diskonto			*Discount rate*
Tingkat kenaikan penghasilan	7,00 - 10,00	7,00 - 10,00	*Salary growth rate*
Tingkat kenaikan harga emas	10,00	-	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *From TMI 2019*	10,00% dari TMI/ *From TMI 2019*	*Disability rate*

	31 Desember 2024/*December 31,* 2024		
	Cadangan Penghargaan Tanda Jasa/ *Allowance for Gratuity Services*	**Cuti Besar/ *Grand Leaves***	
Entitas induk			***Parent Entity***
Tingkat diskonto	7,10%	7,10%	*Discount rate*
Tingkat kenaikan penghasilan	7,50	7,50	*Salary growth rate*
Tingkat kenaikan harga emas	10,00	-	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *From TMI 2019*	10,00% dari TMI/ *from TMI 2019*	*Disability rate*
Entitas anak			***Subsidiaries***
Tingkat diskonto	7,00 - 7,15%	6,70 - 7,10%	*Discount rate*
Tingkat kenaikan penghasilan	7,00 - 10,00	7,00 - 10,00	*Salary growth rate*
Tingkat kenaikan harga emas	10,00	10,00	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *From TMI* 2019	10,00% dari TMI/ *From TMI 2019*	*Disability rate*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *f. Other Long-term Employee Benefits (continued)*

(i) Cadangan penghargaan tanda jasa dan cuti besar (lanjutan) / *(i) Allowance for gratuity services and grand leaves (continued)*

Mutasi untuk imbalan kerja jangka panjang lainnya masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movements in the other long-term employee benefits as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/*December 31,* 2025		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity Services*	**Cuti Besar/ *Grand Leaves***	
Saldo awal liabilitas	2.867.342	3.839.231	*Beginning balance of liabilities*
Beban (Catatan 35)	1.482.068	587.627	*Expense (Note 35)*
Pembayaran manfaat aktual	(159.735)	(444.740)	*Actual benefit paid*
Rugi aktuaria pada kewajiban	78.429	-	*Actual loss on liabilities*
Liabilitas Imbalan Kerja (Catatan 27)	**4.268.104**	**3.982.118**	***Liabilities for Employee Benefits (Note 27)***

	31 Desember 2024/*December 31,* 2024		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity Services*	**Cuti Besar/ *Grand Leaves***	
Saldo awal liabilitas	2.492.175	3.679.294	*Beginning balance of liabilities*
Beban (Catatan 35)	446.513	489.623	*Expense (Note 35)*
Pembayaran manfaat aktual	(99.285)	(329.686)	*Actual benefit paid*
Rugi aktuaria pada kewajiban	27.939	-	*Actual loss on liabilities*
Liabilitas Imbalan Kerja (Catatan 27)	**2.867.342**	**3.839.231**	***Liabilities for Employee Benefits (Note 27)***

Beban imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 berdasarkan perhitungan aktuaria adalah sebagai berikut:

The other long-term employee benefits expense calculation for the years ended December 31, 2025 and 2024 in accordance with the acturarial calculation are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31, 2025*		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity Services*	**Cuti Besar/ *Grand Leaves***	
Biaya jasa kini	304.400	417.633	*Current service cost*
Beban bunga	198.922	258.885	*Interest Expense*
Biaya jasa lalu	1.769	1.072	*Past service cost*
Keuntungan aktuaria yang diakui	976.977	(89.963)	*Recognized actuarial gain*
Beban program bagi pekerja (Catatan 35)	**1.482.068**	**587.627**	***Employees program expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan)

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

(i) Cadangan penghargaan tanda jasa dan cuti besar (lanjutan)

Beban imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 berdasarkan perhitungan aktuaria adalah sebagai berikut (lanjutan):

42. EMPLOYEES PROGRAM (continued)

f. Other Long-term Employee Benefits (continued)

(i) Allowance for gratuity services and grand leaves (continued)

The other long-term employee benefits expense calculation for the years ended December 31, 2025 and 2024 in accordance with the acturarial calculation are as follows (continued):

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31, 2024*		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity Services*	**Cuti Besar/ *Grand Leaves***	
Biaya jasa kini	240.634	430.720	*Current service cost*
Beban bunga	167.282	234.847	*Interest Expense*
Biaya jasa lalu	389	372	*Past service cost*
Beban pesangon	-	178	*Severance expense*
Keuntungan aktuaria yang diakui	38.208	(176.494)	*Recognized actuarial gain*
Beban program bagi pekerja (Catatan 35)	**446.513**	**489.623**	***Employees program expense (Note 35)***

(ii) Program Kesehatan Pasca Kerja BPJS

Perhitungan aktuaria atas program kesehatan pasca kerja BPJS masing-masing pada tanggal 31 Desember 2025 dan 2024 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi (entitas induk) sebagai berikut:

(ii) Post Employment BPJS Health Program

The actuarial calculation on Post Employment BPJS Health Program as of December 31, 2025 and 2024 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions (parent entity):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Tingkat diskonto	7,05%	7,10%	*Discount rate*
Tingkat kenaikan iuran BPJS	7,50	4,88	*Rate of Increase BPJS Health Premiums*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI 2019/ *From TMI 2019*	10,00% dari TMI 2019/ *From TMI 2019*	*Disability rate*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *f. Other Long-term Employee Benefits (continued)*

(ii) Program Kesehatan Pasca Kerja BPJS (lanjutan) / *(ii) Post Employment BPJS Health Program (continued)*

Status program kesehatan pasca kerja BPJS sesuai dengan penilaian aktuaris masing-masing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Post Employment BPJS Health Program status in accordance with the actuarial valuation as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai kini liabilitas program kesehatan pasca kerja BPJS	4.189.952	2.331.108	*Present value of post employment BPJS health program liability*
Nilai wajar aset	(1.565.419)	(1.522.028)	*Fair value of assets*
Surplus (Defisit)	**2.624.533**	**809.080**	***Surplus (Deficit)***

Mutasi liabilitas atas program kesehatan pasca kerja BPJS pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movements in the liability for Post Employment BPJS Health Program as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	809.080	1.023.643	*Beginning balance*
Beban program kesehatan pasca kerja BPJS (Catatan 35)	107.622	114.562	*Post employment BPJS health program expense (Note 35)*
Pengukuran kembali aset program kesehatan pasca kerja BPJS	1.707.831	(329.125)	*Remeasurement of post employement BPJS health program assets*
Liabilitas program kesehatan pasca kerja BPJS (Catatan 27)	**2.624.533**	**809.080**	***Post employment BPJS health program liability (Note 27)***

Kerugian/(keuntungan) aktuaria yang diakui pada penghasilan komprehensif lain pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Actuarial loss/(gain) recognized in other comprehensive income as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	(134.223)	194.901	*Beginning balance*
Kerugian/(keuntungan) aktuaria	1.693.874	(365.502)	*Actuarial loss/(gain)*
Imbal hasil atas aset program	13.957	36.378	*Yields of program assets*
Saldo akhir	**1.573.608**	**(134.223)**	***Ending balance***

42. PROGRAM BAGI PEKERJA (lanjutan)

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

(ii) Program Kesehatan Pasca Kerja BPJS (lanjutan)

Beban program kesehatan pasca kerja BPJS untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 berdasarkan perhitungan aktuaria adalah sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

f. Other Long-term Employee Benefits (continued)

(ii) Post Employment BPJS Health Program (continued)

The post employment BPJS Health Program expense calculation for the years ended December 31, 2025 and 2024 in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Biaya jasa kini	50.177	42.907	*Current service cost*
Beban Bunga - neto	57.445	71.655	*Interest expense - net*
Beban program kesehatan pasca kerja BPJS (Catatan 35)	**107.622**	**114.562**	***Post employment BPJS health program expense (Note 35)***

(iii) Program manfaat lain dana manfaat tambahan

Penilaian aktuaria atas program manfaat lain dana manfaat tambahan BRI pada tanggal-tanggal 31 Desember 2025 dan 2024 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

(iii) Other benefit program of additional benefit fund

The actuarial calculation on BRI's other benefit program of additional benefit fund as of December 31, 2025 and 2024 was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Tingkat diskonto	6,49%	7,10%	*Discount rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI 2019/ *From TMI 2019*	10,00% dari TMI 2019/ *From TMI 2019*	*Disability rate*
Usia pensiun normal	56 Tahun/*Years*	56 Tahun/*Years*	*Normal retirement age*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *f. Other Long-term Employee Benefits (continued)*

(iii) Program Manfaat Lain Dana Manfaat Tambahan (lanjutan) / *(iii) Other benefit program of additional benefit fund (continued)*

Mutasi atas nilai kini liabilitas program manfaat lain dana manfaat tambahan pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movement in the of fair value of program assets as December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai kini liabilitas awal tahun	1.837.047	1.863.733	*Present value of defined benefit*
Biaya bunga	125.496	120.342	*Interest expense*
Biaya jasa kini	12.545	13.813	*Current service cost*
Pembayaran imbalan kerja	(139.006)	(135.152)	*Benefit paid*
Kerugian (keuntungan) aktuaria	99.762	(25.689)	*Actuarial loss (gain)*
Nilai kini liabilitas imbalan pensiun - saldo akhir	**1.935.844**	**1.837.047**	***Present value of defined Benefit pension liabilities - ending balance***

Mutasi atas nilai wajar aset program pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movement in the of fair value of program assets as December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai wajar aset program awal tahun	1.973.122	1.983.967	*Fair value of program assets - beginning*
Pembayaran imbalan kerja	(139.006)	(135.152)	*Benefit paid*
Hasil pengembangan riil	172.659	124.307	*Real development result*
Total aset program	**2.006.775**	**1.973.122**	***Total program assets***

Mutasi atas kewajiban program manfaat lain dana manfaat tambahan pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Movement in the other benefit program of additional benefit fund liability as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	-	-	*Beginning balance*
Beban program manfaat lain dana manfaat tambahan - neto (Catatan 35)	12.545	13.813	*Other benefit program of additional benefit fund expense – net (Note 35)*
Pengukuran kembali aset - neto	(12.545)	(13.813)	*Remeasurement of assets - net*
Saldo akhir (Catatan 27)	**-**	**-**	***Ending Balance (Note 27)***

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *Other Long-term Employee Benefits (continued)*

(iii) Program manfaat lain dana manfaat tambahan (lanjutan) / *Other benefit program of additional benefit fund (continued)*

Kerugian aktuaria yang diakui pada penghasilan komprehensif lain pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Actuarial loss recognized in other comprehensive income as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Saldo awal	258.440	272.252	*Beginning balance*
Kerugian (keuntungan) aktuaria	99.762	(25.689)	*Actuarial loss (gain)*
Imbal hasil atas aset program	(37.502)	4.091	*Yields of program assets*
Perubahan atas dampak aset diluar bunga neto liabilitas (aset)	(74.805)	7.786	*Changes in the net liability (asset) impact of non-interest-bearing assets*
Saldo akhir	**245.895**	**258.440**	***Ending balance***

Beban program manfaat lain dana manfaat tambahan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 berdasarkan perhitungan aktuaris adalah sebagai berikut:

Other benefit program of additional benefit fund expense for the years ended December 31, 2025 and 2024 respectively, based on the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Biaya jasa lalu	-	-	*Past service cost*
Biaya jasa kini	12.545	13.813	*Current service cost*
Bunga - neto	-	-	*Interest expense - net*
Beban program manfaat lain dana manfaat tambahan (Catatan 35)	**12.545**	**13.813**	***Other benefit program of additional Benefit fund expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan)

g. Sensitivitas dari kewajiban imbalan jangka panjang terhadap perubahan asumsi aktuaria dan analisa manfaat jatuh tempo adalah sebagai berikut (BRI saja) (tidak diaudit dan tidak di reviu):

(i) Program pemutusan hubungan kerja (PHK)

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability*	Asumsi tingkat diskonto/ *Discount rate Assumption*	Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability*	
Kenaikan	+1,00%	(169.921)	+1,00%	(340.407)	*Increase*
Penurunan	-1,00	198.105	-1,00	402.469	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti / *Present Value of Defined Benefit Liability*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Jatuh Tempo			*Maturity*
< 1 tahun	49.725	46.649	*< 1 year*
1 - < 2 tahun	46.858	46.803	*1 - < 2 years*
2 - < 3 tahun	49.117	43.812	*2 - < 3 years*
3 - < 4 tahun	48.474	46.475	*3 - < 4 years*
4 - < 5 tahun	47.942	45.365	*4 - < 5 years*
> 5 tahun	1.317.052	2.427.555	*> 5 years*

(ii) Program pensiun imbalan pasti

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability*	Asumsi tingkat diskonto/ *Discount rate Assumption*	Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability*	
Kenaikan	+1,00%	(2.831.077)	+1,00%	(2.612.884)	*Increase*
Penurunan	-1,00	3.430.087	-1,00	3.169.026	*Decrease*

Iuran Jatuh Tempo / *Maturity Contribution*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Jatuh Tempo			*Maturity*
< 1 tahun	179.335	256.114	*< 1 year*
1 - < 2 tahun	297.392	226.330	*1 - < 2 years*
2 - < 3 tahun	284.822	216.839	*2 - < 3 years*
3 - < 4 tahun	273.544	207.703	*3 - < 4 years*
4 - < 5 tahun	262.772	199.924	*4 - < 5 years*
> 5 tahun	795.192	573.423	*> 5 years*

42. EMPLOYEES PROGRAM (continued)

g. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited and unreviewed):

(i) Work separation scheme

(ii) Defined benefit pension plan

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

g. Sensitivitas dari kewajiban imbalan jangka panjang terhadap perubahan asumsi aktuaria dan analisa manfaat jatuh tempo adalah sebagai berikut (BRI saja) (tidak diaudit dan tidak di reviu) (lanjutan):

g. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited and unreviewed) (continued):

(iii) Program tunjangan hari tua / *(iii) Retirement benefits plan*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(354.607)	+1,00%	(325.917)	*Increase*
Penurunan	-1,00	408.335	-1,00	381.502	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti / *Present Value of Defined Benefit Liability*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Jatuh Tempo			*Maturity*
< 1 tahun	167.003	138.429	*< 1 year*
1 - < 2 tahun	141.506	130.261	*1 - < 2 years*
2 - < 3 tahun	124.890	123.786	*2 - < 3 years*
3 - < 4 tahun	107.901	108.626	*3 - < 4 years*
4 - < 5 tahun	107.626	94.662	*4 - < 5 years*
> 5 tahun	2.845.218	2.563.697	*> 5 years*

(iv) Program Kesehatan Pasca Kerja BPJS / *(iv) Post Employment BPJS Health Program*

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(809.130)	+1,00%	(371.077)	*Increase*
Penurunan	-1,00	1.103.209	-1,00	488.116	*Decrease*

Iuran Jatuh Tempo / *Maturity Contribution*

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Jatuh Tempo			*Maturity*
< 1 tahun	238.461	104.623	*< 1 year*
1 - < 2 tahun	251.574	109.604	*1 - < 2 years*
2 - < 3 tahun	265.639	115.076	*2 - < 3 years*
3 - < 4 tahun	280.818	120.947	*3 - < 4 years*
4 - < 5 tahun	296.878	127.321	*4 - < 5 years*
> 5 tahun	7.064.328	2.953.284	*> 5 years*

42. PROGRAM BAGI PEKERJA (lanjutan)

g. Sensitivitas dari kewajiban imbalan jangka panjang terhadap perubahan asumsi aktuaria dan analisa manfaat jatuh tempo adalah sebagai berikut (BRI saja) (tidak diaudit dan tidak di reviu) (lanjutan):

(v) Cadangan penghargaan tanda jasa

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(379.891)	+1,00%	(245.854)	*Increase*
Penurunan	-1,00	439.415	-1,00	283.713	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Jatuh Tempo			*Maturity*
< 1 tahun	143.095	113.325	*< 1 year*
1 - < 2 tahun	149.799	118.737	*1 - < 2 years*
2 - < 3 tahun	110.834	120.022	*2 - < 3 years*
3 - < 4 tahun	169.437	85.707	*3 - < 4 years*
4 - < 5 tahun	147.002	128.156	*4 - < 5 years*
> 5 tahun	3.103.802	2.027.941	*> 5 years*

(vi) Cuti besar

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(210.687)	+1,00%	(213.192)	*Increase*
Penurunan	-1,00	236.009	-1,00	239.490	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Jatuh Tempo			*Maturity*
< 1 tahun	431.996	351.855	*< 1 year*
1 - < 2 tahun	392.595	353.624	*1 - < 2 years*
2 - < 3 tahun	255.105	344.772	*2 - < 3 years*
3 - < 4 tahun	209.412	221.339	*3 - < 4 years*
4 - < 5 tahun	213.145	184.418	*4 - < 5 years*
> 5 tahun	1.942.064	1.923.923	*> 5 years*

42. EMPLOYEES PROGRAM (continued)

g. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited and unreviewed) (continued):

(v) Allowance for gratuity for services

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(379.891)	+1,00%	(245.854)	*Increase*
Penurunan	-1,00	439.415	-1,00	283.713	*Decrease*

Present Value of Defined Benefit Liability

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Jatuh Tempo			*Maturity*
< 1 tahun	143.095	113.325	*< 1 year*
1 - < 2 tahun	149.799	118.737	*1 - < 2 years*
2 - < 3 tahun	110.834	120.022	*2 - < 3 years*
3 - < 4 tahun	169.437	85.707	*3 - < 4 years*
4 - < 5 tahun	147.002	128.156	*4 - < 5 years*
> 5 tahun	3.103.802	2.027.941	*> 5 years*

(vi) Grand Leaves

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(210.687)	+1,00%	(213.192)	*Increase*
Penurunan	-1,00	236.009	-1,00	239.490	*Decrease*

Present Value of Defined Benefit Liability

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Jatuh Tempo			*Maturity*
< 1 tahun	431.996	351.855	*< 1 year*
1 - < 2 tahun	392.595	353.624	*1 - < 2 years*
2 - < 3 tahun	255.105	344.772	*2 - < 3 years*
3 - < 4 tahun	209.412	221.339	*3 - < 4 years*
4 - < 5 tahun	213.145	184.418	*4 - < 5 years*
> 5 tahun	1.942.064	1.923.923	*> 5 years*

43. INFORMASI MENGENAI KOMITMEN DAN KONTINJENSI

43. INFORMATION ON COMMITMENTS AND CONTINGENCIES

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Komitmen			*Commitments*
Tagihan komitmen			*Commitments receivable*
Pembelian *spot* dan berjangka mata uang asing	57.618.468	49.309.688	*Purchase of foreign currencies spot and futures*
Liabilitas komitmen			*Commitments liabilities*
Fasilitas kredit yang diberikan kepada debitur yang belum digunakan (Catatan 26c)	134.386.017	123.492.574	*Unused loan facilities granted to debtors (Note 26c)*
Penjualan *spot* dan berjangka mata uang asing	157.153.569	94.874.355	*Sale of foreign currencies spot and futures*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor (Catatan 26b)	13.549.757	11.775.920	*Irrevocable Letters of Credit (Note 26b)*
	305.089.343	230.142.849	
Komitmen - neto	**(247.470.875)**	**(180.833.161)**	***Commitments - net***
Kontinjensi			*Contingencies*
Liabilitas kontinjensi			*Contingent liabilities*
Garansi yang diterbitkan (Catatan 26b) dalam bentuk:			*Guarantees issued (Note 26b) in the form of :*
Garansi bank	52.556.615	46.148.254	*Bank Guarantee*
Stand by L/C	14.359.061	20.706.982	*Stand by Letters of Credits*
	66.915.676	66.855.236	
Kontinjensi - neto	**(66.915.676)**	**(66.855.236)**	***Contingencies - net***

44. TRANSAKSI PIHAK-PIHAK BERELASI

Dalam kegiatan normal usaha, BRI melakukan transaksi dengan pihak-pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak-pihak berelasi telah sesuai dengan kebijakan dan syarat yang telah disepakati bersama.

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut:

44. 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:

Pihak-pihak berelasi/ *Related parties*	Unsur transaksi pihak berelasi/ *Element of related party transactions*
Hubungan pengendalian kegiatan perusahaan/*Control relationship on company's activities*	
Manajemen Kunci/*Key Management*	Kredit yang diberikan, Program imbalan kerja, Simpanan nasabah/ *Loans, Employee benefits, Deposits from customers*
Kepemilikan mayoritas melalui Kementerian Keuangan RI/ *Ownership of majority shares through the Ministry of Finance of the Republic of Indonesia*	
Pemerintah Republik Indonesia (RI)/ *Government of the Republic of Indonesia (RI)*	Efek-efek/ *Securities*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	**Unsur transaksi pihak berelasi/ *Element of related party transactions***
Hubungan kepemilikan melalui Pemerintah Pusat RI/ *Ownership relationship through the Government of the Republic of Indonesia*	
Perusahaan Umum BULOG	Kredit yang diberikan/ *Loans*
PT Sarana Multi Infrastruktur (Persero)	Efek-efek/ *Securities*
PT Perkebunan Nusantara IV (Persero)	Kredit yang diberikan/ *Loans*
PT INKA Multi Solusi	Tagihan dan liabilitas akseptasi/ *Acceptances receivable & payable*
PT Indo Raya Tenaga	Kredit yang diberikan/ *Loans*
PT Sumber Segara Primadaya	Kredit yang diberikan/ *Loans*
PT Bhirawa Steel	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor, Wesel ekspor dan tagihan lainnya/ *Irrevocable L/C, Export bills and other receivables*
PT Sumbagselenergi Sakti Pewali	Kredit yang diberikan / *Loans*
PT Wijaya Karya Realty (Persero)	Aset lain-lain/ *Other assets*
PT Bank Mandiri (Persero) Tbk	Efek-efek, Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Efek-efek yang dijual dengan janji dibeli Kembali, Pinjaman yang diterima / *Securities, Current account with other banks, Placements with Bank Indonesia and other financial institutions, Securities Sold Under Agreement to Repurchase, Fund Borrowings*
PT Bank Negara Indonesia (Persero) Tbk	Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Efek-efek, Pinjaman yang diterima / *Current account with other banks, Placements with Bank Indonesia and other financial institutions, Securities, Fund Borrowings*
PT Petrokimia Gresik	Wesel ekspor dan tagihan lainnya / *Export bills and other receivables*
PT Perusahaan Listrik Negara (Persero) Tbk	Efek-efek, Garansi yang diterbitkan, Kredit yang diberikan / *Securities, Guarantees issued, Loans.*
PT Bahana Artha Ventura	Penyertaan saham/ *Investment in associated entities*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	Unsur transaksi pihak berelasi/ *Element of related party transactions*
Hubungan kepemilikan melalui Pemerintah Pusat RI (lanjutan)/ *Ownership relationship through the Government of the Republic of Indonesia (continued)*	
PT Bank Syariah Indonesia Tbk	Penyertaan saham, Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Pinjaman yang diterima/ *Investment in associated entities, Current account with other banks, Placements with Bank Indonesia and other financial Institutions, Fund borrowings*
PT Bank Tabungan Negara (Persero) Tbk	Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Efek-efek yang dibeli dengan janji dijual kembali / *Current account with other banks, Placements with Bank Indonesia and other financial institutions, and Securities purchased under agreement to resell*
PT Perusahaan Gas Negara	Garansi yang diterbitkan/ *Loans*
PT Pertamina Hulu Energi	Garansi yang diterbitkan/ *Guarantees issued*
PT Kereta Api Indonesia (Persero)	Kredit yang diberikan, L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka Impor, Efek-efek/ *Loans, Irrevocable L/C, Securities*
PT Pembangunan Perumahan (Persero) Tbk	Garansi yang diterbitkan, L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka Impor, Tagihan dan liabilitas akseptasi, Wesel ekspor dan tagihan lainnya/ *Guarantees issued, Irrevocable L/C, Acceptances receivable and payable, Export bills and other receivables*
PT Adhi Karya (Persero) Tbk	Garansi yang diterbitkan, Tagihan dan liabilitas akseptasi, Wesel ekspor dan tagihan Lainnya, L/C yang tidak dapat dibatalkan yang masih dalam rangka Impor/ *Guarantees issued, Acceptances receivable & payable, Export bills and other receivables, Irrevocable L/C*
PT Indonesia Asahan Aluminium (Persero)	Efek-efek, Tagihan dan liabilitas akseptasi / *Securities, Acceptances receivable & payable*
Pusat Investasi Pemerintah	Pinjaman yang diterima/ *Fund Borrowings*
PT PP Presisi Tbk	Wesel ekspor dan tagihan lainnya, Tagihan dan liabilitas akseptasi/ *Export bills and other receivables, Acceptances receivable & payable*
PT Waskita Karya (Persero) Tbk	Kredit yang diberikan/ *Loans*
PT Wijaya Karya (Persero) Tbk	Garansi yang diterbitkan/ *Guarantees issued*
PT Wijaya Karya Bangunan Gedung Tbk	Tagihan dan liabilitas akseptasi/ *Acceptances receivable & payable*
PT Pertamina Trading and Services	Tagihan dan liabilitas akseptasi, L/C yang tidak dapat dibatalkan yang masih dalam rangka Impor/ *Acceptances receivable & payable, Irrevocable L/C*
PT Fintek Karya Nusantara	Penyertaan saham/ *Investment in Associated Entities*
PT Sarana Multigriya Finansial (Persero)	Efek-efek, Pinjaman yang diterima/ *Securities, Fund Borrowings*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *44. TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	Unsur transaksi pihak berelasi/ *Element of related party transactions*
Hubungan kepemilikan melalui Pemerintah Pusat RI (lanjutan)/ *Ownership relationship through the Government of the Republic of Indonesia (continued)*	
PT Pertamina (Persero)	Efek-efek/*Securities*
PT Pupuk Indonesia (Persero)	Efek-efek/*Securities*
MIND ID Trading Pte Ltd	L/C yang tidak dapat dibatalkan yang masih berjalan/ *Irrevocable L/C*
Yayasan Kesejahteraan Pekerja BRI/	Program THT/ *Retirement Benefit Plan*
Dana Pensiun BRI	Program pensiun imbalan kerja/ *Employee Benefits Pension Plan*
Dana Pensiun Pegadaian	Program pensiun imbalan kerja/ *Employee Benefits Pension Plan*
Dana Pensiun Lembaga Keuangan BRI	Program pensiun iuran pasti/ *Defined Contribution Pension Plan*
Dana Pensiun Lembaga Keuangan BNI	Program pensiun iuran pasti/ *Defined Contribution Pension Plan*
PT Bank Hibank Indonesia	Giro pada bank lain, Pinjaman yang diterima / *Current account with other banks*, *Fund borrowings*
PT Pupuk Kalimantan Timur	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor, Garansi yang diterbitkan / *Irrevocable L/C, Guarantees issued*
PT Prima Armada Raya	Piutang sewa pembiayaan / *Finance Lease Receivables*
PT Kilang Pertamina Balikpapan	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor / *Irrevocable L/C*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*
PT Pertamina Patra Niaga	Garansi yang diterbitkan, Kredit yang diberikan/ *Guarantees issued, Loans*
PT PG Rajawali I	Wesel ekspor dan tagihan lainnya / *Export bills and other receivables*
PT Hutama Karya (Persero)	Wesel ekspor dan tagihan lainnya, Tagihan dan liabilitas akseptasi, Kredit yang diberikan / *Export bills and other receivables, Acceptances receivable & payable, Loans*
PT Pelindo Terminal Petikemas	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*
PT Pertamina Hulu Rokan	Garansi yang diterbitkan/ *Guarantees issued*
PT Semen Indonesia (Persero)	Wesel ekspor dan tagihan lainnya / *Export bills and other receivables*
PT Sinergi Gula Nusantara	Wesel ekspor dan tagihan lainnya / *Export bills and other receivables*
PT Timah Tbk	Wesel ekspor dan tagihan lainnya / *Export bills and other receivables*
PT Danareksa Finance	Pinjaman yang diterima / *Fund borrowings*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Aset			*Assets*
Giro pada bank lain (Catatan 5)			*Current account with other banks (Note 5)*
PT Bank Negara Indonesia (Persero) Tbk	203.906	159.589	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	155.839	135.229	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri (Persero) Tbk	115.873	148.782	*PT Bank Mandiri (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	9.142	60.728	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Nasional (dahulu PT Bank Tabungan Negara (Persero) Tbk - Unit usaha syariah)	5.297	408	*PT Bank Syariah Nasional (formerly PT Bank Tabungan Negara (Persero) Tbk - sharia business unit)*
PT Bank Hibank Indonesia	-	1	*PT Bank Hibank Indonesia*
	490.057	504.737	
Penempatan pada Bank Indonesia dan lembaga keuangan lain (Catatan 6)			*Placement with Bank Indonesia and other financial institution (Note 6)*
PT Bank Mandiri (Persero) Tbk	1.417.375	2.221.110	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	1.005.550	2.030.750	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	222.484	174.448	*PT Bank Syariah Indonesia Tbk*
PT Bank Syariah Nasional (dahulu PT Bank Tabungan Negara (Persero) Tbk - Unit usaha syariah)	67.066	-	*PT Bank Syariah Nasional (formerly PT Bank Tabungan Negara (Persero) Tbk - sharia business unit)*
PT Bank Tabungan Negara (Persero) Tbk	59.129	767.422	*PT Bank Tabungan Negara (Persero) Tbk*
	2.771.604	5.193.730	
Efek-efek (Catatan 7)			*Securities (Note 7)*
Pemerintah Republik Indonesia (RI)	237.104.886	225.445.431	*Government of the Republic of Indonesia (RI)*
PT Sarana Multigriya Finansial (Persero)	2.241.251	2.053.662	*PT Sarana Multigriya Finansial (Persero)*
PT Bank Mandiri (Persero) Tbk	2.213.325	2.690.555	*PT Bank Mandiri (Persero) Tbk*
PT Perusahaan Listrik Negara (Persero)	1.636.279	1.592.878	*PT Perusahaan Listrik Negara (Persero)*
PT Sarana Multi Infrastruktur (Persero)	1.029.230	1.195.607	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Negara Indonesia (Persero) Tbk	935.216	525.269	*PT Bank Negara Indonesia (Persero) Tbk*
PT Pertamina (Persero)	737.216	763.992	*PT Pertamina (Persero)*
PT Indonesia Asahan Aluminium (Persero)	559.872	1.491.040	*PT Indonesia Asahan Aluminium (Persero)*
PT Kereta Api Indonesia (Persero) Tbk	332.957	396.278	*PT Kereta Api Indonesia (Persero) Tbk*
PT Pupuk Indonesia (Persero) Tbk	312.128	470.283	*PT Pupuk Indonesia (Persero) Tbk*
Lainnya	1.901.462	2.519.174	*Others*
	249.003.822	239.144.169	

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Aset (lanjutan)			***Assets (continued)***
Wesel ekspor dan tagihan lainnya (Catatan 8)			*Export Bills and Other Receivables (Note 8)*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	2.508.249	1.694.354	*Pertamina International Marketing & Distribution Pte Ltd (PIMD)*
PT Petrokimia Gresik	1.248.638	137.838	*PT Petrokimia Gresik*
PT Bhirawa Steel	523.473	433.947	*PT Bhirawa Steel*
PT Adhi Karya (Persero)	489.281	60.410	*PT Adhi Karya (Persero)*
PT PG Rajawali I	406.500	147.865	*PT PG Rajawali I*
PT Pembangunan Perumahan (Persero) Tbk	344.100	235.900	*PT Pembangunan Perumahan (Persero) Tbk*
PT Hutama Karya (Persero)	322.996	27.701	*PT Hutama Karya (Persero)*
PT PP Presisi Tbk	320.188	266.499	*PT PP Presisi Tbk*
PT Semen Indonesia (Persero)	264.530	455.236	*PT Semen Indonesia (Persero)*
PT Hutama Karya Infrastruktur	246.247	-	*PT Hutama Karya Infrastruktur*
Lainnya	913.662	403.277	*Others*
	7.587.864	3.863.027	
Efek-efek yang dibeli dengan janji dijual kembali (Catatan 9)			*Securities Purchased Under Agreement To Resell (Note 9)*
PT Bank Tabungan Negara (Persero) Tbk	-	963.042	*PT Bank Tabungan Negara (Persero) Tbk*
	-	963.042	
Kredit yang diberikan (Catatan 11)			*Loans (Note 11)*
PT Agrinas Pangan Nusantara (Persero)	46.697.487	3.294	*PT Agrinas Pangan Nusantara (Persero)*
Perusahaan Umum BULOG	17.032.765	9.263.841	*Perusahaan Umum BULOG*
PT Perusahaan Listrik Negara (Persero)	12.403.729	5.147.814	*PT Perusahaan Listrik Negara (Persero)*
PT Sumber Segara Primadaya	7.326.225	8.718.622	*PT Sumber Segara Primadaya*
PT Indo Raya Tenaga	6.400.203	1.839.729	*PT Indo Raya Tenaga*
PT Perkebunan Nusantara IV (Persero)	4.590.429	4.420.968	*PT Perkebunan Nusantara IV (Persero)*
PT Sumbagselenergi Sakti Pewali	4.448.535	2.627.970	*PT Sumbagselenergi Sakti Pewali*
PT Waskita Karya (Persero) Tbk	4.054.562	4.282.239	*PT Waskita Karya (Persero) Tbk*
PT Mineral Industri Indonesia (Persero)	3.805.094	-	*PT Mineral Industri Indonesia (Persero)*
PT Kereta Api Indonesia (Persero)	3.446.099	3.667.743	*PT Kereta Api Indonesia (Persero)*
Manajemen Kunci	194.112	211.117	*Key management*
Lain-lain	44.371.218	48.939.715	*Others*
	154.770.458	89.123.052	
Piutang Sewa Pembiayaan (Catatan 13)			*Finance lease receivables (Note 13)*
PT Prima Armada Raya	31.947	42.192	*PT Prima Armada Raya*
PT Pelita Indonesia Djaya	339		*PT Pelita Indonesia Djaya*
	32.286	42.192	

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Aset (lanjutan)			***Assets (continued)***
Tagihan dan Liabilitas Akseptasi (Catatan 14)			*Acceptances receivable and payable (Note 14)*
PT Pembangunan Perumahan (Persero) Tbk	888.912	721.002	*PT Pembangunan Perumahan (Persero) Tbk*
PT Adhi Karya (Persero) Tbk	525.005	635.900	*PT Adhi Karya (Persero) Tbk*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	288.147	52.947	*Pertamina International Marketing & Distribution Pte Ltd (PIMD)*
PT PP Presisi Tbk	173.041	244.246	*PT PP Presisi Tbk*
PT Petrokimia Gresik	126.823	-	*PT Petrokimia Gresik*
PT Pertamina Trading and Services	54.635	-	*PT Pertamina Trading and Services*
PT Hutama Karya (Persero)	39.674	53.826	*PT Hutama Karya (Persero)*
PT Wijaya Karya Bangunan Gedung Tbk	14.840	133.631	*PT Wijaya Karya Bangunan Gedung Tbk*
PT Elnusa Tbk	7.144	-	*PT Elnusa Tbk*
PT Hutama Karya Infrastruktur	3.835	-	*PT Hutama Karya Infrastruktur*
Lain-lain	372	214.090	*Others*
	2.122.428	2.055.642	
Penyertaan saham (Catatan 15)			*Investment in shares (Note 15)*
PT Bank Syariah Indonesia Tbk	7.511.980	6.448.978	*PT Bank Syariah Indonesia Tbk*
PT Fintek Karya Nusantara	286.956	590.630	*PT Fintek Karya Nusantara*
PT Bahana Artha Ventura	73.300	76.775	*PT Bahana Artha Ventura*
	7.872.236	7.116.383	
Aset lain-lain (Catatan 17)			*Other Assets (Note 17)*
PT Wijaya Karya Realty (Persero)	707.525	707.466	*PT Wijaya Karya Realty (Persero)*
	707.525	707.466	
Total aset dari pihak-pihak berelasi	**425.358.280**	**348.713.440**	***Total assets from related parties***
Total aset konsolidasian	**2.135.371.105**	**1.992.186.906**	***Total consolidated assets***
Persentase total aset dari pihak-pihak berelasi terhadap total aset konsolidasian	19,92%	17,50%	*Percentage of total assets from related parties to total consolidated assets*
Liabilitas			***Liabilities***
Giro (Catatan 19)			*Demand Deposit (Note 19)*
Entitas dan Lembaga Pemerintah	250.195.313	137.331.944	*Government institutions and Entitities*
Manajemen Kunci	3.942	5.842	*Key management*
Lain-lain	722.904	772.596	Others
	250.922.159	138.110.382	
Tabungan (Catatan 20)			*Saving Deposits (Note 20)*
Entitas dan Lembaga Pemerintah	1.778.417	103.372	*Government institutions and Entitities*
Manajemen Kunci	151.647	158.581	*Key management*
Lain-lain	95.850	22.903	*Others*
	2.025.914	284.856	
Deposito Berjangka (Catatan 21)			*Time Deposits (Note 21)*
Entitas dan Lembaga Pemerintah	149.384.550	113.283.630	*Government institutions and Entitities*
Manajemen Kunci	63.765	65.972	*Key management*
Lain-lain	3.228.789	5.315.095	*Others*
	152.677.104	118.664.697	

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Liabilitas (lanjutan)			***Liabilities (continued)***
Simpanan dari Bank lain dan lembaga keuangan lainnya (Catatan 22)			*Deposits from other banks and financial institutions (Note 22)*
Entitas dan Lembaga Pemerintah	1.375.787	1.156.791	*Government institutions and Entitities*
Efek-efek yang dijual dengan janji dibeli kembali (Catatan 23)			*Securities Sold Under Agreement To Repurchase (Note 23)*
PT Bank Negara Indonesia (Persero)	4.023.684	-	*PT Bank Negara Indonesia (Persero)*
PT Bank Tabungan Negara (Persero)	251.168	4.613	*PT Bank Tabungan Negara (Persero*
	4.274.852	4.613	
Surat Berharga yang Diterbitkan (Catatan 24)			*Marketable securities issued (Note 24)*
Entitas dan Lembaga Pemerintah	5.718.531	4.607.502	*Government institutions and Entitities*
Pinjaman yang Diterima (Catatan 25)			*Fund Borrowings (Note 25)*
Entitas dan Lembaga Pemerintah	36.536.685	36.666.287	*Government institutions and Entitities*
Pinjaman dan Surat Berharga Subordinasi (Catatan 29)	229.330	229.118	*Subordinated loans and marketable securities (Note 29)*
Kompensasi kepada manajemen manajemen kunci (Catatan 42)			*Compensation to key employee management (Note 42)*
Nilai kini kewajiban pensiun imbalan pasti	788.489	772.523	*Present value of defined benefit pension liability*
Nilai kini kewajiban PHK	337.500	333.607	*Present value of work separation scheme liability*
Nilai kini kewajiban THT	160.814	150.373	*Present value of old age benefit liability*
Nilai kini kewajiban cuti besar	177.534	162.897	*Present value of grand leaves liability*
Nilai kini kewajiban penghargaan tanda jasa	259.991	202.911	*Present value of gratuity for service liability*
Nilai kini kewajiban program manfaat lain pembayaran manfaat pasti	9.072	8.708	*Present value of other benefit program of defined benefit payment liability*
Nilai kini kewajiban BPJS	37.822	19.616	*Present value of BPJS liability*
	1.771.222	1.650.635	
Total liabilitas kepada pihak-pihak berelasi	**455.531.584**	**301.374.881**	***Total liabilities to related parties***
Total liabilitas konsolidasian	**1.804.429.671**	**1.668.871.890**	***Total consolidation liabilities***
Persentase total liabilitas kepada pihak-pihak berelasi terhadap total liabilitas konsolidasian	25,25%	18,06%	*Precentage of liabilities to related parties to total consolidated liabilities*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Komitmen dan Kontinjensi pada Rekening Administratif			***Commitment and contingencies the administrative accounts***
Garansi yang diterbitkan (Catatan 26b)			*Guarantees issued (Note 26b)*
PT Perusahaan Listrik Negara (Persero) Tbk	3.644.368	3.430.921	*PT Perusahaan Listrik Negara (Persero) Tbk*
PT Adhi Karya (Persero) Tbk	2.531.843	2.827.448	*PT Adhi Karya (Persero) Tbk*
PT Pembangunan Perumahan (Persero) Tbk	2.520.164	3.053.194	*PT Pembangunan Perumahan (Persero) Tbk*
PT Perusahaan Gas Negara	2.072.100	2.815.043	*PT Perusahaan Gas Negara*
PT Pertamina Hulu Rokan	1.500.286	804.750	*PT Pertamina Hulu Rokan*
PT Pertamina Malaysia EP	1.282.668	1.088.627	*PT Pertamina Malaysia EP*
PT Pupuk Kalimantan Timur	1.277.386	2.219.673	*PT Pupuk Kalimantan Timur*
PT Wijaya Karya (Persero) Tbk	1.200.060	1.465.649	*PT Wijaya Karya (Persero) Tbk*
PT Pertamina Hulu Energi	945.718	893.580	*PT Pertamina Hulu Energi*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	791.229	3.293.475	*Pertamina International Marketing & Distribution Pte Ltd (PIMD)*
Lain-lain	9.266.799	11.152.949	*Others*
	27.032.621	**33.045.309**	
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor (Catatan 26b)			*Irrevocable L/C (Note 26b)*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	1.735.942	3.293.475	*Pertamina International Marketing & Distribution Pte Ltd (PIMD)*
PT Kilang Pertamina Balikpapan	1.293.060	1.329.157	*PT Kilang Pertamina Balikpapan*
PT Kilang Pertamina Internasional	1.290.952	238.825	*PT Kilang Pertamina Internasional*
PT Kereta Api Indonesia (Persero)	1.169.921	280.473	*PT Kereta Api Indonesia (Persero)*
PT Petrokimia Gresik	959.513	-	*PT Petrokimia Gresik*
MIND ID Trading Pte Ltd	581.995	-	*MIND ID Trading Pte Ltd*
PT Pelindo Terminal Petikemas	395.114	643.993	*PT Pelindo Terminal Petikemas*
PT Pertamina Trading and Services	269.599	-	*PT Pertamina Trading and Services*
PT Perumahan Pembangunan (Persero) Tbk	258.957	265.772	*PT Perumahan Pembangunan (Persero) Tbk*
PT Bhirawa Steel	237.132	238.793	*PT Bhirawa Steel*
Lain-lain	994.003	1.856.757	*Others*
	9.186.188	**8.147.245**	
Iuran Program Pensiun Imbalan Pasti (Catatan 42a)	560.737	368.903	*Contribution of Defined Benefit Pension Plan (Note 42a)*
Iuran Program Tunjangan Hari Tua (Catatan 42b)	168.151	175.057	*Contribution of Old Age Benefit (Note 42b)*
Iuran Program Pensiun Iuran Pasti (Catatan 42c)	614.893	564.087	*Contribution of Defined Contribution Pension Plan (Note 42c)*
Total	**1.343.781**	**1.108.047**	***Total***

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Jumlah gaji dan tunjangan, tantiem, bonus dan insentif yang dibayarkan selama tahun berjalan adalah sebagai berikut:

Total salaries and allowances, tantiem, bonuses and incentives that paid for the following year are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,*		
	2025	**2024**	
Gaji dan tunjangan Dewan Komisaris dan Direksi			*Salaries and allowance for the Board of Commissioners and Directors*
Gaji dan tunjangan Direksi	240.817	223.075	*Salaries and allowance for Director*
Gaji dan tunjangan Dewan Komisaris	80.241	87.700	*Salaries and allowance for the Board of Commisioners*
Total	**321.058**	**310.775**	***Total***

	Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,*		
	2025	**2024**	
Tantiem, bonus dan insentif Dewan Komisaris, Direksi dan manajemen kunci			*Tantiem, bonuses and incentives Board of Commissioners, Directors and key management*
Tantiem Direksi	181.099	648.099	*Tantiem for Directors*
Tantiem Dewan Komisaris	12.495	259.841	*Tantiem for Commisioners*
Bonus dan insentif Manajemen Kunci	396.349	228.670	*Bonuses and incentives for key management*
Total	**589.943**	**1.136.610**	***Total***

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Persentase transaksi dengan pihak-pihak berelasi terhadap total aset dan liabilitas konsolidasian BRI dan entitas anak adalah sebagai berikut:

Percentage of transactions with related parties to total consolidated assets and liabilities of BRI and subsidiaries are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Aset			***Assets***
Giro pada Bank lain	0,023%	0,025%	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	0,130	0,261	*Placement with Bank Indonesia and other financial institutions*
Efek-efek	11,662	12,004	*Securities*
Wesel ekspor dan tagihan lainnya	0,355	0,194	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	-	0,048	*Securities Purchased Under Agreement To Resell*
Kredit yang diberikan	7,249	4,474	*Loans*
Piutang sewa pembiayaan	0,002	0,002	*Finance lease receivables*
Tagihan akseptasi	0,099	0,103	*Acceptances receivable*
Penyertaan saham	0,369	0,357	*Investment in associated entites*
Aset lain-lain	0,033	0,036	*Other assets*
Total	**19,922%**	**17,504%**	***Total***

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Liabilitas			***Liabilities***
Giro	13,911%	8,276%	*Demand Deposits*
Tabungan	0,112	0,017	*Saving Deposits*
Deposito berjangka	8,464	7,110	*Time Deposits*
Simpanan dari Bank lain dan lembaga keuangan lainnya	0,076	0,069	*Deposits from other bank and financial institution*
Efek-efek yang dijual dengan janji dibeli kembali	0,237	-	*Securities Purchased Under Agreement To Repurchase*
Surat berharga yang diterbitkan	0,317	0,276	*Marketable securities issued*
Pinjaman yang diterima	2,026	2,197	*Fund Borrowing*
Pinjaman dan Surat Berharga Subordinasi	0,013	0,014	*Subordinated loans and marketable securities*
Kompensasi kepada manajemen Manajemen Kunci	0,098	0,099	*Compensation to key employees management*
Total	**25,254%**	**18,058%**	***Total***

45. PERJANJIAN, KOMITMEN DAN KONTINJENSI SIGNIFIKAN

a. Perjanjian Signifikan

Pada tanggal 3 Mei 2021, BRI mengadakan perjanjian dengan PT SAP Indonesia sehubungan dengan pengadaan *software* BRIFIRST untuk jangka waktu 31 (tiga puluh satu) bulan dengan nilai kontrak senilai Rp280.000.

Pada tanggal 4 November 2021, BRI mengadakan perjanjian dengan PT Info Solusindo Data Utama sehubungan dengan pengadaan infrastruktur BRIFIRST untuk jangka waktu 36 (tiga puluh enam) bulan dengan nilai kontrak senilai Rp164.500.

Pada tanggal 23 Juli 2021, BRI mengadakan perjanjian dengan PT Deloitte Consulting sehubungan dengan pengadaan konsultan *system* integrator fase implementasi *non product* untuk jangka waktu 20 (dua puluh) bulan dengan nilai kontrak senilai Rp150.000.

Pada tanggal 21 Februari 2022, BRI mengadakan perjanjian dengan PT Deloitte Consulting sehubungan dengan pengadaan konsultan *system* integrator fase implementasi *product* untuk jangka waktu 20 (dua puluh) bulan dengan nilai kontrak senilai Rp348.500.

Pada tanggal 12 Agustus 2024, BRI mengadakan perjanjian dengan PT SAP Indonesia sehubungan dengan pengadaan lisensi sistem dan support SAP untuk jangka waktu 12 (dua belas) bulan dengan nilai kontrak senilai Rp40.776. Bank telah melakukan pembukuan sebagai aset tetap sebesar nilai kontrak yang sama. Perikatan antara Bank BRI dengan pihak terkait telah mengikuti syarat dan ketentuan yang telah disepakati bersama.

Pada tanggal 14 Maret 2025, BRI mengadakan perjanjian dengan PT Satkomindo Mediyasa, sehubungan dengan Pengadaan Perpanjangan Sewa Layanan Jaringan Komunikasi MPLS Provider Satkom untuk Unit Kerja BRI Tahun 2025-2026 untuk jangka waktu 24 (dua puluh empat) bulan dengan nilai kontrak senilai Rp143.956.

45. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Significant Agreements

On May 3, 2021, BRI entered into an agreement with PT SAP Indonesia regarding the procurement of BRIFIRST software for a period of 31 (thirty one) months with a contract value of Rp280,000.

On November 4, 2021, BRI entered into an agreement with PT Info Solusindo Data Utama regarding the procurement of BRIFIRST infrastructure for a period of 36 (thirty six) months with a contract value of Rp164,500.

On July 23, 2021, BRI entered into an agreement with PT Deloitte Consulting regarding the procurement of a system integrator consultant for the non-product implementation phase for a period of 20 (twenty) months with a contract value of Rp150,000.

On February 21, 2022, BRI entered into an agreement with PT Deloitte Consulting regarding the procurement of a system integrator consultant for the product implementation phase for a period of 20 (twenty) months with a contract value of Rp348,500.

On August 12, 2024, BRI entered into an agreement with PT SAP Indonesia regarding the procurement of SAP system licenses and support for a period of 12 (twelve) months with a contract value of Rp40,776. The bank has recorded it as a fixed asset at the same contract value. The engagement between BRI Bank and related parties follows the terms and conditions that have been mutually agreed upon.

On March 14, 2025, BRI entered into an agreement with PT Satkomindo Mediyasa, regarding the Procurement of MPLS Communication Network Service Lease Extension from Satkom Provider for BRI Work Units for the year 2025-2026 for a period of 24 (twenty-four) months with a contract value of Rp143,956.

45. PERJANJIAN, KOMITMEN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

b. Liabilitas Kontinjensi

Dalam melakukan usahanya, BRI menghadapi berbagai perkara hukum dan tuntutan, dimana BRI sebagai tergugat, terutama sehubungan dengan kepatuhan dengan kontrak. Walaupun belum ada kepastian yang jelas, BRI berpendapat bahwa berdasarkan informasi yang ada dan keputusan terakhir dari perkara bahwa tuntutan hukum ini tidak akan berdampak secara material pada operasi, posisi keuangan atau tingkat likuiditas BRI.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI telah membentuk cadangan (disajikan dalam akun "Liabilitas lain-lain") untuk sejumlah tuntutan hukum yang belum diputuskan masing-masing sebesar Rp1.120.521 dan Rp676.572 (Catatan 28). Manajemen berpendapat bahwa jumlah cadangan yang dibentuk atas kemungkinan timbulnya kerugian akibat tuntutan hukum yang belum diputuskan atau masih dalam proses tersebut telah memadai.

45. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

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, 2025 and 2024, BRI has provided an allowance (presented in "Other Liabilities" account) for several pending lawsuits filed against BRI amounting Rp1,120,521 and Rp676,572, respectively (Note 28). Management believes that the amount of reserves established for the potential losses arising from legal claims that have not yet been resolved or are still in process is adequate.

46. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM

Berdasarkan Undang-undang No. 24 Tahun 2004 tanggal 22 September 2004 tentang "Lembaga Penjamin Simpanan" yang terakhir kali diubah dengan UU No. 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan ("UU P2SK"), Pemerintah telah membentuk lembaga independen yaitu Lembaga Penjamin Simpanan (LPS) yang menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan atau bentuk lainnya yang dipersamakan dengan itu.

Berdasarkan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan" yang disempurnakan melalui PLPS No. 1 Tahun 2023 tentang Program Penjaminan Simpanan, bahwa saldo yang dijamin untuk setiap nasabah pada satu Bank adalah paling tinggi Rp2.000.000.000 (nilai penuh).

Suku bunga penjaminan LPS pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar 3,50% dan 4,25% untuk simpanan dalam mata uang Rupiah. Untuk simpanan dalam mata uang asing pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar 2,00% dan 2,25%.

46. GOVERNMENT GUARANTEE ON OBLIGATIONS OF COMMERCIAL BANKS

Based on Law No. 24 of 2004 dated September 22, 2004 regarding the "Deposit Insurance Corporation" which was last amended by Law No. 4 of 2023 regarding the Development and Strengthening of the Financial Sector ("P2SK Law"), the Government has established an independent institution, namely the Deposit Insurance Corporation (LPS), in order to provide guarantees on public funds including funds from other banks in the form of demand deposits, time deposits, deposit certificates, saving deposits and/or other similar forms.

Based on Government Regulation No. 66 Year 2008, dated October 13, 2008 regarding "The Amount of Deposit Value Guaranteed by the Deposit Insurance Corporation" amended through PLPS No. 1 Year 2023 regarding the Deposit Insurance Program, which stated the guaranteed balance for each customer in each bank is at most Rp2,000,000,000 (full amount).

LPS guarantee interest rate as of December 31, 2025 and 2024 were 3.50% and 4.25%, respectively, for deposits in Rupiah. For deposits in foreign currency as of December 31, 2025 and 2024 were 2.00% and 2.25%, respectively.

47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) YANG DIKELUARKAN DAN DIREVISI

Berikut adalah ikhtisar PSAK yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - IAI yang relevan untuk BRI dan entitas anak, namun belum berlaku efektif untuk laporan keuangan konsolidasian pada tanggal 31 Desember 2025:

Efektif berlaku pada atau setelah tanggal 1 Januari 2026:

a. Amendemen PSAK No. 109 “Instrumen Keuangan” dan PSAK No. 107 “Instrumen Keuangan: Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan”

Amendemen ini menambahkan dan mengklarifikasi ketentuan dalam PSAK No. 109 terkait penghentian pengakuan liabilitas keuangan, serta mengklarifikasi penilaian karakteristik arus kas untuk aset keuangan dengan fitur *ESG-linked*, aset keuangan dengan fitur *non-recourse*, dan instrumen yang terikat secara kontraktual seperti *tranche*. Amendemen ini juga mengubah ketentuan dalam PSAK No. 107 terkait persyaratan pengungkapan investasi pada instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan menambah ketentuan terkait instrumen keuangan dengan persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

b. SAK No. 338 (Revisi 2025): Kombinasi Bisnis Entitas Sepengendali

Revisi ini mencakup ruang lingkup dan penerapan dari metode penyatuan kepemilikan (*pooling of interest*) dan pelepasan di ekuitas (*disposal in equity*) sebagai konsep akuntansi yang digunakan dalam PSAK No. 338.

Perubahan utama dalam revisi ini mencakup pengecualian entitas investasi dari ruang lingkup PSAK No. 338, serta tambahan definisi bisnis alihan, entitas penerima, dan entitas pengalih. Revisi ini juga mencakup rujukan jumlah tercatat bisnis alihan dan penyajian informasi prakombinasi bisnis ketika terjadi ketidakpraktisan dalam penerapan metode penyatuan kepemilikan.

47. ISSUED AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (SFAS)

The following summarizes the SFAS which were issued by the Financial Accounting Standards Board (FASB) – IAI and are relevant to BRI and Subsidiaries, but not yet effective for the consolidated financial statements as of December 31, 2025:

Effective on or after January 1, 2026:

a. Amendment to SFAS No. 109 "Financial Instruments" and SFAS No. 107 "Financial Instruments: Disclosures about the Classification and Measurement of Financial Instruments"

These amendments adding and clarify statement in SFAS No. 109 regarding derecognition of financial liabilities, as well as clarify the assessment of cash flow characteristics for financial assets with ESG-linked features, financial assets with non-recourse features, and contractually bound instruments such as tranches. The amendments also revise the statement in SFAS No. 107 regarding the disclosure requirements for investments in equity instruments measured at fair value through other comprehensive income and adding statament related to financial instruments with contractual terms that alter the timing or amount of contractual cash flows."

b. SFAS No. 338 (Revised 2025): Business Combinations of Entities Under Common Control

This revision encompasses the scope and application of the pooling of interests method and disposal in equity as accounting concepts utilized in SFAS No.338.

Key amendments in this revision include the exclusion of investment entities from the scope of SFAS No.338, as well as the addition of definitions for transferred business, receiving entity, and transferring entity. This revision also addresses references to the carrying amount of the transferred business and the presentation of pre-business combination information in instances where the application of the pooling of interests method is deemed impractical.

47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) YANG DIKELUARKAN DAN DIREVISI (lanjutan)

Berikut adalah ikhtisar PSAK yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - IAI yang relevan untuk BRI dan entitas anak, namun belum berlaku efektif untuk laporan keuangan konsolidasian pada tanggal 31 Desember 2025 (lanjutan):

Efektif berlaku pada atau setelah tanggal 1 Januari 2027:

a. PSAK No. 118: Penyajian dan Pengungkapan dalam Laporan Keuangan

Standar akuntansi baru yang mengatur persyaratan untuk penyajian dan pengungkapan informasi dalam laporan keuangan bertujuan umum untuk membantu memastikan laporan keuangan menyediakan informasi relevan yang merepresentasikan secara tepat aset, liabilitas, ekuitas, penghasilan, dan beban. PSAK No. 118 akan menggantikan PSAK No. 201: Penyajian Laporan Keuangan.

b. PSAK No. 119: Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan

Standar akuntansi baru yang mengatur persyaratan pengungkapan yang dapat diterapkan oleh entitas sebagai pengganti persyaratan pengungkapan dalam PSAK lain yang dapat diterapkan oleh entitas anak tanpa akuntabilitas publik di mana entitas induknya menyusun laporan keuangan konsolidasian yang tersedia bagi publik yang mematuhi SAK Indonesia, SAK Internasional, atau IFRS Accounting Standards

c. Amandemen PSAK No. 119: Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan

Amendemen ini merujuk pada amendemen *IFRS 19 Subsidiaries without Public Accountability: Disclosures* yang terbit pada 24 November 2025. Perubahan utama dalam amendemen ini mencakup:

1. Penghapusan penerapan dalam laporan keuangan tersendiri oleh entitas induk perantara.
2. Penghapusan tujuan pengungkapan terkait pembiayaan pemasok, kekurangan ketertukaran, model Pilar Dua, klasifikasi dan pengukuran instrumen keuangan, serta liabilitas jangka panjang dengan kovenan.

47. ISSUED AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (SFAS) (continued)

The following summarizes the SFAS which were issued by the Financial Accounting Standards Board (FASB) – IAI and are relevant to BRI and Subsidiaries, but not yet effective for the consolidated financial statements as of December 31, 2025 (lanjutan):

Effective on or after January 1, 2027:

a. SFAS No. 118: Presentation and Disclosure in Financial Statements

A new accounting standard that establishes requirements for the presentation and disclosure of information in general-purpose financial statements to help ensure that financial statements provide relevant information that faithfully represents assets, liabilities, equity, income, and expenses. SFAS No. 118 will replace SFAS No. 201: Presentation of Financial Statements.

b. SFAS No. 119: Subsidiaries Without Public Accountability: Disclosure

A new accounting standard that establishes disclosure requirements which may be applied by an entity as a substitute for the disclosure requirements set forth in other applicable SFAS, specifically for subsidiaries without public accountability, provided that the parent entity prepares consolidated financial statements that are publicly available and prepared in accordance with Indonesian Financial Accounting Standards (SAK Indonesia), International Financial Reporting Standards (International SAK), or IFRS Accounting Standards.

c. SFAS No. 119: Subsidiaries Without Public Accountability: Disclosure

This amendment refers to the amendment to IFRS 19 Subsidiaries without Public Accountability: Disclosures issued on November 24, 2025. Key changes in this amendment include:

1. Removal of the application in separate financial statements by intermediate parent entities.
2. Removal of disclosure objectives regarding supplier finance arrangements, lack of exchangeability, Pillar Two model, classification and measurement of financial instruments, and non-current liabilities with covenants.

47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) YANG DIKELUARKAN DAN DIREVISI (lanjutan)

Berikut adalah ikhtisar PSAK yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - IAI yang relevan untuk BRI dan entitas anak, namun belum berlaku efektif untuk laporan keuangan konsolidasian pada tanggal 31 Desember 2025 (lanjutan):

Efektif berlaku pada atau setelah tanggal 1 Januari 2027 (lanjutan):

c. Amandemen PSAK No. 119: Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan (lanjutan)

3. Pengurangan persyaratan pengungkapan terkait pengaturan pembiayaan pemasok.
4. Penghapusan materi yang berisi panduan dan bukan persyaratan pengungkapan.
5. Penggantian persyaratan pengungkapan ukuran kinerja tetapan manajemen dengan rujukan silang ke PSAK 118.

BRI dan entitas anaknya sedang mengevaluasi dan belum menetapkan dampak dari PSAK yang dikeluarkan dan direvisi tersebut terhadap laporan keuangan konsolidasian.

47. ISSUED AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (SFAS) (continued)

The following summarizes the SFAS which were issued by the Financial Accounting Standards Board (FASB) – IAI and are relevant to BRI and Subsidiaries, but not yet effective for the consolidated financial statements as of December 31, 2025 (lanjutan):

Effective on or after January 1, 2027 (continued):

c. SFAS No. 119: Subsidiaries Without Public Accountability: Disclosure (continued)

3. Reduction of disclosure requirements related to supplier finance arrangements.
4. Removal of material that constitutes guidance rather than disclosure requirements.
5. Replacement of disclosure requirements for management-defined performance measures with a cross-reference to SFAS 118.

BRI and its subsidiaries are evaluating and have not determined the impact of the revised SFAS on the consolidated financial statements.

48. MANAJEMEN MODAL

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, pelanggan dan kepercayaan pasar. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti: pengembalian modal yang optimal pada pemegang saham, menjaga keseimbangan antara keuntungan yang lebih tinggi dengan *gearing ratio* serta keamanan yang diberikan oleh posisi modal yang sehat.

Pada tanggal 31 Desember 2025 dan 2024, Bank telah memenuhi semua persyaratan modal yang diwajibkan.

48. CAPITAL MANAGEMENT

The Bank's capital management objective is to maintain a strong capital position to support business growth and to sustain investor, depositor, customer and market confidence. In managing its capital, the Bank considers factors such as: providing optimal capital rate of return to shareholders, maintaining a balance between high return gearing ratio and safety provided by a sound capital position.

As of December 31, 2025 and 2024, the Bank has complied with all capital requirements.

49. INFORMASI TAMBAHAN

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan oleh Standar Akuntansi Keuangan di Indonesia.

a. Rasio Kewajiban Penyediaan Modal Minimum (CAR)

BRI secara aktif mengelola modalnya sesuai dengan peraturan yang berlaku. Tujuan utamanya adalah untuk memastikan bahwa setiap saat BRI dapat menjaga kecukupan modalnya untuk menutup risiko bawaan (*inherent risk*) pada kegiatan perbankan tanpa mengurangi optimalisasi nilai kepada pemegang saham.

CAR pada tanggal-tanggal 31 Desember 2025 dan 2024 dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum yang telah diaddendum sebanyak 2 (dua) kali dengan POJK No. 34/POJK.03/2016 tentang Perubahan atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan POJK No. 27/POJK.03.2022 tentang Perubahan kedua atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank.

Berdasarkan POJK No. 34/POJK.03/2016, PBI No. 17/22/PBI/2015 tentang Kewajiban Pembentukan *Countercyclical Buffer* dan POJK No. 46/POJK.03/2015 tentang Penetapan *Systemically Important Bank* dan *Capital Surcharge*, selain kewajiban penyediaan modal minimum sesuai profil risiko, BRI wajib membentuk tambahan modal penyangga (*buffer*) berupa *Capital Conservation Buffer, Countercyclical Buffer* dan *Capital Surcharge*, yang wajib dibentuk secara bertahap mulai tanggal 1 Januari 2016.

Pembentukan modal penyangga (*buffer*) berupa *Capital Conservation Buffer, Countercyclical Buffer* dan *Capital Surcharge* yang wajib dibentuk oleh BRI berdasarkan persentase tertentu dari ATMR adalah masing-masing 2,5%, 0% dan 2,5%.

Berdasarkan profil risiko BRI pada semester I dan semester II tahun 2024, yaitu *low to moderate,* maka CAR minimum pada tanggal-tanggal 31 Desember 2025 dan 2024 ditetapkan masing-masing sebesar 9% sampai dengan kurang dari 10%.

49. ADDITIONAL INFORMATION

The following additional information is not required by Indonesian Financial Accounting Standards.

a. Capital Adequacy Ratio (CAR)

BRI actively manages its capital in accordance with the applicable regulations. The primary objective is to ensure that BRI, at any time, can maintain adequate its capital adequacy to cover (inherent risks) to its banking activities without reducing the optimization of shareholder's value.

CAR as of December 31, 2025 and 2024 is calculated based on Financial Services Authority Regulation (POJK) No.11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks which has been amended 2 (two) times with POJK No. 34/POJK.03/2016 concerning Amendments to POJK No. 11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks and POJK No. 27/POJK.03.2022 concerning the second amendment to POJK No. 11/POJK.03/2016 concerning Bank Minimum Capital Requirements.

Based on POJK No. 34/POJK.03/2016, PBI No. 17/22/PBI/2015 regarding the Mandatory Formation of Countercyclical Buffer and POJK No. 46/POJK.03/2015 regarding the Determination of Systemically Important Banks and Capital Surcharges, in addition to the minimum capital requirement in accordance with the risk profile, BRI is required to form additional capital (buffer), in the form of Capital Conservation Buffer, Countercyclical Buffer, and Capital Surcharge, which must be formed gradually since January 1, 2016.

Formation of buffer capital in the form of Capital Conservation Buffer, Countercyclical Buffer and Capital Surcharge that must be formed by BRI based on a certain percentage of risk-weighted assets are 2.5%, 0% and 2.5%, respectively.

Based on the BRI's risk profile as of semester I and semester II year 2024, which are low to moderate, the minimum CAR as of December 31, 2025 and 2024 is set at 9% up to less than 10%.

49. INFORMASI TAMBAHAN (lanjutan)

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

a. Rasio Kewajiban Penyediaan Modal Minimum (CAR) (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024 BRI telah memenuhi rasio sesuai yang disyaratkan Bank Indonesia dan Otoritas Jasa Keuangan untuk rasio kecukupan modal.

CAR BRI (entitas induk) pada tanggal 31 Desember 2025 dan 2024 masing-masing dihitung sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

The following additional information is not required by Indonesian Financial Accounting Standards. (continued)

a. Capital Adequacy Ratio (CAR) (continued)

As of December 31, 2025 and 2024 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, 2025 and 2024 are calculated as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Modal Inti (*Tier* 1)			*Core Capital (Tier 1)*
Modal Inti Utama (CET 1)	246.050.197	241.043.217	*Common Equity (CET 1)*
Modal Pelengkap (*Tier* 2)	13.974.723	11.725.187	*Supplementary Capital (Tier 2)*
Total Modal	**260.024.920**	**252.768.404**	***Total Capital***
Aset Tertimbang Menurut Risiko (ATMR)			*Risk Weighted Asset (RWA)*
ATMR untuk Risiko Kredit*)	1.095.627.697	907.054.632	*RWA for Credit Risk*)
ATMR untuk Risiko Pasar**)	22.977.739	27.272.654	*RWA for Market Risk**)*
ATMR untuk Risiko Operasional***)	115.666.470	100.903.263	*RWA for Operational Risk***)*
Total RWA	**1.234.271.906**	**1.035.230.549**	***Total RWA***

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rasio CAR			*CAR Ratio*
Rasio CET 1	19,93%	23,28%	*CET 1 Ratio*
Rasio *Tier* 1	19,93	23,28	*Tier 1 Ratio*
Rasio *Tier* 2	1,13	1,13	*Tier 2 Ratio*
Rasio Total	21,06	24,41	*Total Ratio*
Rasio Minimum *Tier* 1	6,00	6,00	*Tier 1 Minimum Ratio*
Rasio Minimum CET 1	4,50	4,50	*CET 1 Minimum Ratio*
CAR Minimum Berdasarkan Profil Risiko	9,00	9,00	*Minimum CAR Based on Risk Profile*

*) Risiko Kredit dihitung berdasarkan SE OJK No. 24/SEOJK.03/2021 tanggal 7 Oktober 2021.

**) Risiko Pasar posisi 31 Desember 2025 dan 2024 dihitung berdasarkan SE OJK No. 23/SEOJK.03/2022 tanggal 7 Desember 2022.

***) Risiko Operasional dihitung berdasarkan SE OJK No. 6/SEOJK.03/2020 tanggal 29 April 2020.

*) *Credit risk is calculated based on SE OJK No. 24/SEOJK.03/2021 dated October 7, 2021.*

**) *As of December 31, 2025 and 2024, Market risk is calculated based on SE OJK No. 23/SEOJK.03/2022 dated December 7, 2022.*

***) *Operational risk is calculated based on SE OJK No. 6/SEOJK.03/2020 dated April 29, 2020.*

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

b. Informasi Penting Lainnya Kredit yang Diberikan / *b. Other Significant Information Loans*

1) Informasi mengenai restrukturisasi yang dilakukan BRI dan entitas anak / *Information regarding restructured loan by BRI and its subsidiaries*

Tabel berikut merupakan informasi atas kredit yang diberikan yang telah direstrukturisasi BRI berdasarkan jenis dan kolektibilitas: / *The following table presents information of restructured loan by BRI by type and collectibility, as follows:*

	31 Desember 2025/*December 31, 2025*						
	Lancar/*Current*	Dalam Perhatian Khusus/ *Special Mention*	Kurang Lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/*Loss*	Jumlah/*Total*	
Jenis							*Type*
Modal kerja	30.084.780	23.943.834	1.871.186	2.814.900	6.297.915	65.012.615	*Working capital*
Investasi	8.134.592	2.088.117	681.595	3.017.845	1.658.752	15.580.901	*Investment*
Konsumsi	2.460.101	807.632	80.025	117.233	617.679	4.082.670	*Consumer*
Total	40.679.473	26.839.583	2.632.806	5.949.978	8.574.346	84.676.186	***Total***

	31 Desember 2024/*December 31, 2024*						
	Lancar/*Current*	Dalam Perhatian Khusus/ *Special Mention*	Kurang Lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/*Loss*	Jumlah/*Total*	
Jenis							*Type*
Modal kerja	29.677.751	26.605.034	1.723.506	2.576.131	5.976.878	66.559.300	*Working capital*
Investasi	9.734.122	3.880.018	157.900	1.771.994	2.635.766	18.179.800	*Investment*
Konsumsi	2.725.713	1.137.863	93.564	120.167	606.884	4.684.191	*Consumer*
Total	**42.137.586**	**31.622.915**	**1.974.970**	**4.468.292**	**9.219.528**	**89.423.291**	***Total***

2) Dalam laporan Batas Maksimum Pemberian Kredit (BMPK) per tanggal-tanggal 31 Desember 2025 dan 2024 kepada Bank Indonesia No. 7/3/PBI/2005 dan Otoritas Jasa Keuangan (OJK) No. 38/POJK.03/2019 tanggal 19 Desember 2019 tentang Perubahan Atas Peraturan Otoritas Jasa Keuanagn No.32/POJK.03/2018 tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum, BRI tidak memiliki debitur, baik pihak terkait maupun pihak tidak terkait, yang tidak memenuhi atau melampaui ketentuan BMPK sesuai dengan Peraturan Bank Indonesia dan OJK. / *In BRI's report on Legal Lending Limit to Bank Indonesia as of December 31, 2025 and 2024 to Bank Indonesia No. 7/3/PBI/2005 and Financial Services Authority (OJK) No. 38/POJK.03/2019 dated December 19, 2019 concerning the Amendment to the Financial Services Authority Regulation No. 32/POJK.03/2018 on the Legal Lending Limit and Provision of Large Funds for Commercial Banks, BRI has neither related parties nor third party debtors, in accordance with Bank Indonesia regulation and Financial Services Authority (OJK), that does not comply with or exceed the Legal Lending Limit, respectively.*

49. INFORMASI TAMBAHAN (lanjutan)

b. Informasi Penting Lainnya Kredit yang Diberikan (lanjutan)

3) Rincian kredit yang mengalami penurunan nilai merupakan kredit yang mengalami penurunan nilai berdasarkan evaluasi secara individual dan kredit dengan kolektibilitas kurang lancar, diragukan dan macet berdasarkan sektor ekonomi, serta cadangan kerugian penurunan nilai adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

b. Other Significant Information Loans (continued)

3) The details of non-performing collective loans with collectibility of substandard, doubtful and loss and total individual loans, as well as the allowance for impairment losses by economic sector, are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Perdagangan, perhotelan dan restoran	21.017.147	17.567.182	*Trading, hotels & restaurants*
Perindustrian	9.334.455	11.172.229	*Manufacturing*
Pertanian	9.842.235	8.935.286	*Agricultures*
Konstruksi	7.216.961	7.100.058	*Construction*
Jasa dunia usaha	7.095.780	6.367.768	*Business services*
Pertambangan	2.471.409	2.305.584	*Mining*
Pengangkutan, pergudangan dan komunikasi	879.670	812.853	*Transportation, warehousing and communication*
Listrik, gas dan air	159.756	232.994	*Electricity, gas and water*
Jasa pelayanan sosial	202.599	308.463	*Social services*
Lain-lain	6.476.999	4.884.507	*Others*
Total	**64.697.011**	**59.686.924**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(45.439.089)	(42.746.243)	*Less allowance for impairment losses*
Neto	**19.257.922**	**16.940.681**	***Net***

4) Rasio-rasio

a. Rasio *Non-Performing Loan* (NPL) BRI (entitas induk) berdasarkan peraturan terkait adalah sebesar 3,29% dan 2,94% masing-masing pada tanggal-tanggal 31 Desember 2025 dan 2024. Sedangkan rasio NPL neto BRI (entitas induk) adalah sebesar 0,96% dan 0,75% masing-masing pada tanggal 31 Desember 2025 dan 2024. Total kredit yang digunakan dalam perhitungan NPL ini tidak termasuk nilai tercatat kredit yang diberikan ke Bank lain, sesuai dengan SEOJK No. 9/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional.

b. Rasio kredit usaha kecil terhadap jumlah kredit yang diberikan BRI adalah sebesar 49,25% dan 55,43% masing-masing pada tanggal 31 Desember 2025 dan 2024.

4) Ratios

a. The ratios of non-performing loans (NPL) BRI (parent entity) based on related regulation are 3.29% and 2.94% as of December 31, 2025 and 2024, respectively. While the ratios of BRI's (parent entity) non-performing loans (NPL) - net are 0.96% and 0.75% as of December 31, 2025 and 2024, respectively. The total credit used in calculating NPL excludes the carrying amount of loan disbursed to other banks, as in accordance with SEOJK No. 9/SEOJK.03/2020 regarding Transparency and Publication of the Report of Conventional Commercial Bank.

b. The ratio of small business loans to total loans provided by BRI was 49.25% and 55.43% as of December 31, 2025 and 2024, respectively.

49. INFORMASI TAMBAHAN (lanjutan)

b. Informasi Penting Lainnya Kredit yang Diberikan (lanjutan)

4) Rasio-rasio (lanjutan)

Termasuk dalam saldo cadangan kerugian penurunan nilai BRI (entitas induk) adalah cadangan kerugian untuk daerah yang masih dikategorikan sebagai daerah rawan bencana atau yang pernah mengalami bencana sebesar Rp321.136 dan Rp132.489 dengan nilai tercatat sebesar Rp2.135.314 dan Rp1.260.407 masing-masing pada tanggal 31 Desember 2025 dan 2024.

Jumlah minimum Penyisihan Penilaian Kualitas Aset kredit yang diberikan BRI (Entitas Induk), yang wajib dibentuk sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 40/POJK.03/2019 tanggal 19 Desember 2019 adalah sebesar Rp48.682.468 dan Rp41.253.476 masing-masing pada tanggal 31 Desember 2025 dan 2024.

c. Rasio Kredit *Non-Performing* (NPL)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, rasio NPL BRI konsolidasian (kredit yang diberikan, pinjaman syariah dan piutang sewa pembiayaan) adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

b. Other Significant Information Loans (continued)

4) Ratios (continued)

Included in the balance of allowance for impairment losses of BRI (parent entity) are reserves for losses for areas that are still categorized as disaster-prone areas or that have experienced disasters amounted Rp321,136 and Rp132,489 with the carrying value amounted to Rp2,135,314 and Rp1,260,407 as of December 31, 2025 and 2024, respectively.

The minimum allowance for assets quality assessment on loan provided by BRI (Parent Entity), which must be established in accordance with Financial Services Authority Regulation (POJK) No. 40/POJK.03/2019 dated December 19, 2019 amounted to Rp48,682,468 and Rp41,253,476 as of December 31, 2025 and 2024, respectively.

c. Non-Performing Loans (NPL) Rasio

As of December 31, 2025 and 2024, the NPL ratio of BRI consolidated (loans, sharia loans and finance lease receivables) is as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Rasio NPL - bruto	3,07%	2,78%	*NPL ratio - gross*
Rasio NPL - neto	0,88	0,70	*NPL ratio - net*

Rasio NPL - neto dihitung berdasarkan NPL setelah dikurangi cadangan kerugian penurunan nilai, sesuai dengan peraturan terkait dibagi dengan jumlah kredit yang diberikan, piutang sewa pembiayaan dan pinjaman syariah.

NPL ratio - net is calculated based on NPL less the minimum allowance for impairment losses in accordance with Bank Indonesia Regulations divided by the total loans, finance lease receivables, and sharia loans.

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

d. Kolektibilitas / *d. Collectibility*

Keterangan/*Description*	31 Desember 2025/*December 31, 2025*					
	Lancar/ *Current*	Dalam Perhatian Khusus/ *Special Mention*	Kurang Lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/*Loss*	Jumlah/*Total*
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	31.929.608	-	-	-	-	31.929.608
Giro pada bank lain/ *Current accounts with Other Banks*	42.444.581	-	-	-	-	42.444.581
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(11.273)	-	-	-	-	(11.273)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	21.057.210	-	-	-	-	21.057.210
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(2.405)	-	-	-	-	(2.405)
Efek-efek/*Securities*	372.732.802	-	-	-	-	372.732.802
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(89.519)	-	-	-	-	(89.519)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	48.250.279	1.805	-	-	-	48.252.084
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(463.693)	(1.805)	-	-	-	(465.498)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	24.452	-	-	-	-	24.452
Kredit yang diberikan/*Loans*						
Individual/*Individual**	10.831.158	7.995.966	1.587.910	3.215.874	4.121.380	27.752.288
Kolektif/*Collective**	1.252.289.351	45.797.464	4.750.116	7.648.229	24.339.798	1.334.824.958
Usaha gadai/*loan granting under pawning business activity***	96.361.405	1.584.187	48.420	18.731	139.429	98.152.172
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*						
Individual/*Individual**	(6.263.652)	(6.589.914)	(1.403.072)	(3.168.654)	(4.060.634)	(21.485.926)
Kolektif/*Collective**	(19.775.414)	(10.980.235)	(2.950.533)	(4.781.834)	(16.200.136)	(54.688.152)
Usaha gadai/*loan granting under pawning business activity***	(3.086.322)	(47.559)	(1.268)	(540)	(18.852)	(3.154.541)
Pinjaman syariah/*Sharia loans*	52.856.086	2.794.460	89.218	155.355	455.163	56.350.282
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.341.120)	(1.654.071)	(63.509)	(120.958)	(385.457)	(3.565.115)
Piutang sewa pembiayaan/ *Finance lease receivables*	4.051.468	277.671	12.773	24.414	39.831	4.406.157
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(13.299)	(77.270)	(9.866)	(24.845)	(39.642)	(164.922)
Tagihan akseptasi/ *Acceptance receivables*	13.078.567	-	-	-	-	13.078.567
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(32.226)	-	-	-	-	(32.226)

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

d. Kolektibilitas (lanjutan) / *d. Collectibility (continued)*

Keterangan/*Description*	Lancar/ *Current*	Dalam Perhatian Khusus/ *Special Mention*	Kurang Lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/*Loss*	Jumlah/*Total*
31 Desember 2025/*December 31, 2025*						
Penyertaan saham/ *Investment in shares*	8.834.868					8.834.868
Komitmen dan Kontinjensi/ *Commitments and Contingencies*	213.273.539	1.403.871	42.981	69.459	61.600	214.851.450
Estimasi kerugian pada komitmen Dan kontinjensi/ Estimated losses on *Commitments and contingencies*	(1.503.081)	(443.054)	-	-	-	(1.946.135)
31 Desember 2024/*December 31, 2024*						
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	88.878.969	-	-	-	-	88.878.969
Giro pada bank lain/ *Current accounts with Other Banks*	25.582.825	-	-	-	-	25.582.825
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(8.378)	-	-	-	-	(8.378)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	57.874.335	-	-	-	-	57.874.335
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(767)	-	-	-	-	(767)
Efek-efek/*Securities*	326.535.700	-	-	-	-	326.535.700
Cadangan kerugian penurunan nilai *Allowance for impairment losses*	(58.823)	-	-	-	-	(58.823)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	40.618.097	24.637	3.067	-	11.021	40.656.822
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.075.559)	-	-	-	-	(1.075.559)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	16.845.690	-	-	-	-	16.845.690
Kredit yang diberikan/*Loans*						
Individual/*Individual**	12.230.198	10.642.139	474.159	1.818.969	5.179.429	30.344.894
Kolektif/*Collective**	1.123.059.853	48.417.127	4.319.037	7.231.303	17.516.112	1.200.543.432
Usaha gadai/*loan granting under pawning business activity***	65.222.879	1.931.306	49.949	29.201	196.428	67.429.763
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*						
Individual/*Individual**	(6.325.591)	(8.978.573)	(402.457)	(1.818.969)	(5.048.102)	(22.573.692)
Kolektif/*Collective**	(19.121.428)	(12.726.493)	(2.843.059)	(5.029.820)	(12.245.393)	(51.966.193)
Usaha gadai/*loan granting under pawning business activity***	(2.251.320)	(57.405)	(1.148)	(385)	(52.746)	(2.363.004)
Pinjaman syariah/*Sharia loans*	45.088.321	4.008.539	89.752	101.767	600.703	49.889.082
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.325.566)	(2.034.080)	(59.785)	(65.184)	(510.417)	(3.995.032)
Piutang sewa pembiayaan/ *Finance lease receivables*	6.077.090	261.824	25.379	34.006	35.309	6.433.608
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(17.215)	(60.295)	(16.001)	(36.895)	(35.184)	(165.590)
Tagihan akseptasi/ *Acceptance receivables*	10.105.373	-	-	-	-	10.105.373
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(321.683)	-	-	-	-	(321.683)
Penyertaan saham/ *Investment in shares*	8.076.567	-	-	-	-	8.076.567
Komitmen dan Kontinjensi/ *Commitments and Contingencies*	201.068.609	902.321	30.936	40.864	81.000	202.123.730
Estimasi kerugian pada komitmen Dan kontinjensi/ Estimated losses on *Commintments and contingencies*	(2.355.851)	(195.199)	-	-	-	(2.551.050)

* Kolektibilitas BRI, Bank Raya dan Pegadaian (diluar usaha gadai)/ *Collectibility BRI, Bank Raya and Pegadaian excluding loan granting under pawning business activity.*
** Kolektibilitas usaha gadai Pegadaian (entitas anak)/ *Collectibility of loan granting under pawning business activity of Pegadaian (subsidiary).*

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

e. Tingkat Suku Bunga Rata-rata / *e. The Average Interest Rate*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Rupiah			*Rupiah*
Giro pada bank lain	0,01%	0,07%	*Current accounts with Other Banks*
Penempatan pada Bank Indonesia	5,05	2,21	*Placement with Bank Indonesia*
Penempatan pada Lembaga keuangan lain	5,72	2,26	*Placement with Other Financial Institutions*
Efek - efek	6,88	6,88	*Securities*
Kredit yang diberikan			*Loans*
Bunga Kontrak	10,06	10,77	*Contractual Interest*
Bunga Efektif	10,63	11,32	*Efective Interest*
Piutang sewa pembiayaan	17,93	17,09	*Finance lease receivable*
Giro	4,73	4,82	*Demand deposits*
Tabungan	0,39	0,29	*Saving deposits*
Deposito	5,34	5,67	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	2,62	3,07	*Deposits from other banks and other financial institutions*
Mata uang asing			*Foreign currency*
Giro pada bank lain	3,11%	3,39%	*Current accounts with Other Banks*
Penempatan pada Bank Indonesia	4,20	4,89	*Placement with Bank Indonesia*
Penempatan pada Lembaga keuangan lain	4,06	5,13	*Placement with Other Financial Institutions*
Efek - efek			*Securities*
Dolar Amerika Serikat	4,07	4,17	*United States Dollar*
Euro Eropa	1,48	2,27	*European Euro*
Dolar Singapura	1,76	2,77	*Singaporean Dollar*
Dolar Taiwan Baru	2,10	1,52	*New Taiwanese Dollar*
Yen Jepang	0,57	0,57	*Japanese Yen*
Kredit yang diberikan			*Loans*
Bunga Kontrak	4,44	4,84	*Contractual Interest*
Bunga Efektif	4,65	5,08	*Efective Interest*
Piutang sewa pembiayaan	-	6,43	*Finance lease receivable*
Giro	1,93	2,33	*Demand deposits*
Tabungan	0,15	0,16	*Saving deposits*
Deposito	4,05	4,36	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	1,68	1,21	*Deposits from other banks and other financial institutions*

f. Kegiatan Jasa Kustodian

BRI melakukan kegiatan jasa penitipan harta (Bank Kustodian) sejak tahun 1996 berdasarkan izin operasi melalui Surat Keputusan Ketua Bapepam No. 91/PM/1996 tanggal 11 April 1996 dan telah ditunjuk sebagai *Sub Registry* dalam melaksanakan transaksi obligasi Pemerintah dan penatakerjaan SBI *Scriptless* oleh Bank Indonesia.

Jasa penitipan harta ini merupakan bagian dari kegiatan *Investment Services Group,* yang meliputi jasa-jasa sebagai berikut:

- Jasa penyimpanan (*safekeeping services*) dan p*ortfolio valuation*;
- Jasa penyelesaian transaksi (*settlement handling*);
- Jasa penagihan penghasilan (*income collection*), termasuk pembayaran pajaknya;
- Jasa *corporate action* dan *proxy services*;
- Jasa informasi dan pelaporan (*reporting services*);

f. Custodian Service Activities

BRI conducted custodian services (Custodian Bank) since 1996 based on its operating license through Bapepam's Chairman Decree No. 91/PM/1996 dated April 11, 1996 and was appointed as the Sub-Registry in conducting Government bonds transactions and administration of Scriptless Bank Indonesia Certificates by Bank Indonesia.

These custodian services are part of the Investment Services Group Activities, which include the following services:

- *Safekeeping services and portfolio valuation;*
- *Settlement handling services;*
- *Income collection services, including the related tax payments;*
- *Corporate actions and proxy services;*
- *Information and reporting services;*

49. INFORMASI TAMBAHAN (lanjutan)

f. Kegiatan Jasa Kustodian (lanjutan)

Jasa penitipan harta ini merupakan bagian dari kegiatan *Investment Services Group,* yang meliputi jasa-jasa sebagai berikut (lanjutan) :

- Jasa *Custody Unit Link* dan DPLK;
- Jasa Kustodian untuk sekuritisasi aset; dan
- Jasa Kustodian Global untuk surat berharga yang diterbitkan di luar negeri.

Untuk meningkatkan layanannya, Kustodian BRI telah menjadi anggota langsung dari Euroclear, memiliki Sertifikasi Kustodian Syariah, menyediakan fitur *Multi-Share Class* untuk Reksadana dan telah memperoleh Sertifikasi International ISO9001:2015.

Aset milik nasabah yang dititipkan pada Kustodian BRI tidak termasuk dalam laporan posisi keuangan konsolidasian BRI dan Entitas Anak.

g. Kegiatan Wali Amanat

BRI melakukan kegiatan jasa Wali Amanat sejak tahun 1996. Izin operasi BRI sebagai Wali Amanat telah diberikan oleh Menteri Keuangan dengan Surat Keputusan No. 1554/KMK.013/1990 tanggal 6 Desember 1990 dan telah terdaftar di OJK sesuai Surat Tanda Terdaftar sebagai Wali Amanat No. 08/STTD-WA/PM/1996 tanggal 11 Juni 1996.

Jasa Wali Amanat ini merupakan bagian dari kegiatan *Investment Services Group* yang meliputi jasa-jasa sebagai berikut:

- Wali Amanat;
- Agen jaminan; dan
- Agen pemantau.

h. Jasa *Trust*

Layanan Jasa *Trust* BRI merupakan layanan jasa penitipan harta nasabah yang berupa aset *financial* untuk dan atas nama nasabah. BRI merupakan Bank pertama di Indonesia yang memperoleh izin dari Bank Indonesia untuk menjalankan layanan Jasa *Trust* di Indonesia melalui surat Bank Indonesia No. 15/19/DPB1/PB1-3 tanggal 12 Februari 2013 dan surat penegasan Bank Indonesia No. 15/30/DPB1/PB1-3 tanggal 19 Maret 2013.

49. ADDITIONAL INFORMATION (continued)

f. Custodian Service Activities (continued)

These custodian *services are part of the Investment Services Group Activities, which include the following services (continued) :*

- *Custody Unit Link and DPLK services;*
- *Custodian services for asset securitization; and*
- *Global custodian services for securities issued abroad.*

To enhance its services, BRI Custodian has become a direct member of Euroclear, obtained Sharia Custodian Certification, provides Multi-Share Class features for Mutual Funds, and has been awarded International ISO 9001:2015 Certification.

The customers' assets deposited in BRI's Custodian are not included in the consolidated financial position statements of BRI and its Subsidiaries.

g. Trustee Activities

BRI conducted trustee service activities since 1996. BRI's operating license as trustee was granted by the Minister of Finance based on its Decree No. 1554/KMK.013/1990 dated December 6, 1990 and registered in OJK in accordance with its Registered Certificate as Trustee No. 08/STTD-WA/PM/1996 dated June 11, 1996.

This trustee services are part of the Investment Services Group activities, which include the following services:

- *Trustee;*
- *Guarantee agent; and*
- *Monitoring agent.*

h. Trust Services

BRI's Trust Service is a deposit services for customers' assets in the form of financial assets for and on behalf of customers. BRI is the first bank in Indonesia to obtain a license from Bank Indonesia to perform Trust Services in Indonesia through Bank Indonesia letter No. 15/19/DPB1/PB1-3 dated February 12, 2013 and Bank Indonesia confirmation letter No. 15/30/DPB1/PB1-3 dated March 19, 2013.

49. INFORMASI TAMBAHAN (lanjutan)

h. Jasa *Trust* (lanjutan)

Ruang lingkup layanan Jasa *Trust* BRI meliputi:

- Layanan Jasa Agen Pembayar;
- Layanan Jasa Agen Peminjaman;
- Layanan Jasa Agen Investasi.

BRI saat ini telah memberikan pelayanan Jasa *Trust* untuk transaksi-transaksi keuangan yang melibatkan proyek minyak dan gas (Migas) baik yang dilaksanakan oleh anggota Kontraktor Kontrak Kerja Sama (K3S) di bawah naungan SKK Migas maupun proyek-proyek non K3S.

Di samping memberikan layanan Jasa *Trust*, BRI juga memberikan layanan jasa *Corporate Services* untuk non sindikasi seperti Agen Pembayar dan Agen Penampungan untuk sektor diluar migas, antara lain sektor infrastruktur, energi, perdagangan dan industri kimia.

i. Dana Pensiun Lembaga Keuangan BRI

Dana Pensiun Lembaga Keuangan Bank Rakyat Indonesia (DPLK BRI) didirikan oleh PT Bank Rakyat Indonesia (Persero) Tbk tanggal 26 Maret 2004 berdasarkan Keputusan Direksi PT Bank Rakyat Indonesia (Persero) Tbk No. B. 140- DIR/KUI/TRY/03/2004 tanggal 26 Maret 2004 dan telah mendapatkan pengesahan dari Menteri Keuangan Republik Indonesia No. KEP-97/KM.6/2004 tanggal 24 Mei 2004. DPLK BRI melayani kepesertaan DPLK Kerjsama maupun DPLK Individu.

Untuk meningkatkan layanannya, DPLK BRI telah memperoleh Sertifikasi International ISO9001:2015

DPLK BRI menyelenggarakan Program, sebagai berikut:

- Program Pensiun Iuran Pasti (PPIP);
- Program Pengelolaan Dana Kompensasi Pasca Kerja (PPDKP); dan
- Program Pengelolaan Dana Santunan Kesehatan (PPDSK).

j. Agen Sindikasi

Saat ini, bisnis sindikasi BRI telah memberikan pelayanan Jasa Agen Sindikasi untuk beberapa sektor industri dan telah dipercaya oleh onshore dan offshore bank baik sebagai Agen Fasilitas, Agen Penampungan, dan Agen Jaminan.

49. ADDITIONAL INFORMATION (continued)

h. Trust Services (continued)

The scope of BRI's Trust Services includes:

- *Paying agent services;*
- *Lending agent services;*
- *Investment agent services.*

As of the reporting date, BRI provides Trust Services for financial transactions related to oil and gas projects, both those carried out by Corporation Contract Contractors (K3S) under the supervision of SKK Migas and non-K3S projects.

In addition to providing Trust Services, BRI also offers Corporate Services non Syndication such as Paying Agent and Escrow Agent for non-oil and gas sectors, including infrastructure, energy, trade, and chemical industries.

i. BRI Financial Institution Pension Fund

The Bank Rakyat Indonesia Financial Institution Pension Fund (DPLK BRI) was established by PT Bank Rakyat Indonesia (Persero) Tbk on March 26, 2004 based on the Decree of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk No. B. 140- DIR/KUI/TRY/ 03/2004 dated March 26 2004 and has received approval from the Minister of Finance of the Republic of Indonesia No. KEP-97/KM.6/2004 dated May 24, 2004. DPLK BRI provides services for both Corporate and Individual Membership.

To enhance its services, DPLK BRI has been awarded International ISO 9001:2015 Certification

DPLK BRI administers the programs as follows:

- *Defined Contribution Pension Plan (PPIP);*
- *Post-Employment Compensation Fund Management Program (PPDKP); and*
- *Health Compensation Fund Management Program (PPDSK).*

j. Syndication Agent

Currently, BRI's Syndication Business provides syndicated agency services across several industrial sectors and has earned the trust of both onshore and offshore banks to act as Facility Agent, Escrow Agent, and Security Agent.

49. INFORMASI TAMBAHAN (lanjutan)

j. Agen Sindikasi (lanjutan)

Sampai dengan Desember 2025 BRI telah menjadi Agen untuk beberapa sektor industri seperti sektor agribisnis, sektor infrastruktur pada proyek pembangunan jalan tol, sektor transportasi pada industri kereta api, sektor energi untuk proyek pembangkit listrik, serta sektor manufaktur dan properti baik dalam proyek pemerintah ataupun swasta.

Jasa agen sindikasi ini merupakan bagian dari kegiatan sindikasi yang meliputi jasa-jasa sebagai berikut:

- *Arranger*;
- Agen Fasilitas;
- Agen Jaminan; dan
- Agen Penampungan.

k. Kontribusi Pendapatan Pajak dan PNBP

Pada tanggal-tanggal 31 Desember 2025 dan 2024, kontribusi BRI terhadap pendapatan negara dari pembayaran Pajak, pemungutan Pajak dan Penerimaan Negara Bukan Pajak (PNBP) (*cash basis*) adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

j. Syndicated Agen (continued)

As of December 2025, BRI has served as an agent in various sectors, including agribusiness, infrastructure through toll road development projects, transportation in the railway industry, energy through power plant projects, as well as manufacturing and property sectors, for both government and private initiatives.

Syndication Business Services is part of the syndication activities which include the following services:

- *Arranger;*
- *Facility Agent;*
- *Security Agent; and*
- *Escrow Agent*

k. Contribution of Tax and Non Tax Revenue

As of December 31, 2025 and 2024, BRI's contribution to national income from tax revenue, withholding tax and Non Tax Revenue (PNBP) (cash basis) are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Pajak			Tax
PPh[*)]	25.762.792	29.614.698	*Income Tax[*)]*
PPN & PPNBM[**)]	2.213.989	2.102.680	*Value Added Tax & Sales Tax on Luxury Goods[**)]*
Bea Masuk/Keluar, Bea & Cukai			*Import/Exit Duty, Customs & Excise*
Bea Materai	38.843	36.982	*and Stamp Duty*
Pajak Pemerintah Pusat Lainnya			*Other Central Government Taxes*
Pajak Daerah	143.916	126.702	*Regional Tax*
PNBP			*PNBP*
Dividen	27.681.809	25.714.902	*Dividend*
PNBP Lainnya	179.220	76.561	*Other PNBP*
Total Kontribusi Pendapatan Pajak dan PNBP	**56.020.569**	**57.672.525**	***Total Contribution of Tax and Non Tax Revenue***

*) PPh badan sebesar Rp11.162.546 dan Rp14.448.648 pada tanggal 31 Desember 2025 dan 2024, yang dihitung secara accrual basis (diluar BRI Global Financial Services Co. Ltd.)
**) PPN terdiri dari PPN wapu dan PPN Jasa perbankan

*) *Corporate income tax of Rp11,162,546 and Rp14,448,648 as of December 31, 2025 and 2024, which is calculated on an accrual basis (exclude BRI Global Financial Services Co. Ltd.)*
**) *VAT consists of VAT on sales and VAT on banking services*

l. Rasio Giro Wajib Minimum (GWM)

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

l. The Minimum Statutory Reserve (GWM)

Current account balances with Bank Indonesia are provided to meet the Minimum Statutory Reserves (GWM) requirements from Bank Indonesia.

49. INFORMASI TAMBAHAN (lanjutan)

I. Rasio Giro Wajib Minimum (GWM) (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, GWM dihitung sesuai dengan Peraturan Bank Indonesia (PBI) No. 24/4/PBI/2022 tanggal 25 Februari 2022 yang dijelaskan melalui Peraturan Anggota Dewan Gubernur (PADG) No. 12 Tahun 2023 tanggal 27 September 2023 sebagaimana telah diubah terakhir pada Peraturan Anggota Dewan Gubernur (PADG) No 31 tahun 2025 tanggal 23 Desember 2025.

Dalam mendukung pertumbuhan ekonomi yang berkelanjutan, Bank Indonesia menetapkan dan melaksanakan kebijakan makroprudensial melalui upaya mendorong intermediasi yang seimbang, berkualitas, dan berkelanjutan, memitigasi dan mengelola risiko sistemik, serta meningkatkan inklusi ekonomi, inklusi keuangan, dan keuangan berkelanjutan sesuai Peraturan Bank Indonesia (PBI) No. 11 Tahun 2023 tanggal 18 September 2023 tentang Kebijakan Insentif Likuiditas Makroprudensial, sebagaimana diatur lebih lanjut melalui PADG No. 11 Tahun 2023 tanggal 27 September 2023 tentang Peraturan Pelaksanaan Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makropudensial (PADG KLM) sebagaimana telah diubah terakhir melalui Peraturan Anggota Dewan Gubernur (PADG) No 27 Tahun 2025 tanggal 1 Desember 2025.

Rasio Penyangga Likuiditas Makroprudensial (PLM) dihitung sesuai dengan PBI No. 24/16/PBI/2022 tanggal 31 Oktober 2022 tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah Peraturan Anggota Dewan Gubernur (PADG) No. 18 Tahun 2023 tanggal 29 November 2023 sebagaimana telah diubah terakhir melalui Peraturan Anggota Dewan Gubernur (PADG) No 23 Tahun 2025 tanggal 20 Oktober 2025.

49. ADDITIONAL INFORMATION (continued)

I. The Minimum Statutory Reserve (GWM) (continued)

As of December 31, 2025 and 2024, the GWM was calculated in accordance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated February 25, 2022 which is explained by the Regulation of Members of the Board of Governors (PADG) No. 12 Year 2023 dated September 27, 2023 as last amended through Member of the Board of Governors Regulation (PADG) No 31 of 2025 dated 23 December 2025.

In supporting sustainable economic growth, Bank Indonesia determines and implements macroprudential policies through efforts to encourage balanced, quality, and sustainable intermediation, mitigate and manage systemic risks, and increase economic inclusion, financial inclusion and sustainable finance in accordance with Bank Indonesia Regulation (PBI) No. 11 of Year 2023 dated September 18, 2023 concerning the Macroprudential Liquidity Incentive Policy, as further regulated through PADG No. 11 Year of 2023 dated September 27, 2023 concerning Implementing Regulations for Implementing the Macropudential Liquidity Incentive Policy (PADG KLM) as last amended through Board of Governors Regulation (PADG) No 27 Year 2025 dated 1 December 2025.

The Macroprudential Liquidity Buffer Ratio (PLM) is calculated through PBI No. 24/16/PBI/2022 dated October 31, 2022 concerning the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units Regulation of Members of the Board of Governors (PADG) No. 18 Year 2023 dated November 29, 2023 as last amended through Board of Governors' Regulation (PADG) No 23 of 2025 dated 20 October 2025.

49. INFORMASI TAMBAHAN (lanjutan)

I. Rasio Giro Wajib Minimum (GWM) (lanjutan)

Pemenuhan rasio-rasio tersebut di atas masing-masing ditentukan sebesar sebagai berikut:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Rupiah			*Rupiah*
GWM Primer	4,80%	5,00%	*Primary GWM*
(i) GWM secara harian	0,00	0,00	*(i) GWM daily*
(ii) GWM secara rata-rata	4,80	5,00	*(ii) GWM average*
Penyangga Likuiditas Makroprudensial (PLM)	4,00	5,00	*Macroprudential Liquidity Buffer Ratio (PLM)*
Mata uang asing	4,00	4,00	*Foreign currency*
(i) GWM secara harian	2,00	2,00	*(i) GWM daily*
(ii) GWM secara rata-rata	2,00	2,00	*(ii) GWM average*

Berdasarkan PBI No. 20/4/PBI/2018 tanggal 29 Maret 2018, penyebutan *Loan to Funding Ratio* (LFR) berubah menjadi Rasio Intermediasi Makroprudensial (RIM), dan kewajiban pemenuhan Giro RIM mulai berlaku pada tanggal 16 Juli 2018. Giro RIM adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia sebesar persentase tertentu dari DPK yang dihitung berdasarkan selisih antara RIM yang dimiliki oleh Bank dan RIM Target. Giro RIM dikenakan jika RIM Bank di bawah minimum RIM target Bank Indonesia (84%) atau di atas maksimum RIM target Bank Indonesia (94%) dengan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif Bank Indonesia yang sebesar 14%. Peraturan tersebut telah disempurnakan sebanyak 4 (empat) kali dengan perubahan terakhir PBI No.24/16/PBI/2022 tanggal 31 Oktober 2022. PBI tersebut dijelaskan melalui PADG No 23 Tahun 2025 tanggal 20 Oktober 2025.

Rasio GWM BRI (entitas induk) pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Rupiah			*Rupiah*
GWM Primer	5,03%	5,39%	*Primary GWM*
(i) GWM secara harian	0,00	0,00	*(i) GWM daily*
(ii) GWM secara rata-rata*)	5,03	5,39	*(ii) GWM average**)
Penyangga Likuiditas Makroprudensial (PLM)	12,13	12,55	*Macroprudential Liquidity Buffer Ratio (PLM)*
Mata uang asing	4,16	4,69	*Foreign currency*
(i) GWM secara harian	2,00	2,00	*(i) GWM daily*
(ii) GWM secara rata-rata	2,16	2,69	*(ii) GWM average*

*) Setelah dikurangi insentif KLM

49. ADDITIONAL INFORMATION (continued)

I. The Minimum Statutory Reserve (GWM) (continued)

The calculation of GWM ratio is determined as follows:

Based on PBI No. 20/4/PBI/2018 dated March 29, 2018, Loan to Funding Ratio (LFR) changed to Macroprudential Intermediation Ratio (RIM), and RIM fulfillment obligations are applicable starting on July 16, 2018. RIM is the minimum deposit the Bank is obliged to maintain in the form of Current Account balance at Bank Indonesia at a certain percentage of third-party funds which calculation is based on the difference between the RIM held by the Bank and the Targeted RIM. RIM is charged if the Bank's RIM is below Bank Indonesia's minimum targeted RIM (84%) or above Bank Indonesia's maximum targeted RIM (94%) with Bank's Minimum Capital Adequacy Ratio (CAR) smaller than Bank Indonesia's Incentive CAR of 14%. The regulation has been amended 4 (four) times with the latest amendment PBI No. 24/16/PBI/2022 dated October 31, 2022. The PBI is explained through Board of Governors' Regulation (PADG) No 23 of 2025 dated 20 October 2025.

GWM ratios of BRI (parent entity) as of December 31, 2025 and 2024 are as follows:

**) After deducting the KLM incentive*

49. INFORMASI TAMBAHAN (lanjutan)

l. Rasio Giro Wajib Minimum (GWM) (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, BRI telah memenuhi ketentuan Bank Indonesia tentang rasio-rasio tersebut di atas.

m. Risiko Nilai Tukar

Risiko nilai tukar merupakan risiko yang timbul karena adanya fluktuasi nilai tukar terhadap Rupiah dari posisi valuta asing yang dimiliki BRI. Termasuk dalam posisi valuta asing tersebut yaitu posisi *trading book* yang dilakukan dengan tujuan untuk mendapatkan keuntungan transaksi valuta asing dalam jangka pendek maupun posisi *banking book* dalam rangka pengendalian PDN (Posisi Devisa Neto).

Menurut ketentuan Bank Indonesia berdasarkan PBI No. 17/5/PBI/2015 tanggal 29 Mei 2015 mengenai Perubahan Keempat atas PBI No. 5/13/PBI/2003 tentang Posisi Devisa Neto Bank Umum tanggal 1 Juli 2010, PDN ditetapkan maksimum sebesar 20% modal.

PDN adalah penjumlahan dari nilai absolut untuk jumlah dari selisih bersih aset dan liabilitas dalam laporan posisi keuangan untuk setiap mata uang asing dengan selisih bersih tagihan dan liabilitas komitmen dan kontinjensi dalam rekening administratif untuk setiap mata uang asing yang semuanya dinyatakan dalam Rupiah.

Berikut adalah PDN (BRI saja) masing-masing pada tanggal 31 Desember 2025 dan 2024, per mata uang, sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

l. The Minimum Statutory Reserve (GWM) (continued)

As of December 31, 2025 and 2024, BRI has complied with Bank Indonesia's regulations regarding ratios mentioned above.

m. Exchange Rate Risk

Exchange rate risk is a risk arising from foreign exchange rate fluctuations against Rupiah of foreign exchange positions held by BRI. Included in the foreign exchange positions are trading book positions held to generate profit both from foreign exchange transactions in the short term and banking book positions held to control the Net Open Position (NOP).

Based on Bank Indonesia's Regulation PBI No. 17/5/PBI/2015 dated May 29, 2015, regarding the Fourth Amendment of PBI No. 5/13/PBI/2003, regarding Net Open Position for Commercial Banks dated July 1, 2010, NOP is set to a maximum of 20% of capital.

NOP is the sum of the absolute amount of the net difference between assets and liabilities for each foreign currency on statement of financial position add with the net difference between receivables and payables of commitments and contingencies for each foreign currency recorded in administrative accounts, which presented in Rupiah.

The tables below represent NOP (BRI only) as December 31, 2025 and 2024, respectively, by currency, as follows:

Mata Uang	31 Desember 2025/*December 31, 2025* Aset/ *Assets*	Liabilitas/ *Liabilities*	PDN/ *NOP*	*Currencies*
Laporan Posisi Keuangan dan Rekening Administratif				***Statement of Financial Position and Administrative Accounts***
Dolar Amerika Serikat	427.802.148	430.152.856	2.350.708	*United States Dollar*
Euro Eropa	6.275.818	8.532.398	2.256.580	*European Euro*
Yen Jepang	24.123.384	23.946.520	176.864	*Japanese Yen*
Dolar Kanada	105.689	-	105.689	*Canadian Dollar*
Dolar Australia	443.319	365.816	77.503	*Australian Dollar*
Dolar Singapura	13.310.932	13.106.112	204.820	*Singaporean Dollar*
Renminbi	2.300.386	1.432.088	868.298	*Renminbi*
Pound Sterling Inggris	1.089.141	991.609	97.532	*Great Britain Pound Sterling*
Lain-lain	7.517.565	6.878.489	639.076	*Others*
			6.777.070	
Modal			270.223.827	*Capital*
Rasio PDN			**2,51%**	***NOP Ratio***

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

m. Risiko Nilai Tukar (lanjutan) / *m. Exchange Rate Risk (continued)*

Berikut adalah PDN (BRI saja) masing-masing pada tanggal 31 Desember 2025 dan 2024, per mata uang, sebagai berikut:

The tables below represent NOP (BRI only) as December 31, 2025 and 2024, respectively, by currency, as follows:

Mata Uang	31 Desember 2024/*December 31, 2024* Aset/ *Assets*	Liabilitas/ *Liabilities*	PDN/ *NOP*	*Currencies*
Laporan Posisi Keuangan dan Rekening Administratif				***Statement of Financial Position and Administrative Accounts***
Dolar Amerika Serikat	375.180.416	377.380.016	2.199.600	*United States Dollar*
Euro Eropa	7.471.814	4.316.845	3.154.969	*European Euro*
Yen Jepang	6.229.190	6.188.990	40.200	*Japanese Yen*
Dolar Kanada	30.860	33.445	2.585	*Canadian Dollar*
Dolar Australia	229.170	219.906	9.264	*Australian Dollar*
Dolar Singapura	4.238.766	4.292.604	53.838	*Singaporean Dollar*
Renminbi	2.866.140	2.737.495	128.645	*Renminbi*
Pound Sterling Inggris	521.708	536.844	15.136	*Great Britain Pound Sterling*
Lain-lain	1.470.392	924.091	546.301	*Others*
			6.150.538	
Modal			253.862.567	*Capital*
Rasio PDN			**2,42%**	***NOP Ratio***

n. Manajemen Risiko Operasional / *n. Operational Risk Management*

Penerapan Manajemen Risiko Operasional dilakukan dengan berpedoman pada POJK No. 18/POJK.03/2016 tanggal 22 Maret 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum dan Peraturan Menteri BUMN RI Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Penerapan manajemen risiko mencakup pilar Pengawasan aktif Dewan Komisaris dan Direksi, Kecukupan kebijakan, prosedur dan penetapan *limit*, Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko serta sistem informasi manajemen risiko, dan sistem pengendalian internal.

Implementation of Operational Risk Management is carried out according to Financial Services Authority Regulation (POJK) No. 18/POJK.03/2016 dated March 22, 2016 regarding Risk Management Implementation for Commercial Banks and the Minister of State-Owned Enterprises Regulation No.PER-2/MBU/03/2023 regarding Guideline on Governance and Significant Corporate Activities of State-Owned Enterprises, which requires the risk management implementation to cover the pillars of active monitoring by the Board of Commissioners and Directors, adequacy of policies, limit procedure and determination, adequacy of identification, measurement, monitoring and management of risk process adequacy as well as information system of risk management, and internal control system.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

Penerapan Manajemen Risiko Operasional dimaksudkan untuk mengelola eksposur risiko operasional yang disebabkan oleh faktor internal maupun eksternal yang dapat mengganggu aktivitas bisnis dan operasional, seperti faktor ketidakcukupan sumber daya manusia, proses internal, kegagalan sistem teknologi informasi, bencana alam dan kejahatan pihak eksternal terhadap bank yang berpotensi menimbulkan kerugian finansial maupun non finansial bagi bank. Pengelolaan terhadap eksposur risiko operasional di BRI mencakup pengelolaan terhadap eksposur risiko hukum, reputasi, kepatuhan dan stratejik yang terdapat pada setiap proses bisnis dan aktivitas operasional.

Setiap unit kerja operasional BRI bertanggung jawab atas penerapan proses manajemen risiko melalui sistem pengendalian internal dalam aktivitas operasional dan bisnis di masing-masing unit kerja. Hal tersebut dilakukan mulai dari tahap identifikasi, pengukuran, pemantauan hingga pengendalian risiko. Untuk mengkoordinasikan dan memastikan bahwa penerapan proses manajemen risiko dilaksanakan sesuai ketentuan, maka Direksi BRI menetapkan fungsi manajemen risiko pada setiap unit kerja mulai dari level Kantor Pusat (*Group*/*Desk/Team*), *Regional Office*, Kantor Cabang Khusus, Kantor Cabang, Kantor Cabang Pembantu, BRI Unit, Kantor Kas, Sentra Layanan BRI Prioritas dan Unit Kerja Luar Negeri (UKLN).

Satuan Kerja Manajemen Risiko Operasional (SKMRO) bertugas dan bertanggung jawab dalam penyusunan pedoman penerapan manajemen risiko operasional, pengembangan dan implementasi kebijakan/prosedur dan metodologi, pengawasan, pengkajian, serta pemantauan proses manajemen risiko operasional. Di samping itu, SKMRO juga berperan dalam penyusunan dan implementasi tata kelola manajemen risiko operasional, penyusunan dan pemantauan profil risiko BRI, penilaian kecukupan pengelolaan risiko dari suatu produk bank baru, serta mendukung unit kerja operasional/*risk owner* dalam mengembangkan budaya sadar risiko, penerapan strategi *anti fraud*, dan kepatuhan terhadap prinsip-prinsip manajemen risiko. Pembahasan pengelolaan dan perbaikan kontrol atas risiko operasional dilaksanakan dalam kegiatan Forum Manajemen Risiko (FMR) maupun *Risk Management Committee* (RMC) yang dilaksanakan secara rutin bersama dengan SKMR dan *Group/Desk* lainnya.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

The implementation of operational risk management is intended to manage operational risk exposure due to internal and external factors that impact the business and operational activities, such as inadequate human resources, internal processes, information technology system failures, natural disasters, and external party's crimes against the Bank that potentially cause financial and non-financial losses. Operational risk exposure management in BRI includes management of legal, reputational, compliance and strategic risk exposures that occur in every business process and operational activity.

Each of BRI's operational business units are responsible for the implementation of risk management process in the business and operational activities of each business unit through the internal control system. This is done starting from the phase of identification, measurement, monitoring to risk control. To coordinate and ensure that the implementation of risk management processes is carried out in accordance with the rules, BRI's Board of Directors established a risk management function in every business unit starting from the level of Head Office (Group/Desk/Team), Regional Offices, Special Branch Office, Branch Offices, Sub-Branch Offices, BRI Priority Service Centers and Overseas Business Units.

The risk management unit (SKMRO) is responsible for preparing guidelines for implementing operational risk management, developing and implementing policies/procedures and methodologies, supervising, reviewing, and monitoring the operational risk management process. Furthermore, SKMRO also plays a role in the preparation and monitoring of BRI's risk profile, assessment of the adequacy of risk management of a new product and/or activity, and supports operational work units/risk owners in developing a culture of risk awareness, implementation of anti-fraud strategies, and compliance with related risk management principles. In the context of Discussions on management and improvement of control over operational risks are carried out in the Risk Management Committee (RMC) on a monthly basis together with the SKMR and related Group/Desks.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

Audit Internal selaku *third line* dalam *3 lines of model* yang meliputi Audit Internal Kantor Pusat dan Audit Intern Regional BRI seluruh Indonesia bertugas melakukan pemantauan dan validasi atas kecukupan dan efektivitas pengendalian internal di BRI secara *bankwide*.

Penerapan manajemen risiko operasional BRI difasilitasi melalui perangkat manajemen risiko operasional berupa BRI *Operational Risk Assessor* (OPRA), *Integrated Risk Management System* (IRMS) maupun BRI Sistem Informasi Manajemen (BRISIM), yang mencakup modul *Risk and Control Library (RCL), Risk and Control Self Assessment* (RCSA/CSA), *Key Risk Indicator* (KRI), *Loss Event Database* (LED), *Risk Maturity Self Assessment* (RMSA), dan fungsi *Briefing, Verification, dan Coaching* (BVC). Kebijakan Pedoman Pelaksanaan Penerapan Manajemen Risiko Operasional telah dikinikan dalam Surat Edaran No. SE.58-DIR/ORD/11/2022 tanggal 22 November 2022.

Upaya pemahaman manajemen risiko difokuskan pada peningkatan budaya risiko. Budaya risiko merupakan nilai-nilai dan perilaku individu yang akan terefleksi dalam keputusan-keputusan yang diambil dan cara melakukan pekerjaan dengan prinsip kehati-hatian dan pertimbangan manajemen risiko. Hal ini dilakukan melalui sosialisasi/pelatihan manajemen risiko yang terus dilakukan kepada seluruh pekerja BRI, serta peningkatan kualitas pengendalian risiko pada setiap aktivitas operasional, baik dalam melakukan percepatan deteksi kejadian risiko, maupun *monitoring* penyelesaian rencana tindak lanjut perbaikan kontrol. Budaya risiko telah diatur dalam Surat Edaran Direksi No. SE.04-DIR/CTR/01/2023 Buku 2 tentang Budaya Risiko tanggal 31 Januari 2023.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

Internal audit as the third line of defense including the Head of Internal Audit Office and BRI's Regional Internal Audit Office throughout Indonesia is responsible for monitoring and validating the internal control adequacy and effectiveness of internal control at BRI on a Bankwide basis.

The implementation of BRI's operational risk management is facilitated through operational risk management tools in the form of BRI Operational Risk Assessor (OPRA), Integrated Risk Management System (IRMS) and BRI Management Information System (BRISIM), which include the Risk and Control Library (RCL), Risk and Control Self-Assessment (RCSA/CSA), Key Risk Indicator (KRI), Loss Event Database (LED), Risk Maturity Self-Assessment (RMSA), and Briefing, Verification and Coaching (BVC) functions. The Operational Risk Management Implementation Guidelines Policy has been updated in Circular Letter No. SE.58-DIR/ORD/11/2022 dated November 22, 2022.

Risk management understanding efforts are focused on improving risk culture. Risk culture is the values and behaviors of individuals that will be reflected in the decisions taken and how to do work with the principle of prudence and risk management considerations. This is done through risk management socialization/training that continues to be carried out to all BRI workers, as well as improving the quality of risk control in every operational activity, both in accelerating the detection of risk events, as well as monitoring the completion of follow-up plans for control improvement. Risk culture has been regulated in the Directors' Circular Letter No. SE.04-DIR/CTR/01/2023 Book 2 concerning Risk Culture dated January 31, 2023.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

1. *Risk and Control Self Assessment (RCSA)*

RCSA merupakan perangkat manajemen risiko yang bersifat kualitatif dan prediktif yang digunakan untuk mengidentifikasi dan mengukur risiko berdasarkan dimensi dampak (*impact*) dan kemungkinan kejadian (*likelihood*), RCSA di BRI telah diterapkan di *Group/Desk/Team* Kantor Pusat BRI, *Regional Office*, Kantor Cabang Khusus, UKLN, Audit Internal Wilayah, *Regional Campus,* Kantor Cabang yang juga mewakili BRI Unit, Kantor Cabang Pembantu, dan Sentra Layanan BRI Prioritas.

RCSA ditujukan untuk membantu unit kerja dalam mengidentifikasi dan mengukur secara independen risiko operasional pada setiap aktivitas operasional dan bisnis, termasuk melakukan pemantauan dan penentuan langkah-langkah perbaikan atau rencana tindak lanjut ke depan.

Pengkinian *risk issue* pada RCSA dilakukan dengan mempertimbangkan perkembangan bisnis BRI yang meliputi implementasi produk dan atau aktivitas baru, segmen pasar baru dan persaingan bisnis, perubahan ketentuan internal/eksternal, dan perubahan lainnya yang mempengaruhi eksposur risiko BRI. Penilaian dimaksud dilakukan antara lain dengan mempertimbangkan data *Loss Event Database* (LED), *Key Risk Indicator* (KRI) maupun Laporan Hasil Audit (LHA). RCSA dilaksanakan secara periodik setiap semester, dan frekuensinya akan ditingkatkan apabila terjadi perubahan eksposur risiko yang signifikan.

2. *Loss Event Database* (LED)

Loss Event Database (LED) BRI merupakan proses pencatatan data kejadian kerugian yang dilakukan untuk setiap jenis kerugian non finansial maupun finansial yang meliputi *actual loss* dan *potential loss* termasuk langkah-langkah perbaikan dan penanganan insiden yang dilakukan.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

1. Risk and Control 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 (Group/Desk/Team), Regional Offices, Special Branch Office, Overseas Branch/Representative Office, Regional Internal Audit, Regional Campus, Branch Offices which also represents BRI Units, Sub-Branch Offices and Priority Service Centres.

RCSA is intended to assist the operational business unit in identifying and measuring operational risk in every business and operational activites independently, including monitoring and determining corrective actions or the future action plans.

The risk issue in RCSA is updated by considering BRI's business development which include the new product and or activity implementation, new market segment and business competition, change in internal/external regulation and other changes that affect BRI's risk exposure. These assessment is carried out by considering Incident Management (IM)/Loss Event Database (LED) data, Key Risk Indicator (KRI), and Audit Result report (LHA). RCSA is performed semi-anually and the frequency will be increased if there is a significant change in risk exposure.

2. Loss Event Database (LED)

BRI's Loss Event Database (LED) which includes data documentation process of loss events for all types of loss, financial and non-financial loss, which includes actual loss and potential loss, including corrective actions and incident handling conducted.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

2. *Loss Event Database* (LED) (lanjutan)

Berdasarkan data kejadian kerugian pada modul LED, analisa kejadian kerugian dapat dilakukan berdasarkan penyebab, aktivitas fungsional, kategori kejadian (*event type*) dan lini bisnis BRI. Sistem informasi tersebut dapat digunakan untuk menentukan langkah-langkah preventif pengendalian risiko berbasiskan pendokumentasian proses penanganan atau penyelesaian insiden baik dari sisi non finansial, kerugian finansial dan *recovery* kerugian maupun proses litigasi.

Dalam rangka perhitungan beban modal dan ATMR Operasional, BRI telah menerapkan Pengukuran Modal Minimum Risiko Operasional (MMRO) Pendekatan Standar yang berpedoman pada Basel III *Framework.* Ketentuan ATMR Risiko Operasional dengan pendekatan standar diatur melalui Surat Edaran Direksi No. SE.10-DIR/MPE/08/2025 Tanggal 4 Agustus 2025, Buku 2 Perhitungan ATMR Operasional.

3. *Key Risk Indicator* (KRI)

KRI adalah perangkat Manajemen Risiko yang berupa indikator kuantitatif yang dapat memberikan informasi secara dini terhadap peningkatan atau penurunan risiko dan atau penurunan efektivitas kontrol terhadap limit *threshold* yang telah ditentukan. KRI dapat bersifat *leading* maupun *lagging.* Pemantauan risiko melalui KRI bertujuan untuk menentukan rencana tindak lanjut terkait pengendalian risiko sehingga dapat mencegah atau meminimalisir dampak kerugian.

BRI telah melakukan identifikasi terhadap indikator-indikator risiko utama untuk semua jenis risiko dan menetapkan batasan atau limit risiko yang mencerminkan kondisi dan risiko yang dapat diterima (*risk appetite*) BRI. Identifikasi indikator risiko utama dan penetapan batasan (*threshold*) KRI dilakukan dengan menggunakan *best judgement* dengan mempertimbangkan eksposur risiko dan *risk appetite* BRI. Penentuan *threshold* melibatkan Audit Internal, *Risk Owner* dan Unit Kerja terkait lainnya. KRI BRI antara lain tercermin dalam Laporan Profil Risiko *Bankwide* dan Profil Risiko *Regional Office* yang di-*monitor* secara rutin dan dilaporkan kepada pihak manajemen setiap bulan.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

2. Loss Event Database (LED) (continued)

Based on loss event data in LED module, loss event analysis can be performed based on causes, functional activities, event types, and business lines of BRI. The information system can be used to determine the preventive actions in risk controls, based on the documentation process of incident handling or settlement for the non-financial loss, financial loss, loss recovery, and litigation process.

In order to calculate capital expenses and Operational RWA, BRI has implemented a Standard Approach Minimum Capital Measurement for Operational Risk (MMRO) which is guided by the Basel III Framework. Provisions for Operational Risk RWA with a standard approach are regulated through Directors' Circular Letter No. SE.10-DIR/MPE/08/2025 August 4, 2025, Book 2 concerning Operational RWA Calculations.

3. Key Risk Indicator (KRI)

KRI is a risk management tool in the form of quantitative indicators that can provide early information on the increase or decrease in risk and/or decrease in the effectiveness of controls against a predetermined threshold. KRI can be leading or lagging. Risk monitoring through KRI aims to determine follow-up plans related to risk control so as to prevent or minimize the impact of losses.

BRI has identified key risk indicators for all risk types and determined the risks threshold or limit which portrays the acceptable condition and risk appetite of BRI. Identification of main risk indicator and KRI threshold determination is established using the best judgement, considering BRI risk exposures and risk appetite. Threshold determination involves internal auditor, risk owner and other related business units. BRI's KRI are reflected on its Bankwide Risk Profile and Regional Risk Profile Report which are monitored and reported monthly to the management.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

4. Forum Manajemen Risiko (Forum MR)

Forum Manajemen Risiko (Forum MR) adalah wadah atau forum pertemuan antara pemimpin unit kerja operasional dengan pejabat setingkat dibawahnya, pekerja atau jajarannya untuk membahas permasalahan-permasalahan (risiko) yang melekat pada aktivitas bisnis atau operasional yang menjadi kendala dalam rangka mencapai target bisnis atau kinerja yang ditetapkan. Pelaksanaan Forum Manajemen Risiko di masing-masing unit kerja BRI diharapkan menjadi salah satu pendukung dan pendorong untuk menumbuhkembangkan budaya sadar risiko di BRI. Implementasi Forum MR di level Regional dilaksanakan dalam bentuk Forum *Governance, Risk, and Compliance (GRC)* yang dihadiri oleh anggota tetap yaitu *Regional* CEO, *Regional Risk Management Head*, dan *Regional Chief Audit*.

5. *Risk Maturity Self Assessment (RMSA)*

Risk Maturity Self Assessment (RMSA) merupakan proses *self assessment* terhadap tingkat kemapanan penerapan manajemen risiko di setiap unit kerja BRI yang dilakukan setiap akhir tahun oleh masing-masing pimpinan unit kerja BRI terhadap parameter-parameter tertentu. Dengan melakukan penilaian maturitas diharapkan masing-masing unit kerja dapat mengevaluasi penerapan manajemen risiko yang telah dilakukan sehingga lebih baik ke depan.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

4. Risk Management Forum (RM Forum)

Risk Management Forum (RM Forum) is a risk management tool to hold a meeting or forum among the head of BRI's operational business units with the lower level employees and staff to discuss inherent risks in the daily business or operational activities that might be the constraint in achieving the business target or standard business performance. Risk management forum, which are held in each business unit, are expected to support the growth of BRI's risk awareness culture. RM Forum implementation in regional level are held in a form of Governance, Risk and Compliance (GRC) Forum, which attended by permanent member, i.e. Regional CEO, Regional Risk Management Head, and Regional Chief Audit.

5. Risk Maturity Self Assessment (RMSA)

Risk Maturity Self Assessment (RMSA) is a self-assessment process regarding the maturity level of risk management implementation in each business unit of BRI, conducted annually by the leaders of each unit against specific parameters. By conducting this maturity assessment, it is expected that each business unit can evaluate the risk management practices that have been implemented, leading to improvements in the future.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

6. *Business Continuity Management* (BCM)

Potensi gangguan/bencana baik yang disebabkan antara lain oleh alam, manusia dan teknologi merupakan ancaman bagi kelangsungan usaha BRI, dimana BRI memiliki unit kerja operasional yang tersebar di seluruh Indonesia. Oleh karena itu, Direksi BRI memandang perlu untuk mengembangkan dan menerapkan suatu Kebijakan *Business Continuity Management* (BCM) guna melindungi keamanan dan keselamatan jiwa pekerja, melindungi keselamatan jiwa nasabah dan *stakeholders* lainnya yang berada di lingkungan unit kerja operasional BRI, mempertahankan kelangsungan aktivitas-aktivitas bisnis/operasional terpenting, dan menjaga aset BRI dan memiliki respon yang memadai dalam situasi gangguan/bencana. Kebijakan BCM diatur melalui Surat Edaran SE.12-DIR/MPE/09/2025 tentang Manajemen Kelangsungan Usaha, Buku 1 tentang *Business Continuity Management* (BCM) dan Standar Operasional Prosedur No. SO.09-ORD/03/2025 tentang Pengelolaan Kelangsungan Usaha.

Implementasi BCM BRI mencakup seluruh unit kerja BRI yang antara lain dilakukan melalui pembentukan Tim Manajemen Krisis, penyusunan *Call Tree* dan penetapan *alternate sites*, serta berbagai pengujian rencana kelangsungan usaha. Unit kerja BRI juga telah melakukan Penilaian Risiko Ancaman dan Bencana (PRAB) yang bertujuan untuk mengidentifikasi sumber daya yang dibutuhkan dalam rangka persiapan menghadapi ancaman/bencana di masing-masing unit kerja. Sebagai salah satu implementasi BCM BRI telah memiliki pedoman *Emergency Response Plan* (ER *Plan*) dan kebijakan *Business Continuity Plan* (BC *Plan*) untuk Unit Kerja Kritikal. Untuk memastikan bahwa kebijakan tersebut dapat digunakan saat terjadi gangguan/bencana maka pelaksanaan uji coba ER *Plan* dan BC *Plan* dilaksanakan setiap tahun dan diprioritaskan pada unit kerja yang rawan bencana.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

6. Business Continuity Management (BCM)

The potential disruptions or disasters caused by natural events, human actions, and technology pose a threat to the continuity of BRI's operations, as BRI has operational units spread across Indonesia. Therefore, the Board of Directors of BRI deems it necessary to develop and implement a Business Continuity Management (BCM) Policy to protect the safety and security of employees, safeguard the lives of customers and other stakeholders within the operational units of BRI, maintain the continuity of essential business and operational activities, and protect BRI's assets while ensuring an adequate response in the event of disruptions or disasters. The BCM policy is governed by Circular Letter SE.12-DIR/MPE/09/2025 regarding Business Continuity Management, Book 1 on Business Continuity Management (BCM), and Standard Operating Procedure No. SO.09-ORD/03/2025 on Business Continuity Management.

BRI BCM implementation covers all BRI work units, among others through the formation of a Crisis Management Team, the preparation of Call Tree and the establishment of alternate sites, and various tests of business continuity plans. BRI work units have also carried out a Threat and Disaster Risk Assessment which aims to identify the resources needed in preparation for facing threats/disasters in each work unit. As one of the implementation of BCM BRI has Emergency Response Plan (ER Plan) and Business Continuity Plan (BC Plan) policies for Critical Work Units. To ensure that the policy can be used during disruptions/ disasters, the ER Plan and BC Plan trials are carried out annually and prioritized in disaster-prone work units.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

6. *Business Continuity Management* (BCM) (lanjutan)

Dalam periode satu tahun ke belakang telah terjadi berbagai kejadian-kejadian bencana yang telah mengaktifkan prosedur kelangsungan usaha Unit Kerja BRI, dimana hal tersebut menjadi bukti kesiapan organisasi BRI untuk menghadapi kondisi-kondisi tersebut. Ketentuan mengenai tanggap darurat bencana di tempat kerja telah dirumuskan melalui Surat Edaran SE.12-DIR/MPE/09/2025 tentang Manajemen Kelangsungan Usaha, Buku 2 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dan SOP No. SO.09-ORD/03/2025 tentang Pengelolaan Kelangsungan Usaha.

7. Penilaian Kecukupan Pengelolaan Risiko Produk Bank Baru (PBB)

Dalam rangka mengefektifkan pengeloaan risiko produk bank, maka setiap rencana penerbitan produk bank baru (PBB) di BRI, dilakukan proses validasi peningkatan materialitas risiko dan proses penilaian manajemen risiko oleh *product owner* terhadap setiap jenis risiko yang mungkin timbul dari penerbitan PBB, termasuk penetapan kontrol dan pengendalian yang ditujukan untuk memitigasi risiko yang dimaksud.

Selanjutnya, SKMR yang dikoordinasikan oleh SKMRO melakukan penilaian kecukupan pengelolaan risiko PBB dan menyampaikan hasil penilaian yang dimaksud kepada *product owner*. Kebijakan PBB diatur dalam Surat Edaran No. SE.30-DIR/PPM/11/2024, Buku 2 tentang Pengelolaan Produk yang mencakup Pengelolaan Risiko Penyelenggaraan Produk.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

6. Business Continuity Management (BCM) (continued)

In the past year, various disaster events have occurred which have activated BRI Work Unit business continuity procedures, which is proof of the BRI organization's readiness to face these conditions. Provisions regarding disaster emergency response in the workplace have been formulated through Circular Letter No. SE.12-DIR/MPE/09/2025 Book 2 concerning Occupational Safety and Health Management Systems (SMK3) and SOP No. SO.09-ORD/03/2025 on Business Continuity Management.

7. Assessment of Risk Management Adequacy on New Product and/or Activity Launching

In order to make bank product risk management more effective, every plan to issue a new bank product (PBB) at BRI, a validation process is carried out to increase risk materiality and a risk management assessment process by the product owner for each type of risk that may arise from the issuance of PBB, including determining controls and controls aimed at mitigating the risks in question.

Furthermore, the SKMR coordinated by SKMRO conducts an assessment of the adequacy of the management of PBB risks and communicates the results of the assessment to the product owner. The PBB policy is regulated in circular Letter No. SE.30-DIR/PPM/II/2024, Book 2 on product management, which includes the management of product implementation risks.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

8. Penerapan Strategi Anti *Fraud* BRI pada IT dan *Fraud Risk Group*

Semua kegiatan usaha Bank dapat terpapar risiko operasional salah satunya *fraud*. Untuk meminimalkan dampak kerugian akibat *fraud* maka BRI menerapkan Strategi *Anti Fraud* yang merupakan wujud komitmen BRI untuk tidak memberikan toleransi (*zero tolerance*) atas *fraud* melalui sistem pengendalian *fraud* yang efektif dan berkesinambungan. Penerapan Strategi *Anti Fraud* di BRI didukung dengan peningkatan kapabilitas deteksi *fraud* melalui pengembangan *Fraud Detection System*, serta peningkatan kompetensi dan *awareness* dari Pekerja BRI untuk mencegah, mendeteksi dan menangani *fraud* sebagai bagian dari pencegahan dan meminimalisir kerugian bank dan/atau nasabah. Sebagai bentuk komitmen seluruh Insan BRILian dalam mencegah *fraud* maka Jajaran Direksi dan Komisaris, serta jajaran Manajemen dan seluruh Pekerja BRI secara berkala menandatangani Komitmen *Anti Fraud* sebagaimana tertuang dalam Surat Edaran No. SE.58.b-DIR/ORD/11/2022 Buku 2 tentang Strategi *Anti Fraud*.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

8. BRI Anti-Fraud Strategy Implementation on IT and Fraud Risk Group

All of the Bank's business activities can be exposed to operational risks, one of which is fraud. To minimize the impact of losses due to fraud, BRI implements an Anti-Fraud strategy which is a form of BRI's commitment to zero tolerance for fraud through an effective and sustainable fraud control system. The implementation of the Anti-Fraud strategy at BRI is supported by increasing fraud detection capabilities through the development of the Fraud Detection System, as well as increasing the competence and awareness of BRI Employees to prevent, detect and handle fraud as part of preventing and minimizing bank and/or customer losses. As a form of commitment of all BRILians in preventing fraud, the Board of Directors and Commissioners, as well as the Management and all BRI Employees periodically sign the Anti-Fraud Commitment as stated in Circular Letter Number SE.58.b-DIR/ORS/11/2022 Book 2 concerning Anti-Fraud Strategy.

50. LABA PER LEMBAR SAHAM

Perhitungan laba per lembar saham dasar dan dilusian yang dapat diatribusikan kepada pemilik entitas induk adalah sebagai berikut:

50. EARNINGS PER SHARE

The calculation of earnings per share (EPS) and diluted share for BRI (the parent entity) are as follows:

	31 Desember 2025/*December 31, 2025*			
	Laba Tahun Berjalan/ *Income for the year*	**Rata-rata Tertimbang Saham Biasa yang Beredar/ *Weighted average of common shares outstanding***	**Laba Tahun Berjalan Per Lembar Saham (Rupiah penuh)/ *Earnings per share (full amount)***	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk per lembar saham dasar	56.652.384	150.602.160.685	376	*Basic earnings per share attributable to equity holders of the parent entity*
Ditambah: penerbitan saham bonus dan opsi saham	-	-	-	*Addition: Issuance of bonus shares and stock options*
Laba bersih per lembar saham dilusian	**56.652.384**	**150.602.160.685**	**376**	***Diluted earnings per share***

50. LABA PER LEMBAR SAHAM (lanjutan)

Perhitungan laba per lembar saham dasar dan dilusian yang dapat diatribusikan kepada pemilik entitas induk adalah sebagai berikut (lanjutan):

50. EARNINGS PER SHARE (continued)

The calculation of earnings per share (EPS) and diluted share for BRI (the parent entity) are as follows (continued):

	31 Desember 2025/*December 31, 2024*			
	Laba Tahun Berjalan/ *Income for the year*	**Rata-rata Tertimbang Saham Biasa yang Beredar/ *Weighted average of common shares outstanding***	**Laba Tahun Berjalan Per Lembar Saham (Rupiah penuh)/ *Earnings per share (full amount)***	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk per lembar saham dasar	59.944.649	150.733.730.203	398	*Basic earnings per share attributable to equity holders of the parent entity*
Ditambah: penerbitan saham bonus dan opsi saham	-	29.838.425	-	*Addition: Issuance of bonus shares and stock options*
Laba bersih per lembar saham dilusian	**59.944.649**	**150.763.568.628**	**398**	***Diluted earnings per share***

51. PERUBAHAN AKTIVITAS PENDANAAN

51. CHANGES IN FINANCING ACTIVITIES

	31 Desember/ 2024 *December 31, 2024*	**Arus Kas/Cash Flows**		**Perubahan Non-Kas/** *Non-cash changes*	**31 Desember/ 2025** *December 31, 2025*	
		Penerimaan/ *Receipts*	**Pembayaran/** *Disbursements*			
Surat berharga yang diterbitkan	32.502.499	28.395.963	(19.724.136)	(272.678)	40.901.648	*Marketable securities issued*
Pinjaman yang diterima	127.879.804	37.570.676	(36.492.679)	228.315	129.186.116	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	491.781	-	-	(4.914)	486.867	*Subordinated loans and marketable securities*
Total	**160.874.084**	**65.966.639**	**(56.216.815)**	**(49.277)**	**170.574.631**	***Total***

	31 Desember/ 2023 *December 31, 2023*	**Arus Kas/Cash Flows**		**Perubahan Non-Kas/** *Non-cash changes*	**31 Desember 2024/** *December 31, 2024*	
		Penerimaan/ *Receipts*	**Pembayaran/** *Disbursements*			
Surat berharga yang diterbitkan	49.637.581	10.905.923	(28.578.477)	537.472	32.502.499	*Marketable securities issued*
Pinjaman yang diterima	98.850.813	42.489.276	(13.300.712)	(159.573)	127.879.804	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	496.683	-	-	(4.902)	491.781	*Subordinated loans and marketable securities*
Total	148.985.077	53.395.199	(41.879.189)	372.997	160.874.084	***Total***

52. DAMPAK IMPLEMENTASI AWAL PSAK No. 117 DAN REKLASIFIKASI

Untuk tujuan persyaratan masa transisi dari implementasi awal PSAK No.117, BRI melakukan penyajian kembali angka komparatif untuk 1 Januari 2024, 31 Desember 2024 dan tahun yang berakhir pada tanggal 31 Desember 2024. Selain itu, beberapa akun dalam informasi keuangan konsolidasian pada tanggal 31 Desember 2024 dan 2023 serta tahun yang berakhir pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian laporan keuangan konsolidasian pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut:

52. IMPACT OF THE IMPLEMENTATION OF PSAK No. 117 AND RECLASSIFICATION

For the purposes of the transition requirement in first applies SFAS No.117, BRI has restated comparative information for January 1, 2024, December 31, 2024 and for the year ended December 31, 2024. Furthermore, several accounts in the consolidated financial information as of December 31, 2024 and 2023 and for the year ended December 31, 2024 have been reclassified so that they are in accordance with the presentation of consolidated financial statements as of December 31, 2025 and for the year then ended. A summary of these accounts are as follows:

	Saldo sebelum reklasifikasi dan penerapan PSAK No. 117 31 Desember 2023/ *Balance before reclassification and implementation SFAS No. 117 December 31, 2023*	**Reklasifikasi/ *Reclassification***	**Penyajian kembali/ *Restated***	**Saldo sesudah reklasifikasi dan penerapan PSAK No. 117 1 Januari 2024/ *Balance after reclassification and implementation SFAS No. 117 January 1, 2024***	
Laporan Posisi Keuangan Konsolidasian					***Consolidated Statement of Financial Statement***
Aset					***Assets***
Aset Pajak Tangguhan - neto	15.605.462	-	(159.485)	15.445.977	*Deferred Tax Assets - net*
Properti investasi	-	199.635	-	199.635	*Investment property*
Aset lain-lain - neto	53.141.760	(199.635)	567.409	53.509.534	*Other assets – net*
Total Aset	1.965.007.030	-	407.924	1.965.414.954	*Total Assets*
Liabilitas					***Liabilities***
Liabilitas Lain-lain	36.664.617	-	21.171	36.685.788	*Other liabilities*
Total Liabilitas	1.648.534.888	-	21.171	1.648.556.059	*Total Liabilities*
Ekuitas					***Equity***
Cadangan Keuangan Asuransi	-	-	(47.420)	(47.420)	*Insurance Finance Reserve*
Saldo Laba					
Belum ditentukan penggunaannya	210.688.737	-	149.801	210.838.538	*Retain Earnings Unappropriate*
Total Saldo Laba	213.711.422	-	149.801	213.861.223	*Total Retained Earning*
Total Ekuitas yang dapat Diatribusikan kepada Entitas induk	311.363.556	-	102.381	311.465.937	*Total Equity Holders of Parent Entity Unappropriate*
Kepentingan non-pengendali	5.108.586	-	284.372	5.392.958	*Non-controlling interest*
Total Ekuitas	316.472.142	-	386.753	316.858.895	*Total Equity*

52. DAMPAK IMPLEMENTASI AWAL PSAK No. 117 DAN REKLASIFIKASI (LANJUTAN)

Untuk tujuan persyaratan masa transisi dari implementasi awal PSAK No.117, BRI melakukan penyajian kembali angka komparatif untuk 1 Januari 2024, 31 Desember 2024 dan tahun yang berakhir pada tanggal 31 Desember 2024. Selain itu, beberapa akun dalam informasi keuangan konsolidasian pada tanggal 31 Desember 2024 dan 2023 serta tahun yang berakhir pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian laporan keuangan konsolidasian pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut (lanjutan):

52. IMPACT OF THE IMPLEMENTATION OF PSAK No. 117 AND RECLASSIFICATION (CONTINUED)

For the purposes of the transition requirement in first applies SFAS No.117, BRI has restated comparative information for January 1, 2024, December 31, 2024 and for the year ended December 31, 2024. Furthermore, several accounts in the consolidated financial information as of December 31, 2024 and 2023 and for the year ended December 31, 2024 have been reclassified so that they are in accordance with the presentation of consolidated financial statements as of December 31, 2025 and for the year then ended. A summary of these accounts are as follows (continued):

	Saldo sebelum reklasifikasi dan penerapan PSAK No. 117 31 Desember 2024/ *Balance before reclassification and implementation SFAS No. 117 December 31, 2024*	Reklasifikasi/ *Reclassification*	Penyajian kembali/ *Restated*	Saldo sesudah reklasifikasi dan penerapan PSAK No. 117 31 Desember 2024/ *Balance after reclassification and implementation SFAS No. 117 December 31, 2024*	
Laporan Posisi Keuangan Konsolidasian					**Consolidated Statement of *Financial Statement***
Aset					***Assets***
Aset Pajak Tangguhan - neto	12.867.477	-	(66.817)	12.800.660	*Deferred Tax Assets - net*
Properti investasi	-	197.380	-	197.380	*Investment property*
Aset lain-lain - neto	40.098.976	(197.380)	(729.724)	39.171.872	*Other assets – net*
Total Aset	1.992.983.447	-	(796.541)	1.992.186.906	*Total Assets*
Liabilitas					***Liabilities***
Liabilitas Lain-lain	29.596.987	-	(922.510)	28.674.477	*Other liabilities*
Total Liabilitas	1.669.794.400	-	(922.510)	1.668.871.890	*Total Liabilities*
Ekuitas					***Equity***
Cadangan Keuangan Asuransi	-	-	(5.050)	(5.050)	*Insurance Finance Reserve*
Saldo Laba					
Belum ditentukan penggunaannya	215.070.141	-	(60.437)	215.009.704	*Retain Earnings Unappropriate*
Total Saldo Laba	218.092.826	-	(60.437)	218.032.389	*Total Retained Earning*
Total Ekuitas yang dapat Diatribusikan kepada Entitas induk	317.093.838	-	(65.487)	317.028.351	*Total Equity Holders of Parent Entity Unappropriate*
Kepentingan non-pengendali	6.095.209	-	191.456	6.286.665	*Non-controlling interest*
Total Ekuitas	323.189.047	-	125.969	323.315.016	*Total Equity*

52. DAMPAK IMPLEMENTASI AWAL PSAK No. 117 DAN REKLASIFIKASI (LANJUTAN)

Untuk tujuan persyaratan masa transisi dari implementasi awal PSAK No.117, BRI melakukan penyajian kembali angka komparatif untuk 1 Januari 2024, 31 Desember 2024 dan tahun yang berakhir pada tanggal 31 Desember 2024. Selain itu, beberapa akun dalam informasi keuangan konsolidasian pada tanggal 31 Desember 2024 dan 2023 serta tahun yang berakhir pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian laporan keuangan konsolidasian pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut (lanjutan):

52. IMPACT OF THE IMPLEMENTATION OF PSAK No. 117 AND RECLASSIFICATION (CONTINUED)

For the purposes of the transition requirement in first applies SFAS No.117, BRI has restated comparative information for January 1, 2024, December 31, 2024 and for the year ended December 31, 2024. Furthermore, several accounts in the consolidated financial information as of December 31, 2024 and 2023 and for the year ended December 31, 2024 have been reclassified so that they are in accordance with the presentation of consolidated financial statements as of December 31, 2025 and for the year then ended. A summary of these accounts are as follows (continued):

	Saldo sebelum reklasifikasi dan penerapan PSAK No. 117 untuk tahun yang berakhir pada tanggal 31 Desember 2024/ *Balance before reclassification and implementation for the year ended SFAS No. 117 December 31, 2024*	Reklasifikasi/ *Reclassification*	Penyajian kembali/ *Restated*	Saldo sesudah reklasifikasi dan penerapan PSAK No. 117 untuk tahun yang berakhir pada tanggal 31 Desember 2024/ *Balance after reclassification and implementation* for the year ended *SFAS No. 117 December 31, 2024*	
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian					***Consolidated Statement of Profit or Loss and other Comprehensive Income***
Beban bunga	(56.202.797)	601.467	-	(55.601.330)	*Interest expenses*
Total Beban bunga dan syariah	(57.209.062)	601.467	-	(56.607.595)	*Total interest and sharia expenses*
Pendapatan premi	8.760.610	-	(8.760.610)	-	*Premium income*
Beban klaim	(5.510.130)	-	5.510.130	-	*Claim expense*
Pendapatan jasa asuransi	-	-	7.346.611	7.346.611	*Insurance service income*
Beban jasa asuransi	-	-	(6.179.801)	(6.179.801)	*Insurance service expense*
Pendapatan operasional lainnya					*Other operating income*
Provisi dan komisi lainnya	20.475.078	-	(84.245)	20.390.833	*Other fees and comissions*
Keuntungan transaksi mata uang asing neto	1.187.862	-	(60)	1.187.802	*Gain foreign exchange - net*
Lain-lain	4.621.375	-	174.894	4.796.269	*Others*
Beban penyisihan kerugian penurunan nilai atas aset keuangan - neto	(41.757.637)	-	13.235	(41.744.402)	*Provision for allowance for impairment losses on financial assets-net*
Beban operasional lainnya					*Other operating expense*
Tenaga kerja dan tunjangan	(39.183.567)	-	567.033	(38.616.534)	*Salaries and employee benefits*
Umum dan administrasi	(29.652.420)	-	363.964	(29.288.456)	*General and administrative*
Lain-lain	(14.077.511)	(601.467)	686.678	(13.992.300)	*Others*
Beban non-operasional – neto	(978.908)	-	15.255	(963.653)	*Non-Operating expenses*
Laba sebelum beban pajak	77.599.110	-	(346.916)	77.252.194	*Income before tax*
Beban pajak	(16.955.302)	-	9.454	(16.945.848)	*Tax expense*
Laba bersih	60.643.808	-	(337.462)	60.306.346	*Net income*

52. DAMPAK IMPLEMENTASI AWAL PSAK No. 117 DAN REKLASIFIKASI (LANJUTAN)

Untuk tujuan persyaratan masa transisi dari implementasi awal PSAK No.117, BRI melakukan penyajian kembali angka komparatif untuk 1 Januari 2024, 31 Desember 2024 dan tahun yang berakhir pada tanggal 31 Desember 2024. Selain itu, beberapa akun dalam informasi keuangan konsolidasian pada tanggal 31 Desember 2024 dan 2023 serta tahun yang berakhir pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian laporan keuangan konsolidasian pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut (lanjutan):

52. IMPACT OF THE IMPLEMENTATION OF PSAK No. 117 AND RECLASSIFICATION (CONTINUED)

For the purposes of the transition requirement in first applies SFAS No.117, BRI has restated comparative information for January 1, 2024, December 31, 2024 and for the year ended December 31, 2024. Furthermore, several accounts in the consolidated financial information as of December 31, 2024 and 2023 and for the year ended December 31, 2024 have been reclassified so that they are in accordance with the presentation of consolidated financial statements as of December 31, 2025 and for the year then ended. A summary of these accounts are as follows (continued):

	Saldo sebelum reklasifikasi dan penerapan PSAK No. 117 untuk tahun yang berakhir pada tanggal 31 Desember 2024/ *Balance before reclassification and implementation for the year ended December 31, 2024*	Reklasifikasi/ *Reclassification*	Penyajian kembali/ *Restated*	Saldo sesudah reklasifikasi dan penerapan PSAK No. 117 untuk tahun yang berakhir pada tanggal 31 Desember 2024/ *Balance after reclassification and implementation for the year ended SFAS No. 117 December 31, 2024*	
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian (lanjutan)					***Consolidated Statement of Profit or Loss and other Comprehensive Income (continued)***
Penghasilan Komprehensif Lain					*Other comprehensive income*
Beban keuangan dari kontrak asuransi yang diterbitkan	-	-	98.305	98.305	*Finance expense from insurance contract issued*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	36.285	-	(21.627)	14.658	*Income taxes related to items to be reclassified to profit or loss*
Penghasilan Komprehensif Lain Tahun Berjalan – Setelah Pajak	1.487.794	-	76.678	1.564.472	*Other comprehensive income for the year – After Tax*
Total Penghasilan Komprehensif Tahun Berjalan	62.131.602	-	(260.784)	61.870.818	*Total Comprehensive Income for the year*
Laba tahun berjalan yang dapat diatribusikan kepada :					*Income for the year attributable to :*
Pemilik entitas induk	60.154.887	-	(210.238)	59.944.649	*Equity holders of the parent entity*
Kepentingan non-pengendali	488.921	-	(127.224)	361.697	*Non-controlling interest*
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada :					*Total comprehensive income for the year attributable to :*
Pemilik entitas induk	61.788.171	-	(167.868)	61.620.303	*Equity holders of the parent entity*
Kepentingan non-pengendali	343.431	-	(92.916)	250.515	*Non-controlling interest*
Laporan Arus Kas Konsolidasian					***Consolidated Statement of Cash Flow***
Arus Kas dari Kegiatan Operasi					***Cash Flow from Operating Activities***
Pendapatan premi	8.760.610	-	(8.760.610)	-	*Premium income*
Beban klaim	(5.547.858)	-	5.547.858	-	*Claim expense*
Pendapatan jasa asuransi	-	-	8.760.610	8.760.610	*Insurance service income*
Beban jasa asuransi	-	-	(5.547.858)	(5.547.858)	*Insurance service expenses*
Beban bunga	(56.282.443)	601.467	-	(55.680.976)	*Interest expenses*
Beban operasional lainnya	(84.973.178)	(601.467)	-	(85.574.645)	*Other operating expeses*
Arus Kas sebelum Perubahan dalam Aset dan Liabilitas Operasi	105.208.970	-	-	105.208.970	*Cash Flow before Changes in Operating Assets and Liabilities*

53. PERISTIWA SETELAH PERIODE PELAPORAN

Pengalihan sebagian saham Seri B PT Danantara Asset Management (Persero) kepada Negara Republik Indonesia melalui Badan Pengaturan Badan Usaha Milik Negara (BP BUMN)

Berdasarkan Surat Keterangan Komposisi Pemegang Saham No. DE/I/26-275 tanggal 7 Januari 2026 dari Datindo Entrycom selaku Biro Administrasi Efek BRI, pada tanggal 5 Januari 2026 telah dilakukan pengalihan sebagian kepemilikan saham Seri B BRI milik PT Danantara Asset Management (Persero) (”DAM”) kepada Negara Republik Indonesia (”RI”) melalui Badan Pengaturan Badan Usaha Milik Negara Republik Indonesia. Transaksi pengalihan tersebut sebesar 806.109.768 Saham Seri B BRI atau 0,53% (nol koma lima puluh tiga persen) dari seluruh saham yang telah dikeluarkan dan disetor penuh Perseroan berdasarkan Perjanjian Pengalihan Saham Milik Negara RI Berupa Saham Seri B BUMN kepada Badan Pengaturan Badan Usaha Milik Negara Nomor PERJ-1/BPU/01/2026 dan Nomor LGL1.001/PERJ/DI-DAM.DO/2026 tanggal 5 Januari 2026.

Negara RI merupakan Pemegang Saham Pengendali Perseroan (Ultimate Beneficial Owner) dengan kepemilikan 1 lembar saham Seri A Dwiwarna dengan hak istimewa dan 806.109.768 saham Seri B melalui BP BUMN, serta kepemilikan 79.804.867.107 saham Seri B melalui PT DAM.

Pelaksanaan pengalihan saham tersebut merupakan pemenuhan UU No. 16 Tahun 2025 tentang Perubahan Keempat atas UU No. 19 Tahun 2003 tentang Badan Usaha Milik Negara tanggal 6 Oktober 2025. Pengalihan tersebut tidak mempengaruhi kegiatan operasional, hukum kondisi keuangan, dan kelangsungan usaha BRI.

53. SUBSEQUENT EVENT

Partially Transfer of Series B shares of PT Danantara Asset Management (Persero) to the Republic of Indonesia through the State-Owned Enterprises Regulatory Agency (BP BUMN)

Based on the Shareholder Composition Statement Letter No. DE/I/26-275 dated January 7, 2026 from Datindo Entrycom as BRI's Securities Administration Bureau, on January 5, 2026, partially transfer of series B shares owned by PT Danantara Asset Management (Persero) (“DAM”) to the Republic of Indonesia through the State-Owned Enterprises Regulatory Agency of the Republic of Indonesia. The transfer transaction involved 806,109,768 Series B shares of BRI, or 0.53% (zero point fifty-three percent) of BRI's total issued and fully paid-up shares, pursuant to the Agreement on the Transfer of State-Owned Shares in the Form of Series B Shares in State-Owned Enterprises to the State-Owned Enterprise Regulatory Agency No. PERJ-1/BPU/01/2026 and No. LGL1.001/PERJ/DI-DAM.DO/2026 dated January 5, 2026.

The Republic of Indonesia is the Company's Controlling Shareholder (Ultimate Beneficial Owner), owning 1 Series A Dwiwarna share with special rights, 806,109,768 Series B shares through BP BUMN, and 79,804,867,107 Series B shares through PT DAM

The share transfer is in compliance with Law No. 16 of 2025 concerning the Fourth Amendment to Law No. 19 of 2003 concerning State-Owned Enterprises dated October 6, 2025. The transfer does not affect the operational activities, legal financial conditions, and business continuity of the BRI.

54. PENYELESAIAN LAPORAN KEUANGAN KONSOLIDASIAN

Manajemen BRI bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang diselesaikan dan diotorisasi untuk diterbitkan oleh Direksi BRI pada tanggal 26 Februari 2026.

54. COMPLETION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The management of BRI is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, which were completed and authorized for issuance by the Board of Directors of BRI on February 26, 2026.

55. INFORMASI KEUANGAN TERSENDIRI ENTITAS INDUK

Informasi keuangan tersendiri Entitas Induk hanya menyajikan informasi laporan posisi keuangan tanggal 31 Desember 2025 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan catatan atas investasi pada entitas anak disajikan dengan metode biaya.

Laporan keuangan tersendiri Entitas Induk disajikan pada halaman 422 - 432.

55. PARENT ENTITY'S SEPARATE FINANCIAL INFORMATION

The Parent Entity's separate financial information only presents information on the statement of financial position as of Decemer 31, 2025 and the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flow for the year then ended, and notes on investments in subsidiaries presented using the cost method.

The Parent Entity's separate financial statements are presented on pages 422 - 432.

LAPORAN POSISI KEUANGAN - ENTITAS INDUK

STATEMENT OF FINANCIAL POSITION - PARENT ENTITY

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
ASET			***ASSETS***
Kas	31.975.034	29.709.278	*Cash*
Giro pada Bank Indonesia	31.251.995	88.387.143	*Current accounts with Bank Indonesia*
Giro pada Bank Lain	41.328.655	24.731.569	*Current accounts with Other Banks*
Cadangan kerugian penurunan nilai	(10.174)	(8.036)	*Allowance for impairment losses*
	41.318.481	24.723.533	
Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain	20.080.353	56.011.183	*Placements with Bank Indonesia and Other Financial Institutions*
Cadangan kerugian penurunan nilai	(2.258)	(259)	*Allowance for impairment losses*
	20.078.095	56.010.924	
Efek-efek	338.630.556	295.987.483	*Securities*
Cadangan kerugian penurunan nilai	(89.420)	(45.656)	*Allowance for impairment losses*
	338.541.136	295.941.827	
Wesel Ekspor dan Tagihan Lainnya	48.252.083	40.656.822	*Export Bills and Other Receivables*
Cadangan kerugian penurunan nilai	(465.498)	(1.075.559)	*Allowance for impairment losses*
	47.786.585	39.581.263	
Efek-efek yang Dibeli dengan Janji Dijual Kembali	24.452	16.647.882	*Securities Purchased Under Agreement to Resell*
Tagihan Derivatif	1.161.614	1.073.502	*Derivative Receivables*
Kredit yang Diberikan	1.342.673.712	1.215.847.233	*Loans*
Cadangan kerugian penurunan nilai	(72.903.722)	(71.161.833)	*Allowance for impairment losses*
	1.269.769.990	1.144.685.400	
Tagihan Akseptasi	13.078.567	10.105.373	*Acceptance Receivable*
Cadangan kerugian penurunan nilai	(32.226)	(321.683)	*Allowance for impairment losses*
	13.046.341	9.783.690	
Penyertaan Saham	51.300.972	50.241.445	*Investment in Associated Entities*
Aset Tetap			*Premises and Equipment*
Biaya perolehan	68.708.433	65.168.929	*Cost*
Akumulasi penyusutan	(23.342.308)	(19.778.550)	*Accumulated Depreciation*
Nilai buku - neto	45.366.125	45.390.379	*Book value - net*
Aset Pajak Tangguhan - neto	5.066.961	9.878.487	*Deferred Tax Assets - net*
Aset Lain-lain - neto	34.848.078	28.340.308	*Other Assets - net*
TOTAL ASET	**1.931.535.859**	**1.840.395.061**	***TOTAL ASSETS***

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
Liabilitas Segera	34.822.863	32.388.387	*Liabilities Due Immediately*
Simpanan Nasabah			*Deposits from Customer*
Giro	450.129.463	375.906.469	*Demand Deposits*
Tabungan	584.892.761	542.666.796	*Saving Deposits*
Deposito Berjangka	425.066.471	441.561.126	*Time Deposits*
Total Simpanan Nasabah	1.460.088.695	1.360.134.391	*Total Deposits from Customers*
Simpanan dari Bank Lain dan Lembaga Keuangan Lainnya	17.908.511	14.434.237	*Deposits from Other Banks and Financial Institutions*
Efek-efek yang Dijual dengan Janji Dibeli Kembali	27.932.749	24.753.034	*Securities Sold Under Agreement To Repurchase*
Liabilitas Derivatif	1.101.701	1.585.120	*Derivative Payables*
Liabilitas Akseptasi	13.078.567	10.105.373	*Acceptances Payable*
Utang Pajak	1.707.833	1.356.119	*Taxes Payable*
Surat Berharga yang Diterbitkan	11.596.380	17.060.073	*Marketable Securities Issued*
Pinjaman yang Diterima	32.122.154	49.549.381	*Fund Borrowings*
Estimasi Kerugian Komitmen dan Kontinjensi	1.945.252	2.550.390	*Estimated Losses on Commitments and Contingencies*
Liabilitas Imbalan Kerja	20.898.263	16.214.173	*Liabilities for Employee Benefits*
Liabilitas Lain-lain	8.344.137	10.399.654	*Other Liabilities*
Pinjaman dan Surat Berharga Subordinasi	492.579	491.781	*Subordinated Loans and Marketable Securities*
TOTAL LIABILITAS	**1.632.039.684**	**1.541.022.113**	***TOTAL LIABILITIES***

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan) / *STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
LIABILITAS DAN EKUITAS (lanjutan)			***LIABILITIES AND EQUITY (continued)***
EKUITAS			***EQUITY***
Modal saham - nilai nominal Rp50 (nilai penuh) per lembar saham			*Capital stock - par value Rp50 (full Rupiah) per share*
Modal dasar - 300.000.000.000 lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 299.999.999.999 lembar saham Seri B)	7.577.950	7.577.950	*Authorized capital - 300,000,000,000 shares (consisting of 1 Series A Dwiwarna Share and 299,999,999,999 Series B shares)*
Modal ditempatkan dan disetor penuh - 151.559.001.604 lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 151.559.001.603 lembar saham Seri B)			*Issued and fully paid capital - 151,559,001,604 shares (consisting of 1 Series A Dwiwarna share and 151,559,001,603 Series B shares)*
Tambahan modal disetor	76.339.022	76.273.050	*Additional paid-in capital*
Surplus revaluasi aset tetap - neto	19.855.266	19.846.113	*Revaluation surplus arising from premises and equipment - net of tax*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	226.074	(206.054)	*Differences arising from the translation of foreign currency financial statements*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain - bersih	684.477	(2.319.628)	*Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax*
Cadangan penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	55.173	55.173	*Allowance for impairment losses on fair value through other comprehensive income security*
Kerugian pengukuran kembali program imbalan pasti - neto	(1.686.054)	(220.051)	*Loss on remeasurement of defined benefit plan - net of deferred tax*
Modal saham diperoleh kembali (saham treasuri)	(4.463.270)	(4.349.007)	*Treasury stock*
Opsi saham	121.808	313.404	*Stock option*
Cadangan kompensasi atas saham bonus	453.231	452.031	*Provision for bonus shares compensation*
Saldo laba			*Retained earnings*
Telah ditentukan penggunaannya	3.022.685	3.022.685	*Appropriated*
Belum ditentukan penggunaannya	197.309.813	198.927.282	*Unappropriated*
Total Saldo Laba	200.332.498	201.949.967	*Total retained earnings*
TOTAL EKUITAS	**299.496.175**	**299.372.948**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**1.931.535.859**	**1.840.395.061**	***TOTAL LIABILITIES AND EQUITY***

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK (lanjutan)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY (continued)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
PENDAPATAN DAN BEBAN OPERASIONAL			***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan bunga	163.606.049	162.229.379	*Interest income*
Beban bunga	(50.024.689)	(50.579.001)	*Interest expense*
Pendapatan bunga - neto	113.581.360	111.650.378	*Total interest income - net*
Pendapatan operasional lainnya			*Other operating income*
Provisi dan komisi lainnya	20.662.868	20.407.827	*Other fees and commissions*
Penerimaan kembali aset yang telah dihapusbukukan dan klaim asuransi	20.779.276	24.172.977	*Recovery of written-off assets and insurance claim*
Keuntungan transaksi mata uang asing - neto	2.041.289	1.114.871	*Gain on foreign exchange - net*
Keuntungan dari penjualan efek-efek - neto	3.423.950	2.000.524	*Gain on sale of securities - net*
Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek	-	154.220	*Unrealized gain on changes in fair value on securities*
Lain-lain	6.865.886	5.657.896	*Others*
Total pendapatan operasional lainnya	53.773.269	53.508.315	*Total other operating income*
Beban penyisihan kerugian penurunan nilai atas aset keuangan - neto	(41.702.909)	(36.733.212)	*Provision for allowance for impairment losses on financial assets - net*
Beban penyisihan estimasi kerugian komitmen dan kontinjensi - neto	623.901	3.593.889	*Reversal of allowance for estimated losses on commitments and contingencies - net*
Beban penyisihan kerugian penurunan nilai atas aset non-keuangan	(11)	(399)	*Provision for allowance for impairment losses on non-financial assets*
Beban Operasional lainnya			*Other operating expenses*
Tenaga kerja dan tunjangan	(27.899.510)	(26.842.452)	*Salaries and employee benefits*
Umum dan administrasi	(24.099.427)	(21.629.061)	*General and administrative*
Kerugian yang belum direalisasi dari perubahan nilai wajar efek-efek	(42.081)	-	*Unrealized loss on changes in fair value of securities*
Lain-lain	(11.605.085)	(13.384.055)	*Others*
Total Beban Operasional lainnya	(63.646.103)	(61.855.568)	*Total other operating expenses*
LABA OPERASIONAL	**62.629.507**	**70.163.403**	***OPERATING INCOME***
BEBAN NON- OPERASIONAL - NETO	**(428.217)**	**(1.053.112)**	***NON-OPERATING EXPENSES INCOME - NET***
LABA SEBELUM BEBAN PAJAK	**62.201.290**	**69.110.291**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK	**(11.797.364)**	**(14.268.823)**	***TAX EXPENSE***
LABA BERSIH	**50.403.926**	**54.841.468**	***NET INCOME***

*) Setelah reklasifikasi

**) After reclassification*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK (lanjutan)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY (continued)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
Penghasilan komprehensif lainnya:			*Other comprehensive income:*
Akun-akun yang tidak akan direklasifikasi ke laba rugi			*Items not to be reclassified to profit or loss*
Pengukuran kembali atas program imbalan pasti	(1.809.880)	2.137.733	*Remeasurement of liabilities for employee benefits*
Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi	343.877	(406.169)	*Income taxes related to items not to be reclassified to profit or loss*
Surplus atas revaluasi aset tetap	9.153	(2.458)	*Revaluation surplus arising from premises and equipment*
Akun-akun yang akan direklasifikasi ke laba rugi			*Items to be reclassified to profit or loss*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	432.128	47.531	*Differences arising from the translation of foreign currency financial statements*
Keuntungan yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain - neto	3.688.304	81.580	*Unrealized gain on fair value through other comprehensive income securities - net*
Cadangan penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	-	(65.549)	*Allowance for impairment losses on fair value through other comprehensive income securities*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	(684.199)	59.542	*Income taxes related to items to be reclassified to profit or loss*
Penghasilan Komprehensif Lain Tahun Berjalan - Setelah Pajak	1.979.383	1.852.210	*Other comprehensive income for the year - after tax*
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**52.383.309**	**56.693.678**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN PER SAHAM			***EARNINGS PER SHARE***
Dasar (dalam Rupiah penuh)	335	364	*Basic (full Rupiah)*
Dilusian (dalam Rupiah penuh)	335	364	*Diluted (full Rupiah)*

*) Setelah reklasifikasi

**) After reclassification*

LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK

STATEMENT OF CHANGES IN EQUITY - PARENT ENTITY

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid-in capital*	Cadangan penurunan nilai Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Allowance for impairment losses on fair value through other comprehensive income securities*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (Kerugian) yang belum direalisasi Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto/ *Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax*	Kerugian pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *loss on remeasurement of defined benefit plan- net of deferred tax*	Saham treasuri/ *Treasury stock*	Cadangan kompensasi saham dan opsi saham/ *Provision for bonus share compensation and stock option*	Surplus revaluasi aset tetap - setelah pajak terkait/ Revaluation *surplus arising from premises and equipment- net of tax*	Saldo laba/ *Retained earnings*		Total ekuitas/ Total equity	
										Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo pada tanggal 31 Desember 2023	**7.577.950**	**76.245.954**	**120.722**	**(253.585)**	**(2.460.750)**	**(1.951.615)**	**(3.614.321)**	**342.251**	**19.848.571**	**3.022.685**	**199.859.297**	**298.737.159**	***Balance as of December 31, 2023***
Laba tahun berjalan	-	-	-	-	-	-	-	-	-	-	54.841.468	54.841.468	*Income for the year*
Penghasilan komprehensif lainnya	-	-	(65.549)	47.531	141.122	1.731.564	-	-	(2.458)	-	-	1.852.210	*Other comprehensive Income*
Total penghasilan komprehensif untuk tahun berjalan	-	-	(65.549)	47.531	141.122	1.731.564	-	-	(2.458)	-	54.841.468	56.693.678	*Total other comprehensive income for the year*
Pembagian laba													*Distribution of net income*
- dividen atas laba tahun 2023	-	-	-	-	-	-	-	-	-	-	(35.435.851)	(35.435.851)	*- Dividend on net income for the year 2023*
- dividen interim atas laba Tahun 2024	-	-	-	-	-	-	-	-	-	-	(20.337.632)	(20.337.632)	*- Interim dividend on net income for the year 2024*
Opsi saham	-	-	-	-	-	-	-	40.677	-	-	-	40.677	*Stock option*
Saham bonus	-	27.096	-	-	-	-	141.072	382.507	-	-	-	550.675	*Bonus shares*
Saham treasuri	-	-	-	-	-	-	(875.758)	-	-	-	-	(875.758)	*Treasury stock*
Saldo pada tanggal 31 Desember 2024	**7.577.950**	**76.273.050**	**55.173**	**(206.054)**	**(2.319.628)**	**(220.051)**	**(4.349.007)**	**765.435**	**19.846.113**	**3.022.685**	**198.927.282**	**299.372.948**	***Balance as of December 31, 2024***

LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK (lanjutan)

STATEMENT OF CHANGES IN EQUITY - PARENT ENTITY (continued)

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid-in capital*	Cadangan penurunan nilai Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Allowance for impairment losses on fair value through other comprehensive income securities*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (Kerugian) yang belum direalisasi Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain – bersih/ *Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax*	Keuntungan (Kerugian) pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan- net of deferred tax*	Saham treasuri/ *Treasury stock*	Cadangan kompensasi saham dan opsi saham kepada pekerja/ *Provision for bonus share compensation*	Surplus revaluasi aset tetap - setelah pajak terkait/ Revalution *surplus arising from premises and equipment- net of tax*	Saldo laba/ *Retained earnings*		Total ekuitas pemilik entitas induk/ *Total equity*	
										Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo pada tanggal 31 Desember 2024	**7.577.950**	**76.273.050**	**55.173**	**(206.054)**	**(2.319.628)**	**(220.051)**	**(4.349.007)**	**765.435**	**19.846.113**	**3.022.685**	**198.927.282**	**299.372.948**	***Balance as of December 31, 2024***
Laba tahun berjalan	-	-	-	-	-	-	-	-	-	-	50.403.926	50.403.926	*Income for the year*
Penghasilan komprehensif lainnya	-	-	-	432.128	3.004.105	(1.466.003)	-	-	9.153	-	-	1.979.383	*Other comprehensive Income*
Total penghasilan komprehensif untuk tahun berjalan	-	-	-	432.128	3.004.105	(1.466.003)	-	-	9.153	-	50.403.926	52.383.309	*Total other comprehensive income for the year*
Pembagian laba													*Distribution of net income*
- dividen atas laba tahun 2024	-	-	-	-	-	-	-	-	-	-	(31.389.140)	(31.389.140)	*- Dividend on net income for the year 2024*
- dividen interim atas laba tahun 2025	-	-	-	-	-	-	-	-	-	-	(20.632.255)	(20.632.255)	*-interim dividend on net income for the year 2025*
Opsi saham	-	-	-	-	-	-	-	121.808	-	-	-	121.808	*Stock option*
Saham bonus	-	65.972	-	-	-	-	374.110	(312.204)	-	-	-	127.878	*Bonus shares*
Saham treasuri	-	-	-	-	-	-	(488.373)	-	-	-	-	(488.373)	*Treasury stock*
Saldo pada tanggal 31 Desember 2025	**7.577.950**	**76.339.022**	**55.173**	**226.074**	**684.477**	**(1.686.054)**	**(4.463.270)**	**575.039**	**19.855.266**	**3.022.685**	**197.309.813**	**299.496.175**	***Balance as of Desember 31, 2025***

LAPORAN ARUS KAS - ENTITAS INDUK / *STATEMENT OF CASH FLOWS - PARENT ENTITY*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024*)**	
ARUS KAS DARI KEGIATAN OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan bunga	160.903.581	168.088.916	*Interest received*
Pembayaran bunga	(50.408.604)	(50.565.448)	*Interest paid*
Penerimaan kembali aset yang telah dihapusbukukan	20.779.276	24.172.977	*Recovery of written-off assets*
Pendapatan operasional lainnya	29.677.958	26.492.773	*Other operating income*
Beban operasional lainnya	(57.150.530)	(41.806.441)	*Other operating expense*
Beban non-operasional - neto	(444.278)	(1.136.798)	*Non operating expenses - net*
Pembayaran pajak penghasilan badan dan tagihan pajak	(6.033.087)	(11.331.957)	*Payment of corporate income tax*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	**97.324.316**	**113.914.022**	***Cash flows before changes in operating assets and liabilities***
Perubahan dalam aset dan liabilitas operasi:			*Changes in operating assets and liabilities:*
(Kenaikan) penurunan aset operasi:			*(Increase) decrease in operating assets:*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	(152.211)	1.332.711	*Placement with Bank Indonesia and other Financial Institutions*
Efek-efek yang diukur pada nilai wajar melalui laporan laba rugi	(3.213.330)	251.890	*Securities at fair value through profit or loss*
Wesel ekspor dan tagihan lainnya	(7.595.261)	13.473.275	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.623.430	16.702.293	*Securities purchased under agreement to resell*
Kredit yang diberikan	(167.621.067)	(111.711.585)	*Loans*
Aset lain-lain	2.721.937	(1.591.190)	*Other assets*
Kenaikan (Penurunan) liabilitas operasi:			*Increase (Decrease) in operating liabilities:*
Liabilitas segera	1.752.651	(16.300.026)	*Liabilities due immediately*
Simpanan:			*Deposits:*
Giro	74.222.994	29.251.876	*Demand deposits*
Tabungan	42.225.965	16.152.240	*Saving deposits*
Deposito berjangka	(16.494.655)	(37.952.725)	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lainnya	3.474.274	2.367.278	*Deposits from other banks and financial institutions*
Efek-efek yang dijual dengan janji dibeli kembali	3.179.715	5.673.576	*Securities sold under agreement to repurchase*
Liabilitas lain-lain	(8.131.226)	(1.202.872)	*Other liabilities*
Kas neto yang diperoleh dari kegiatan operasi	**38.317.532**	**30.360.763**	***Net cash provided by operating activities***

*) Setelah reklasifikasi / **) After reclassification*

LAPORAN ARUS KAS - ENTITAS INDUK (lanjutan) / *STATEMENT OF CASH FLOWS - PARENT ENTITY (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
ARUS KAS DARI KEGIATAN INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dividen	3.317.120	2.706.448	*Proceeds from dividend*
Perolehan aset tetap	(4.309.687)	(6.346.941)	*Acquisition of premises and equipment*
Hasil penjualan aset tetap	16.061	83.686	*Proceeds from sale of premises and equipment*
Penambahan penyertaan saham	-	(20.000)	*Investment in shares*
Kenaikan efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan diamortisasi	(34.829.105)	13.162.178	*Increase in fair value through other comprehensive income and amortized cost securities*
Kas neto yang diperoleh dari (digunakan untuk) kegiatan investasi	**(35.805.611)**	**9.585.371**	***Net cash provided by(used in) investing activities***
ARUS KAS DARI KEGIATAN PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman yang diterima	-	13.643.801	*Proceed from fund borrowing*
Pembayaran pinjaman yang diterima	(17.655.543)	(5.623.398)	*Payment of fund borrowing*
Saham yang dibeli kembali	(488.373)	(875.758)	*Treasury stock*
Pembagian laba untuk dividen	(51.726.772)	(48.102.283)	*Distribution of income for dividend*
Penerimaan atas surat berharga yang diterbitkan	5.567.476	2.550.862	*Proceeds of marketable securities issued*
Pembayaran atas surat berharga yang jatuh tempo	(11.014.371)	(15.974.542)	*Payments of matured marketable securities issued*
Kas neto yang digunakan untuk kegiatan pendanaan	**(75.317.583)**	**(54.381.318)**	***Net cash used in financing activities***
PENURUNAN NETO KAS DAN SETARA KAS	**(72.805.662)**	**(14.435.184)**	***DECREASE IN CASH AND CASH EQUIVALENTS***
PENGARUH PERUBAHAN KURS MATA UANG ASING	**1.085**	**18.103**	***EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES***
KAS DAN SETARA KAS AWAL TAHUN	**201.282.933**	**215.700.014**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**128.478.356**	**201.282.933**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

LAPORAN ARUS KAS - ENTITAS INDUK (lanjutan) / *STATEMENT OF CASH FLOWS - PARENT ENTITY (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2025	**2024**	
Kas dan Setara Kas akhir tahun terdiri dari:			*Cash and cash equivalents at the end of the year consist of:*
Kas	31.975.034	29.709.278	*Cash*
Giro pada Bank Indonesia	31.251.995	88.387.143	*Current accounts with Bank Indonesia*
Giro pada bank lain	41.328.655	24.731.569	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	18.346.153	54.431.193	*Placement with Bank Indonesia and other financial institutions - maturing within three months or less since the acquisition date*
Sertifikat Bank Indonesia jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	5.576.519	4.023.750	*Bank Indonesia Certificates maturing within three months or less since the acquisition date*
Total Kas dan Setara Kas	**128.478.356**	**201.282.933**	***Total Cash and Cash Equivalent***

PENYERTAAN SAHAM PADA ENTITAS ANAK / *INVESTMENTS IN SUBSIDIARIES*

Informasi mengenai entitas anak yang dimiliki BRI diungkapkan pada Catatan 1f atas laporan keuangan konsolidasian.

Information related to subsidiaries owned by BRI is disclosed in Note 1f to the consolidated financial statements.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, entitas induk memiliki penyertaan saham pada entitas anak yang disajikan dengan metode biaya sebagai berikut:

As of December 31, 2025 and 2024, the parent entity has investment in subsidiaries as follows:

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Harga Perolehan/ Acquisition cost	**Persentase Kepemilikan/ Percentage of ownership**	**Harga Perolehan/ Acquisition cost**	**Persentase Kepemilikan/ Percentage of ownership**	
PT Bank Raya Indonesia Tbk	5.448.979	86,85%	5.448.979	86,85%	*PT Bank Raya Indonesia Tbk*
BRI Global Financial Services Co. Ltd.	2.289	100,00	2.289	100,00	*BRI Global Financial Services Co. Ltd.*
PT Asuransi BRI Life	1.626.643	51,00	1.626.643	54,77	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	1.055.003	99,88	1.055.003	99,88	*PT BRI Multifinance Indonesia*
PT BRI Danareksa Sekuritas	513.888	67,00	513.888	67,00	*PT BRI Danareksa Sekuritas*
PT BRI Ventura Investama	2.148.090	99,97	2.148.090	99,97	*PT BRI Ventura Investama*
PT BRI Asuransi Indonesia	1.041.000	90,00	1.041.000	90,00	*PT BRI Asuransi Indonesia*
PT Pegadaian	25.326.438	99,99	25.326.438	99,99	*PT Pegadaian*
PT Permodalan Nasional Madani	6.073.819	99,99	6.073.819	99,99	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi (BRI-MI)	458.433	65,00	458.433	65,00	*PT BRI Manajemen Investasi (BRI-MI)*

REKLASIFIKASI

Beberapa akun dalam informasi keuangan tersendiri Entitas Induk untuk tahun yang berakhir pada tanggal 31 Desember 2024 telah direklasifikasi sehingga sesuai dengan penyajian informasi keuangan tersendiri Entitas Induk untuk tahun yang berakhir pada tanggal 31 Desember 2025. Ringkasan dari akun-akun tersebut adalah sebagai berikut:

RECLASSIFICATION

Several accounts in the Parent Entity's separate financial information for the year ended December 31, 2024 have been reclassified so that they are in accordance with the presentation of the Parent Entity's separate financial information for the year ended December 31, 2025. A summary of these accounts are as follows:

	Untuk tahun yang berakhir pada tanggal 31 Desember 2024/ *For the year ended December 31, 2024*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Laba Rugi dan Penghasilan Komprehensif Lain				***Statement of Profit or Loss and Other Comprehensive Income***
Beban bunga	(51.180.468)	601.467	(50.579.001)	*Interest expenses*
Beban operasional lainnya				*Other Operating Expenses*
Lain-lain	(12.782.588)	(601.467)	(13.384.055)	*Others*
Laporan Arus Kas				***Statement of Cash Flow***
Arus Kas dari Kegiatan Operasi				*Cash Flow from Operating Activities*
Beban Bunga	(51.166.915)	601.467	(50.565.448)	*Interest Expenses*
Beban operasional lainnya	(41.204.974)	(601.467)	(41.806.441)	*Other Operating Expenses*
Arus kas sebelum perubahan dalam Aset dan Liabilitas Operasi	113.914.022	-	113.914.022	*Cash Flow before Changes in Operating Assets and Liabilities*

2025
Annual Report

Bank Rakyat Indonesia

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