



Brilliant Steps Toward Sustainable Finance

Sustainability Report 2024 | PT Bank Rakyat Indonesia (Persero) Tbk.



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About This Report

Sustainability Report 2024 of PT Bank Rakyat Indonesia (Persero) Tbk (BRI) outlines the business, environmental, and social issues that directly and significantly impact the company, its employees, and stakeholders. In addition, the report also highlights areas where BRI can make a real contribution and create added value for society and the environment. The report presents BRI's sustainability aspirations to become **'The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion'** in line with BRIVolution 2.0. It aims to fulfill the information needs of governments, investors, communities, and other stakeholders involved in our sustainability efforts.

Disclosure Standard

This report has been prepared in compliance with the Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies, as well as Financial Services Authority Circular Letter Number 16/SEOJK.24/2021. It also aligns with the Global Reporting Initiative (GRI) Standards 2021, the GRI G4 Supplement Sector Standard, and the Sustainability Accounting Standards Board (SASB) framework for commercial banks.

The disclosure approach follows the recommendations of the International Financial Reporting Standards (IFRS) S1 and S2 issued by the International Sustainability Standard Board (ISSB), along with the Task Force on Climate-Related Financial Disclosures (TCFD). Additionally, this report reflects BRI's commitment to integrating the Ten Principles of the UN Global Compact (UNGC) and supporting the achievement of the Sustainable Development Goals (SDGs) in relevant aspects.

Relationship with the 2024 BRI Annual Report ^[H.4]

The sustainability information, along with social and environmental responsibility (TJSL) disclosures in this report, is integrated into the 2024 BRI Annual Report while also being presented as a separate, dedicated document.

External Assurance ^{[G.1] [GRI 2-5] [GRI 2-14]}

All sustainability data, disclosures, and claims presented in this report have been reviewed and approved by the Board of Directors and Board of Commissioners ^[GRI 2-14]. Additionally, they have undergone external verification and assurance by CBC Global Indonesia in accordance with AA1000AS standards. Detailed assurance statements and reports can be found on page [247](#) of this report.

The selection of the external assurance provider adhered strictly to the company's procurement policies, ensuring expertise, strong reputation, and no conflicts of interest. Verification was conducted through sampling documentation evidence and obtaining confirmations from relevant work units.

Scope of the report ^{[GRI 2-2] [GRI 2-3] [GRI 2-4]}

This report focuses exclusively on PT Bank BRI (Persero) Tbk and does not include details related to its subsidiaries. BRI conducts financial statement audits on a consolidated basis, covering subsidiaries such as Bank Raya, BRI Remittance, BRI Life, BRI Finance, BRI Investment Management, BRI Ventures, BRIDS, BRI Insurance, Pegadaian, and PNM. However, information on these subsidiaries is excluded from this report unless explicitly stated otherwise. ^[GRI 2-2]

The data presented reflects BRI's sustainability activities and performance for the fiscal year 2024, covering the period from January 1 to December 31, 2024. This report is published annually. ^[GRI 2-2, 2-3]

Additionally, the report incorporates historical data from the previous three years, from January 1, 2022, to December 31, 2024, to highlight changes and trends in sustainability performance. Any variations from previous reports are indicated through accompanying notes on relevant data point. ^[GRI 2-4]

The assessment of energy reduction performance and financed emissions follows the standards set by the Partnership for Carbon Accounting Financials (PCAF) and the Science Based Targets Initiative (SBTi). This includes measuring financed emissions categorized by asset types, such as corporate loans, power project finance, commercial real estate, listed equity, and bonds.

Contact ^[GRI 2-3]

BRI welcomes feedback or suggestions to improve future editions of this report. For inquiries or to share input, please contact:

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For more information about the BRI Sustainability Report 2024, visit <https://bri.co.id/report>.





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Message from President Commissioner [D.1] [GRI 2-22]

Honored Shareholders and Stakeholders,

We give thanks to God Almighty for His blessings, which have enabled PT Bank Rakyat Indonesia (Persero) Tbk — hereinafter referred to as the "Company" or "BRI" — to successfully navigate various risks and challenges throughout 2024. Over its 129-year journey, BRI has consistently grown and developed, providing exceptional services to the nation while adhering to its commitment to sustainability values.

As seen in previous years, various challenges such as shifts in consumer behavior, geopolitical tensions, and climate change issues have made the implementation of sustainable finance principles even more relevant. BRI has embraced a sustainable aspiration to become a World Class Sustainable Banking Group, focusing on Environmental, Social, and Governance (ESG) dimensions. In line with this commitment, in 2024, BRI successfully profitability with Return on Asset at 3.06% and Return on Equity at 19.01%, and generated net profit of IDR 60.64 trillion.

Moving forward, the Board of Commissioners supports BRI to continue its commitment in implementing sustainable finance principles that are well structured and planned. To that end, BRI continues to carry out the Company's transformation program including BRI's sustainability strategy which focuses on "Strengthening the Sustainable Finance Practice". This aspiration aims to enable BRI's transformation to be carried out by integrating climate risk in all aspects of both business and operations, as well as increasing financial inclusion. Meanwhile, these efforts are a tangible manifestation of BRI's consistency in supporting the increase in economic and social value of the Indonesian people.

Strengthening Business Practices through Sustainable Governance

BRI's commitment to sustainable business practices is also evident in its implementation of good corporate governance. Within the scope of sustainable governance, BRI identifies material issues through the perspective of its stakeholders. This aligns with the principles of human rights as outlined by the United Nations Global Compact (UNGC). This feedback complements surveys, media analysis, policies, investor concerns, and ESG ratings that enable BRI to recognize and manage material issues that may affect BRI's sustainability.

“BRI strengthens its commitment to Indonesia's Net Zero Emission (NZE) 2060 target by setting an earlier NZE goal for itself, aiming to achieve net zero emissions by 2050 in accordance with the Science-Based Target Initiative (SBTi) methodology. BRI is also the first financial institution in Indonesia to have its near-term NZE target calculations approved by SBTi.”



Kartika Wirjoatmodjo

President Commissioner



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To gain a deeper understanding of stakeholder aspirations and expectations, BRI conducts various surveys, media analyses, policy assessments, materiality questionnaires, and ESG Ratings, which are useful for determining material issues. In 2024, a total of 3,644 stakeholders, including employees and management, customers, investors, government bodies, suppliers, NGOs, and other relevant parties, provided valuable feedback for BRI's sustainability efforts.

BRI has also submitted its Communication on Progress report for 2024, detailing its impact on governance, human rights, labor practices, the environment, and anti-corruption, which has been published on the UNGC website. This report reflects BRI's commitment and progress in adhering to the Ten Principles and supporting the achievement of the Sustainable Development Goals (SDGs).

As part of its continued governance improvement, BRI has adopted the IFRS S1 and S2 frameworks in its 2024 Sustainability Report. This implementation aims to provide stakeholders with adequate insights into sustainability issues and BRI's climate risk management practices.

Sustainable Development through Financial Inclusion Expansion

In 2024, BRI strengthened its commitment to accelerating financial inclusion, focusing on "Strengthening Retail Banking Capability and Improving Asset Quality", while also enhancing its beyond banking capability by expanding the scale and scope of banking services and products. Access to banking services was further extended through BRI's e-channel support, BRILink agents, and the development of digital service platforms such as BRImo, Qlola, SenyuM Mobile, Sabrina, and others. This expansion was further supported by subsidiaries committed not only to profitability targets but also to leading their respective industries.

Beyond products and services, BRI also supports the empowerment of SMEs through financial literacy initiatives. Empowerment at BRI is carried out holistically by mapping four levels of entrepreneurship: unfeasible unbankable, unfeasible bankable, feasible unbankable, and feasible bankable, increasingly integrated through the presence of the Ultra Micro Holding (UMi). In 2024, BRI conducted 2.037 training sessions on financial and digital literacy, attended by 113,476 female entrepreneurs from the Mekaar Group.

Recognizing the importance of workforce capability development and fostering a positive work environment, BRI also supports employee welfare and mental health through the BRILiaN Community program. This program provides space and support for employees to form or join communities, with the aim of enhancing collaboration and engagement among workers.

Additionally, mental health support is offered through the BASIC (BRILiaN Assistance Center) and wellness centers, which provide assistance covering physical health, occupational safety, mental health, healthy personal and professional relationships, and personal financial management for a productive life without financial stress.

Concrete Steps for the Environment

BRI has reinforced its commitment to achieving Indonesia's Net Zero Emissions (NZE) target by 2060, setting a target of achieving net-zero emissions by 2050 in accordance with the Science-Based Target Initiative (SBTi) methodology. BRI is the first financial institution in Indonesia to have its near-term NZE target approved by SBTi. This commitment was followed by the issuance of internal risk ranking methodologies, including Credit Risk Rating (CRR) and Credit Risk Scoring (CRS), as well as the implementation of Climate Risk Stress Testing (CRST).

In line with the OJK's roadmap for Climate Risk Management & Scenario Analysis (CRMS), BRI carried out CRST in two phases. In Phase 1, the analysis covered 71.41% of BRI's portfolio (OJK's requirement: 50%) as of 2024, while Phase 2 will cover 100% of the portfolio and will be reported in 2025.

On the operational side, BRI has incorporated climate risk into its financing considerations through the Negative List Policy, Sub-Sector Financing Policies, Sustainability-Linked Loans, and financing reviews. BRI also fosters active management and employee participation in various green initiatives and promotes a culture of sustainability. Green initiatives include optimizing digital devices to reduce paper and plastic usage, embedding energy-saving practices, implementing a Green Network, providing electric vehicles for employees, and installing solar panels at several BRI units.

In closing, the Board of Commissioners extends its gratitude for the trust placed in us by shareholders and stakeholders. Appreciation is also given to the Board of Directors, management, and all BRI employees for their dedication and contributions, which have enabled the company to confidently move forward toward sustainable finance.

Jakarta, February 17, 2025

Kartika Wirjoatmodjo

President Commissioner



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Message from President Director ^[D.1] ^[GRI 2-22]

Esteemed Shareholders and Stakeholders,

Let us express our gratitude to the Almighty for His blessings, which have enabled PT Bank Rakyat Indonesia (Persero) Tbk (BRI) to navigate 2024 successfully, achieving remarkable milestones. Some of these achievements are presented in this 2024 Sustainability Report as part of our commitment to accountability, transparency, and responsibility to our shareholders and stakeholders. In particular, this report highlights BRI's performance and commitment to sustainable development through governance enhancements and advancements in environmental, social, and corporate governance (ESG) practices.

Policies to Address Sustainability Strategy Challenges

The growing demand for greater transparency and accountability in managing internal and external factors has driven the Board of Directors to continuously review and update BRI's governance and sustainability strategies. This includes strengthening policies, sustainability strategies, and ESG governance bodies, such as the Risk Management and ESG Committee, as well as the ESG Division under the Compliance Director.

These efforts are crucial in mitigating risks associated with global economic and financial uncertainty. Regional conflicts, economic slowdowns resulting from post-pandemic recovery, and accelerating environmental degradation necessitate a cautious approach and accurate decision-making based on adequate information. In addressing climate change, for instance, BRI identifies and analyzes climate risks, classifying them into transition risks and physical risks, and integrates these into risk management and business strategies across the organization. This approach enhances resilience, enabling BRI to adapt and thrive in the face of climate-related challenges.

“BRI's Board of Directors believes that an integrated approach, which involves good governance, adequate identification of risks and opportunities, effective and efficient business strategies, supported by the availability of relevant and accurate measures and metrics, will deliver optimal results in the journey and efforts of BRI to achieve sustainable financial goals.”



Sunarso

President Director



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To support this initiative, BRI adopts various relevant standards and benchmarks. Recognizing its systemic role in Indonesia's financial landscape, BRI also utilizes the Basel Committee's indicators for Banking Supervision to enhance systemic risk management. In 2011, this committee developed 12 financial indicators to identify globally significant banks whose failure could pose threats to the international financial system.

Implementation of Sustainable Finance

As one of the largest commercial banks, a strategically owned government institution, and the financial institution with the most extensive micro, small, and medium enterprise (MSME) reach in Indonesia and Southeast Asia, BRI is committed to managing the potential impacts of its financial services. This commitment drives BRI to selectively implement screening policies based on environmental, social, and governance (ESG) criteria while prioritizing potential clients and partners demonstrating strong sustainability performance.

On the operational side, BRI responds to various risks and opportunities by developing responsible financing products and policies. These include increasing investments in renewable energy, energy efficiency, sustainable agriculture, and other sectors that contribute to environmental conservation.

The Board of Directors consistently promotes the creation of sustainable positive impacts both nationally and globally. Since 2021, BRI, alongside PT Pegadaian and PT Permodalan Nasional Madani (PNM), has established a synergistic unit within its holding company, known as the Ultra Micro Holding (UMi). This initiative aims to expand access to affordable financial solutions, contributing to national financial inclusion targets. This effort is particularly crucial in Indonesia, where geographical and social barriers hinder access to conventional banking services for underserved communities.

On a global scale, since 2023, BRI has been part of the United Nations Global Compact (UNGC), reinforcing its commitment to the Sustainable Development Goals (SDGs) by aligning with the UNGC's ten universal principles. Furthermore, BRI became the first bank in Indonesia to join the Partnership for Carbon Accounting Financials (PCAF), a global initiative that fosters collaboration among financial institutions to develop standardized methodologies for measuring and disclosing greenhouse gas (GHG) emissions from loans and investments.

Strategies for Achieving Targets

BRI continues to expand its business reach as part of its strategy to achieve its vision of becoming **The Most Valuable Banking Group in Southeast Asia** and **Champion of Financial Inclusion**. This is pursued through the development of customer-centric products and services, enhanced customer service via digital technology, artificial intelligence utilization, and digitalization of business processes. Additionally, responsible financial product marketing practices are implemented to build customer trust and support informed financial decision-making.

This business expansion is guided by a governance framework that ensures sound corporate management, highly competent employees, and robust business infrastructure. With the increasing integration of digital technology in banking services, BRI adopts a comprehensive and proactive approach to cybersecurity, encompassing technological, regulatory, and cultural dimensions.

The Board of Directors remains steadfast in its belief that an integrated approach—incorporating strong governance, thorough risk and opportunity assessment, and effective business strategies, supported by relevant and accurate metrics—will yield optimal results in BRI's pursuit of sustainable financial success.

This vision can only be realized with the support of all stakeholders. Therefore, we extend our deepest gratitude to our shareholders, the Board of Commissioners, BRI personnel, employees, BRILink agents, and all parties contributing to BRI's mission of building an inclusive, green, and sustainable banking sector.

Jakarta, February 17, 2025

Sunarso

President Director



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2024 Sustainability Report Responsibilities

Statement Letter of Members of the Board of Commissioner Regarding Responsibility for the 2024 Sustainability Report of PT Bank Rakyat Indonesia (Persero) Tbk ^[GRI 2-14]

We, the undersigned, declare that all information in the 2024 Sustainability 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 Sustainability Report.

This statement was made with actual.

Jakarta, February 17, 2025

The Board of Commissioners

Kartika Wirjoatmodjo

President Commissioner

Rofikoh Rokhim

Vice President Commissioner/
Independent Commissioner

Heri Sunaryadi

Independent Commissioner

Rabin Indrajad Hattari

Commissioner

Awan Nurmawan Nuh

Commissioner

Dwi Ria Latifa

Independent Commissioner

Paripurna Poerwoko Sugarda

Independent Commissioner

Agus Riswanto

Independent Commissioner

Nurmaria Sarosa

Independent Commissioner

Haryo Baskoro Wicaksono

Independent Commissioner



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Jakarta, February 17, 2025

The Board of Directors



Catur Budi Harto
Vice President Director



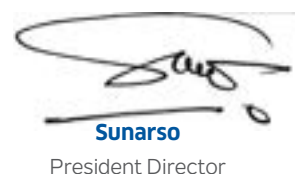
Supari
Director of Micro Business



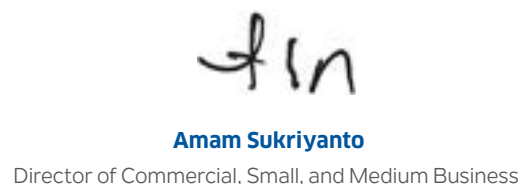
Arga Mahanana Nugraha
Director of Digital and Information Technology



Agus Sudiarto
Director of Risk Management



Sunarso
President Director



Amam Sukriyanto
Director of Commercial, Small, and Medium Business



Ahmad Solichin Lutfiyanto
Director of Compliance



Agus Noorsanto
Director of Wholesale and Institutional Business



Viviana Dyan Ayu R. K.
Director of Finance



Handayani
Director of Consumer Business



Agus Winardono
Director of Human Capital



Andrijanto
Director of Retail Funding and Distribution



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BRI At A Glance: Brilliant Steps Toward Sustainable Finance

As BRI strengthens its position as Indonesia's largest financial institution, it remains committed to both growth and responsibility. The bank is dedicated to expanding its business in a way that drives profitability while also serving the nation and empowering communities. By prioritizing green financial solutions, investing in renewable energy, and leading sustainable projects, BRI is shaping a future where financial success seamlessly aligns with environmental and social well-being. These initiatives reflect BRI's unwavering dedication to fostering business growth while making a tangible impact, driving positive change, and delivering meaningful benefits for Indonesia.

General Information [C.2] [C.3.a] [GRI 2-1]

**Company**

PT Bank Rakyat Indonesia (Persero) Tbk. [GRI 2-1]

**Head Office**BRI I Building
Jl. Jenderal Sudirman No. 44-46 Jakarta 10210, Indonesia [C.2] [GRI 2-1]**Legal Entity**

Limited Liability Company [GRI 2-1]

**Employees**

81,848 [C.3]

**Total Assets**

IDR 1,840.40 Trillion (Bank Only)

**Net Income**

IDR 54.84 Trillion (Bank Only)

**Share Ownership****53.19%** (Government of the Republic of Indonesia), **46.81%** (Public) [C.3.a]

Founded on December 16, 1895, in Purwokerto, Central Java, Indonesia, BRI has been a trusted financial partner for over 129 years, serving individuals, corporations, and Micro, Small and Medium Enterprises (MSMEs) with a diverse range of financial products and services including deposits, loans, and other financial solutions. As a commercial bank specializing in the MSME segment, BRI actively supports community empowerment and capacity-building programs, offering training and outreach to enhance MSME growth. For more information on BRI's products, services, and business activities, visit <https://bri.co.id>. [C.4] [GRI 2-6]



* The Government of the Republic of Indonesia is the main and controlling shareholder of BRI, holding Series A Dwiwarna shares (Golden Share)



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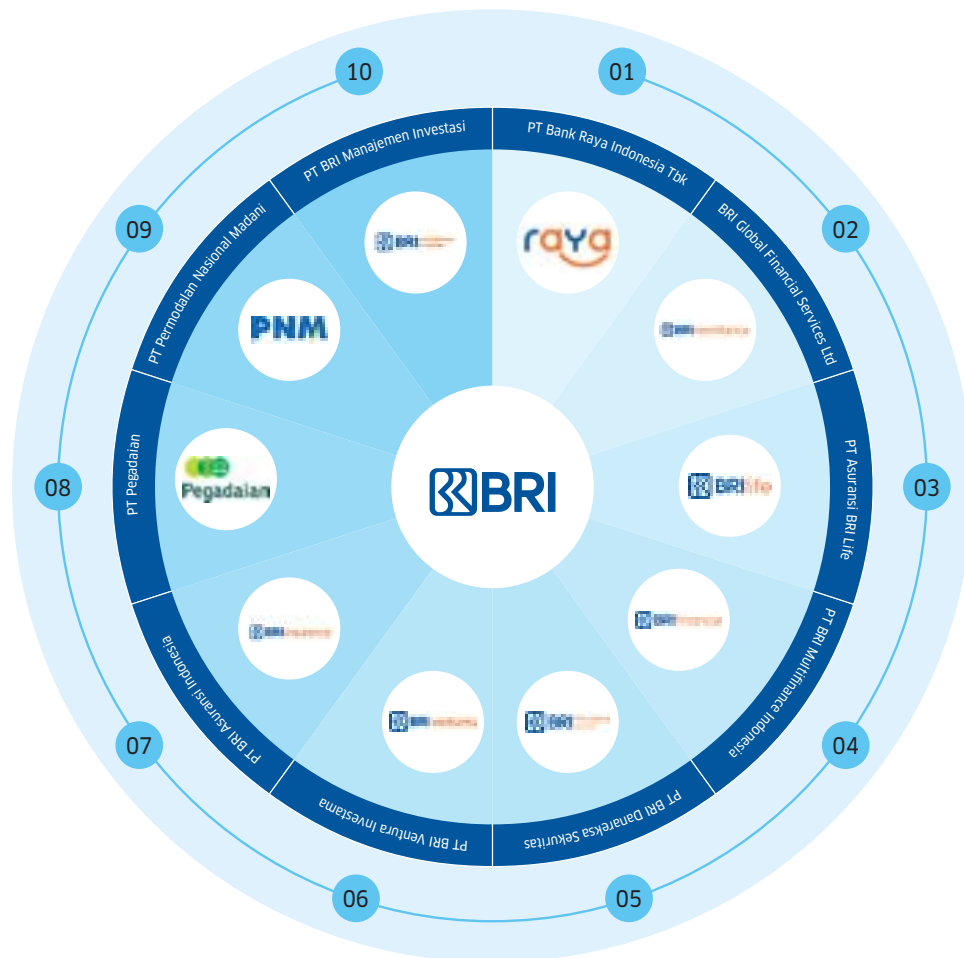
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BRI and Subsidiaries ^[C.4] ^[GRI 2-6]

Subsidiaries	Service and Tagline	Ownership	Status
1 PT Bank Raya Indonesia Tbk	Digital banking (Digital banks that focus on MSMEs, especially the gig economy)	86.85%	operating
2 BRI Global Financial Services Ltd	Remittance	100%	operating
3 PT Asuransi BRI Life	Insurance	51.00%	operating
4 PT BRI Multifinance Indonesia	Financing	99.88%	operating
5 PT BRI Danareksa Sekuritas	Securities services	67.00%	operating
6 PT BRI Ventura Investama	Ventures	99.97%	operating
7 PT BRI Asuransi Indonesia	Insurance	90.00%	operating
8 PT Pegadaian	Financing	99.99%	operating
9 PT Permodalan Nasional Madani	MSME Financing	99.99%	operating
10 PT BRI Manajemen Investasi	Investment	65.00%	operating



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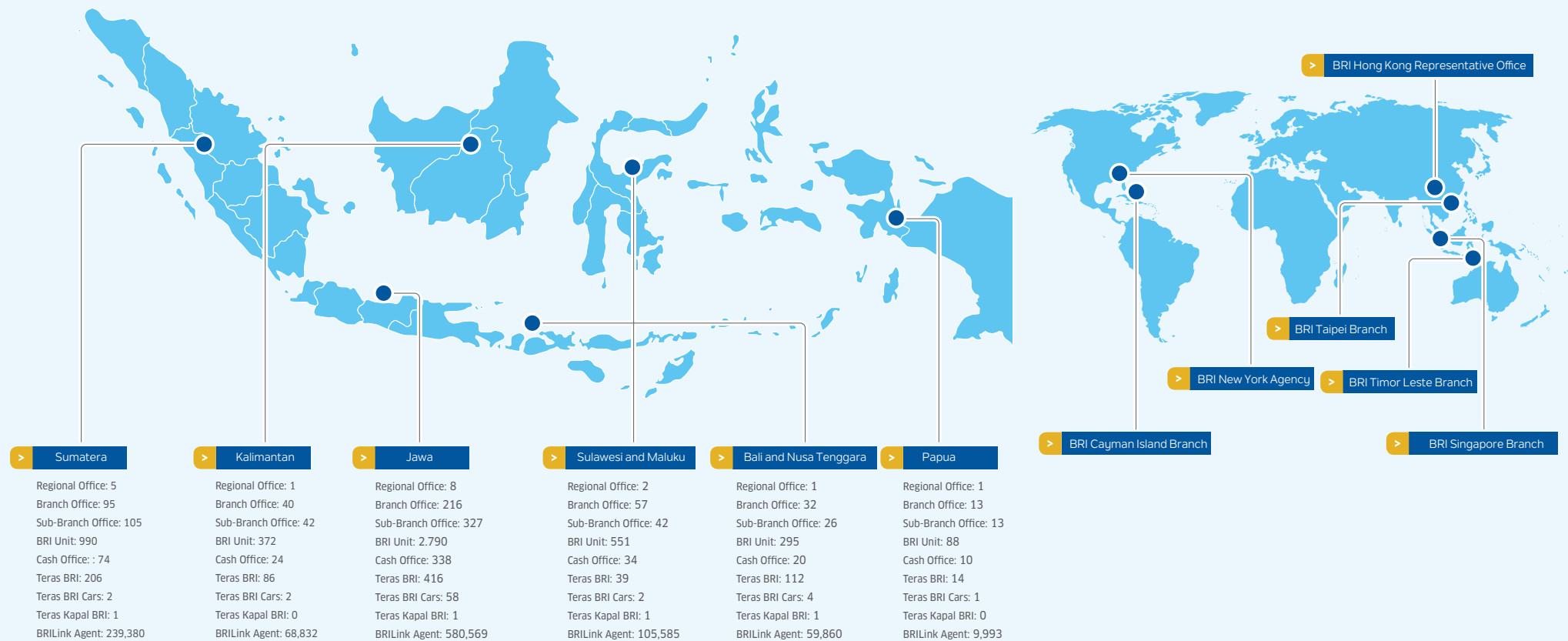
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Business Network [C.3.d] [GRI 2-1] [GRI 2-6]

Through its ten main subsidiaries, BRI Group delivers comprehensive financial services to a diverse range of stakeholders worldwide. With a network of over **7,000 banking service offices**, more than **747,000 e-channels*** and **1,064,219 BRILink Agents**, BRI ensures broad accessibility and financial inclusion. Additionally, BRI operates as six overseas networks in Cayman Island, the United States, Hong Kong, Taiwan, Singapore, and Timor Leste, strengthening its global presence.



*consist of ATM, CRM, EDC (merchant, operational working unit, and BRILink)



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Sustainability Governance

To strengthen ESG governance, BRI has issued a Circular Letter from the Board of Directors outlining the Sustainability Policy and Strategy of PT Bank Rakyat Indonesia (Persero) Tbk. Since 2021, BRI has established ESG governance mechanisms to monitor and disclose ESG performance directly.

ESG governance is implemented through the establishment of the Environmental, Social & Governance (ESG) Committee. The formation of the ESG Committee is based on the Decree No. NOKEP. 102-DIR/PPM/01/2024 dated January 10, 2024 (revoking NOKEP. 872-DIR/PPM/06/2022 dated June 2, 2022).

Organization of the Environmental, Social & Governance (ESG) Committee

Membership Structure	Position	Voting Rights
Director	Chairperson	✓
Vice President Director	First Substitute Chairperson (Also serves as a permanent member with voting rights)	✓
Division Head ESG or ESG Management Unit	Secretary (Also serves as a permanent member without voting rights)	—
Risk Management Director	Permanent Member	✓
Financial Director	Permanent Member	✓
Compliance Director	Permanent Member	—
SEVP of Change Management & Transformation Office	Permanent Member	✓
All Directors/SEVPs of Relevant Divisions	Non-Permanent Member	✓

The ESG Committee's Roles and Responsibilities: [\[GRI 2-12\]](#)[\[GRI 2-13\]](#)[\[GRI 2-14\]](#)[\[GRI G4 FS12\]](#)

- 1 Approve and provide guidance on reviews and evaluations related to the implementation of policies and governance, ESG initiative parameters, and social and environmental responsibility (TJSL) initiatives developed by relevant Work Units and proposed by the Committee Support Team;
- 2 Establish work programs categorized as ESG initiatives and social and environmental responsibility (TJSL) initiatives based on recommendations from the Committee Support Team;
- 3 Approve and provide direction on reviews and evaluations of ESG and social and environmental responsibility (TJSL) work programs, as well as reporting of ESG data and information;
- 4 Approve and provide guidance on ESG Ratings reports, investor concerns, or third-party feedback regarding BRI's ESG and social and environmental responsibility (TJSL) performance;
- 5 Determine material ESG issues based on ESG Rating reports, investor concerns, and third-party feedback regarding BRI's ESG and social and environmental responsibility (TJSL) information;
- 6 Approve follow-up action plans derived from review and evaluation outcomes, which may then be proposed as new work programs for implementation by relevant Work Units; and
- 7 Approve and provide guidance on key ESG and social and environmental responsibility (TJSL) issues, including regulatory requirements, global initiatives, business practices, and other critical ESG and social and environmental responsibility (TJSL) information.

To enhance ESG integration, BRI has established the ESG Division, operating under the Compliance Director. This division is responsible for overseeing ESG performance and the impact of economic, environmental, and social factors while ensuring alignment with corporate sustainability and climate change policies. The ESG Division collaborates closely with the risk management team and relevant work units to drive a cohesive ESG approach.

The ESG Division reports ESG performance directly to the Board of Directors through the ESG Committee. Periodically, these reports are also presented to the Board of Directors and Board of Commissioners through Board of Directors Meetings and Joint Board of Directors-Board of Commissioners Meetings, as well as disclosed in the General Meeting of Shareholders (GMS). In addition to reporting, the ESG Division plays a crucial role in formulating policies, strategies, and objectives aligned with BRI's commitment to sustainable development. [\[C.1\]](#)[\[GRI 2-9\]](#)[\[GRI 2-12\]](#)[\[GRI 2-13\]](#)[\[C.1\]](#)[\[GRI 2-24\]](#)[\[GRI G4 FS12\]](#)



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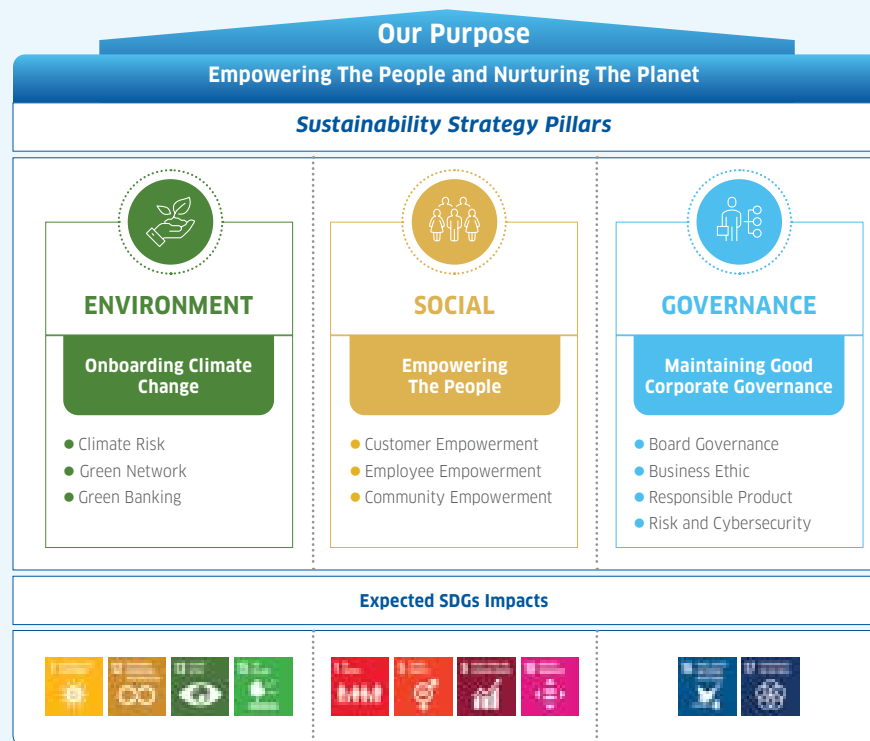
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Sustainability Strategy [A.1] [GRI 2-24] [GRI 3-3]

BRI has established its sustainability aspirations to become a World-Class Sustainable Banking Group, aligning with its the BRIVolution 2.0 vision of becoming **“the Most Valuable Banking Group in Southeast Asia and a Champion of Financial Inclusion”**. To demonstrate this commitment, BRI adheres to the Board of Directors' Circular on Sustainability Policies and Strategies, which outlines three core pillars within the Environmental, Social, and Governance (ESG) framework. These pillars serve as strategic focal points for the bank's sustainability efforts, guiding the implementation of its sustainability initiatives as follows:

BRI Sustainability Framework



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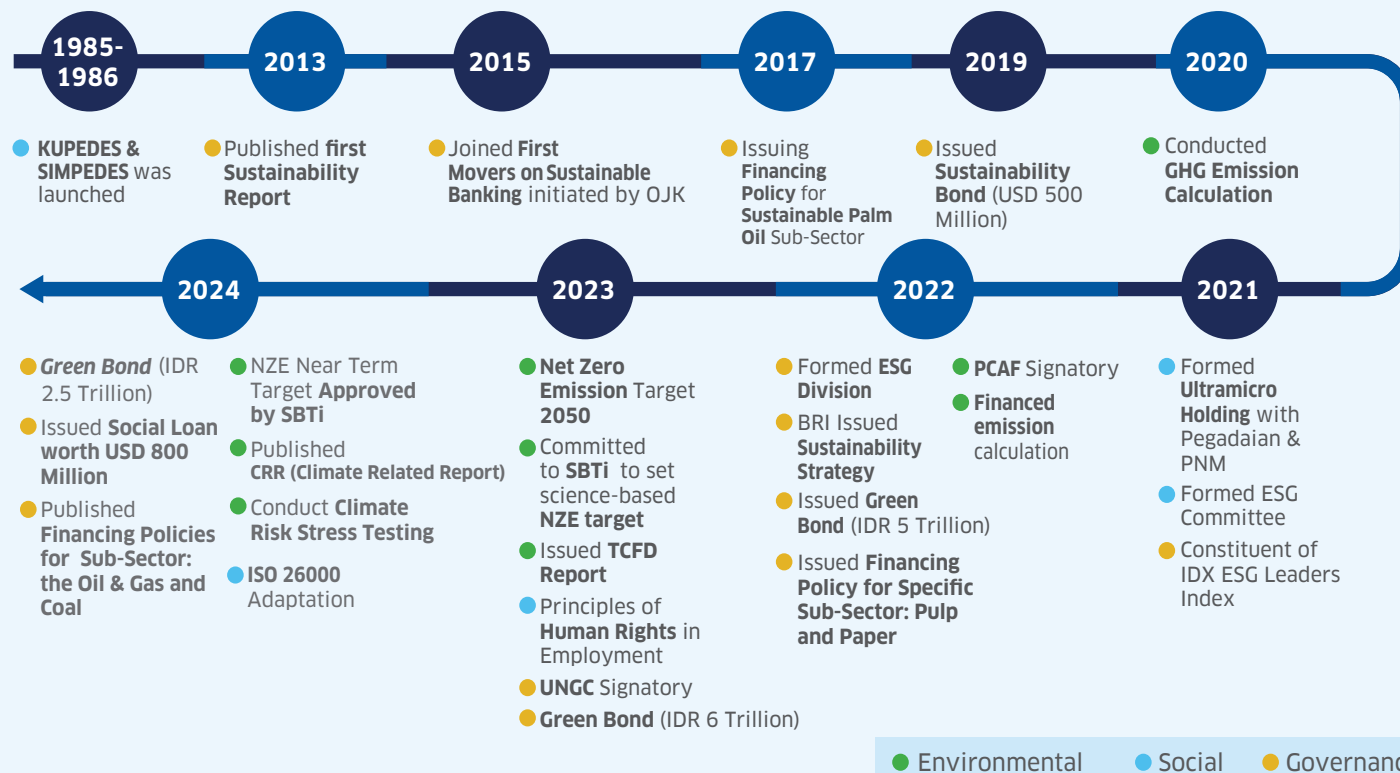
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BRI Sustainability Journey



Review of Sustainable Finance Action Plan Implementation

BRI integrates sustainable financial governance through the Sustainable Finance Action Plan (RAKB), aligning with the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on sustainable finance implementation. The RAKB framework incorporates environmental, social, and corporate governance (ESG) aspects. The RAKB implementation spans various key functions, including risk management, change management, investor relations, planning and performance, corporate secretariat, product development, and project management. These efforts prioritize environmentally sound financing, the BRI Peduli program, and eco-friendly operational practices. [\[E.1\]\[GRI G4 FS1\]](#)

For more detailed information on RAKB, refer to the discussion of Association and Framework in this report on page [155](#).



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As a public company, BRI ensures transparent disclosure of its financial and non-financial information to the public and regulators adhering to applicable regulations. A comprehensive disclosure on financial and non-financial conditions, including a comparison between targets and achievements in the company's portfolio, financing targets, and investments, is available in the BRI Annual Report 2024. [GRI 3-3][201-2][201-4]

Throughout 2024, BRI optimized its office network management by opening, merging, and changing the status of its office network. As a result, the number of operational work units was reduced from 7,755 in 2023 to 7,568 in 2024. This decision was made after evaluating internal and external business dynamics. Additionally, no significant changes in 2024 have impacted BRI's operations. [C.6][GRI 2-6]

In 2024, BRI received a 3% tax rate reduction as an incentive from the Government of Indonesia, granted under Law No. 2 of 2020. The bank did not receive any income derived from opportunities or financial impacts related to climate change. [GRI 3-3][201-2][201-4]



Operating Income	IDR (Trillion)	
	2024	2023
	215.74	189.65

* bank only figure

Profit before tax	IDR (Trillion)	
	2024	2023
	69.11	67.07

* bank only figure

Net Profit	IDR (Trillion)	
	2024	2023
	54.84	53.15

* bank only figure

Economic Value

Dividend Payment	IDR (Trillion)	
	2024	2023
	47.83	43.50

* bank only figure

Tax Payment	IDR (Trillion)	
	2024	2023
	12.35	10.81

* bank only figure

Sustainable Finance

Sustainable Lending	IDR (Trillion)	
	2024	2023
	785.22	772.74

* bank only figure

ESG-based Corporate Bond Investment	IDR (Trillion)	
	2024	2023
	4.41	4.54

* bank only figure

ESG-based Wholesale Funding	IDR (Trillion)	
	2024	2023
	44.83	39.58

* bank only figure



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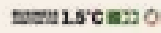
Governance Aspect ^[B.3]

3 out of 10 members of the Board of Commissioners are women

2 out of 12 members of the Board of Directors are women



SCIENCE BASED TARGETS



Near-term Net Zero Emissions (NZE) targets approved by the Science Based Targets initiative (SBTi).



United Nations Global Compact

Published the Communication on Progress (COP) report for the United Nations Global Compact (UNGC)



Ranked among the Top 3 Public Companies in Indonesia and recognized in the ASEAN Asset Class under the ASEAN Corporate Governance Scorecard (ACGS)

Achieved Corporate Governance Perception Index score

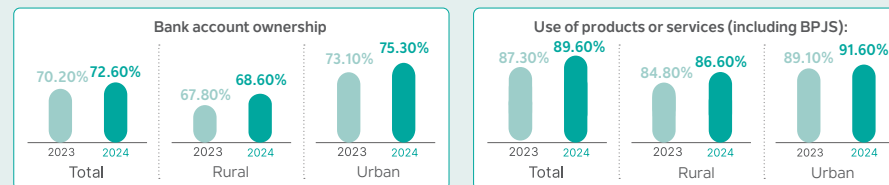
95.31

2024

Categorized as
Most Trusted

Social Aspect ^{[B.3] [F.28] [F.30]}

Financial Inclusion



- Based on research by BRI Research Institute (BRIRINS) in 2024
- BPJS (Social Health Insurance Administration Body) is a government agency authorized and established to administer the social health insurance program for the Indonesian population.

Number of micro and ultra-micro loan customers (including Pegadaian and PNM):

35.90 Million
2024

Number of micro and ultra-micro savings customers (including Pegadaian and PNM):

176.00 Million
2024

Customer satisfaction rate

87.06%
2024

Customer complaint resolution rate

99.81%
2024

Employee Engagement Survey (index on a 4-point scale):

3.51
2024

Voluntary employee turnover rate

1.29%
2024

Social Return for Investment (SROI) Value ^{[B.1.e] [B.3] [F.23] [F.25]}

Development of culinary tourism at Tomohon Market **11.32**

Halal certification training in Banten **7.60**

Empowerment of the Belvie Women's Group **11.26**

"Ini Sekolahku" program in Central Maluku **7.02**

Homestay assistance in Mandalika **9.86**

BRI Planting Program: Grow & Green in Muara Gembong **5.85**

Business equipment support in Lampung and Ujung Labuan Bajo **8.07**

Sewing machine assistance for the Maumere Women's Group **4.31**

* The SROI value is the return (in Rupiah) generated from every 1 rupiah of funds invested through the CSR program. BRI's programs produce an impact above 1, meaning they have a positive impact on the beneficiaries.

Environmental Aspect ^[B.2]

Energy utilization: **2,848,795,079 MJ**

↓ a decrease compared to 2,919,627,648 MJ in 2023 ^{[B.2.a] [F.6] [F.12]}



124,155 TonCO₂e
↓ compared to 130,610 TonCO₂e (2023)



346,353 TonCO₂e
↓ compared to 355,742 TonCO₂e (2023)

Reduction in emissions from avoidable emissions: **1,096,551** KgCO₂e

↑ compared to 872,713 KgCO₂e in 2023 ^[B.2.a]

Waste reduction by **14.75%** compared to 2023.

The total waste recycled was **703,560 kg** which is equivalent to avoiding **524,180 kg** of CO₂e emissions. ^[F.13]

BRI Menanam has distributed **1,138,333** tree seedlings spread throughout Indonesia with a carbon absorption potential of **985,45 Ton** of CO₂e.

Environmental expenditures (TJSL environmental pillar): **IDR 60,484 million** ^[F.4]

Green initiatives: Operated **796** eco-friendly vehicles through the Green Network Initiative framework by 2024.

Solar panel installation: **Solar panels installed at 143 work units** as of 2024



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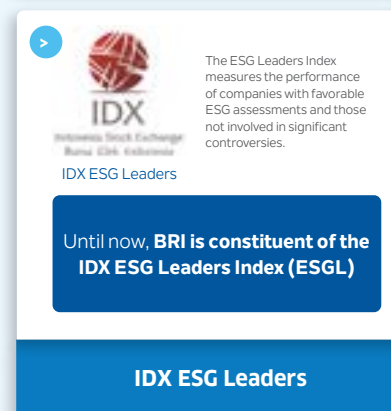
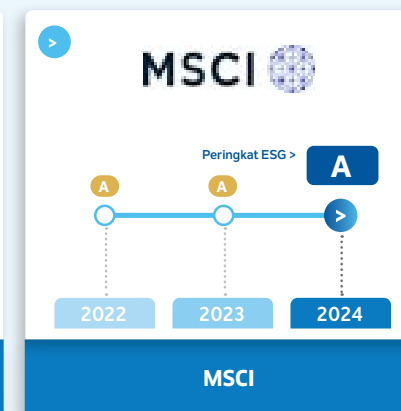
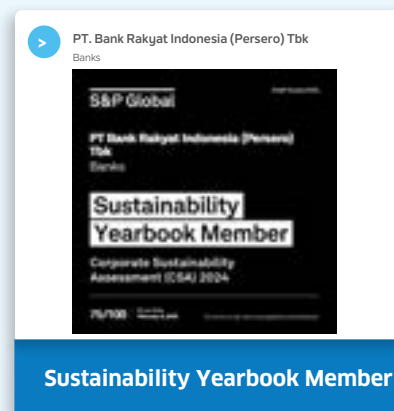
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Beyond financial indicators, environmental, social, and governance parameters are increasingly shaping investment decision-making for investors. Recognizing this, BRI remains committed to enhancing ESG implementation and continuously evaluating its performance through analysis and ratings from leading institutions.



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[E.4][GRI 2-12][GRI 2-29] [GRI 3-1] [GRI G4 FS5]

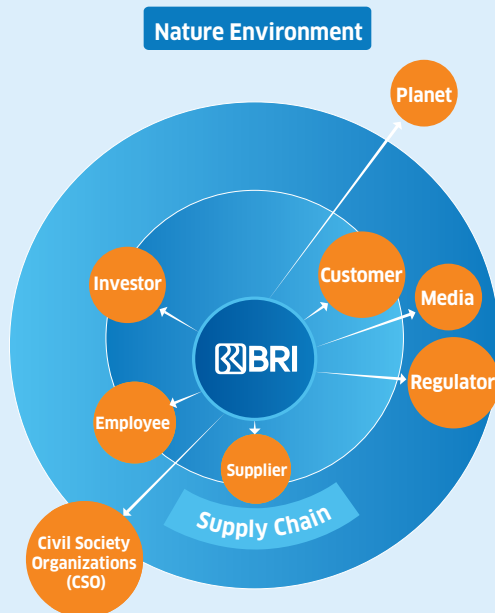
BRI recognizes that sustainability-related opportunities and risks are inherently linked to its business operations with direct and indirect stakeholders across the supply chain, value chain, and broader environmental landscape. These dynamics present a complex array of interconnected risks and opportunities. To effectively navigate these challenges, BRI implements a robust and integrated risk management framework. A comprehensive discussion on this approach is available in the **Risk Management** section of this report. [IFRS S1 B1-B5]

Managing Material Topics

BRI demonstrates a strong commitment to stakeholder engagement as part of its adherence to human rights principles. In alignment with the UN Global Compact (UNG) Principles, BRI supports and respects internationally proclaimed human rights (Principle 1) and ensures that its business operations are not complicit in human rights abuses (Principle 2). Stakeholder engagement is central to identifying opportunities and risks and establishing preventive and mitigation measures for potential impacts.

To assess the effects of its operations and business activities on stakeholders, BRI utilizes a multi-faceted approach, including surveys, media analysis, policy reviews, investor concerns, and ESG Rating assessments. This approach helps identify and manage material issues that influence BRI's sustainability efforts.

In materiality assessments, stakeholder engagement is not a supplementary factor but an integral part of the process. BRI highly values the aspirations and insights of its stakeholders. To gain a deeper understanding, BRI distributes materiality questionnaires to key stakeholder groups, including customers, the Board of Management, employees, suppliers, and non-profit organizations (NGOs). This process ensures that stakeholder perspectives and feedback are comprehensively captured.



Total Stakeholder Engaged

3,644

people

Feedback on the 2024 Sustainability Report and Management Review ^(G.3)

BRI gathered input on its 2024 Sustainability Report as well as insights from stakeholders through media monitoring, whistleblowing system (WBS) submissions, surveys, and evaluations of ESG rating performance.

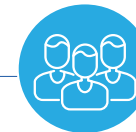


Criteria for Stakeholder Assessment and Selection

- Needs
- Diversity
- Willingness to participate
- Influence on BRI
- Dependence on BRI

Investor Discussions and Feedback

Regular discussions with investors were held throughout the year to understand their aspirations and address their feedback.



Stakeholder Groups Engaged

- Investor
- Employees
- Supply Chain Partners
- Customers
- Regulators

Materiality Questionnaire

BRI deployed the materiality questionnaire online to gain a broader stakeholder perspective.



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Stakeholder Engagement Channel ^[GRI 2-29]

As a financial institution, BRI recognizes its broad impact on various aspects of life and a wide range of stakeholders. However, BRI categorizes stakeholders into 2 parts, Internal Stakeholders (Employees) and External Stakeholders (Customers, Investors, Regulators and Suppliers) as the main stakeholders based on their business relevance, commitment to diversity, willingness to participate, and reciprocal impact on BRI. By prioritizing these key stakeholders, BRI fosters collaboration and support, ensuring their engagement is integrated into its overall ESG management activities, including the materiality determination process.

	Accountability	Topic (Interests and Concerns)	Basis for Determination	Response from BRI	Engagement Channels
Customer	- Service & Contact Center Division. - Corporate Secretary Division.	- Cybersecurity - Customer Service Excellence - Sustainable Finance - GCG	Economic Relationship	- Product, service, and solution innovation tailored to customer needs and technological advancements. - Provision and communication of product, service, and solution information. - Secure storage and protection of customer data in compliance with regulations. - Availability of customer complaint services, both manual and digital, along with resolution mechanisms. - Socialization of sustainable finance implementation.	- Customer Service (available 24/7) - Digital Platforms: Website, email, social media, and mobile banking (accessible at all times) - Customer Satisfaction Surveys (conducted monthly) - Materiality Questionnaires (distributed annually)
Employee	- Human Capital Strategy & Policy. - Human Capital Business Partner Division.	- Human Capital Management - Customer Service Excellence - Cybersecurity - Sustainable Finance	Legal Affairs and Corporate Goal Achievement	- Development of Collective Labor Agreements. - Organizing employee training, skill development, and the establishment of an assessment center. - Ensuring a conducive and productive work environment. - Regular reviews and surveys on employee welfare.	- Internal portal and hotline via phone and email (available 24/7) - Employee satisfaction surveys (conducted annually) - Management meetings (held at least monthly) - Materiality questionnaires (distributed annually)
Investor	- Investor Relation. - Corporate Secretary Division.	- Climate Risk and Sustainable Finance - Customer Service Excellence - GCG - Financial Inclusion and Literacy - Cybersecurity	Economic, Ownership, and Legal Relationship	- Provision of periodic performance information of BRI. - Communication, both direct and through analysis, to ensure the delivery of material information - Organization of the Annual General Meeting of Shareholders (AGMS).	- Annual General Meeting of Shareholders (AGMS) (held at least once a year) - Website (accessible 24/7) - Investor Meetings (conducted monthly) - Materiality Questionnaires (distributed annually)
Regulator	Compliance Division.	- Customer Service Excellence - Human Capital Management - Sustainable Finance - Cybersecurity	Legal Relationship	- Policy and Regulation Adjustments: Aligning internal policies and regulations with government-issued directives. - Implementation of GCG Principles: Applying Good Corporate Governance (GCG) principles across all work units. - Performance Reporting and Activity Documentation: Submission of reports such as the Sustainable Finance Action Plan (RAKB), Annual Report, Sustainability Report, TJSL (CSR) Report, and other required reports.	- Preparation of RAKB and Sustainability Report (conducted at least annually) - Briefing Sessions on Government Financial Policies (held at least once a year) - Meetings with the Financial Services Authority (OJK) (organized at least annually) - Materiality Questionnaires (distributed annually)
Supplier	- Fixed Asset Management & Procurement Policy Division - Procurement & Logistic Operation Division	- Customer Service Excellence - Sustainable Finance - Cybersecurity - GCG	Economic and Legal Relationship	- Focus Group Discussions: Conducted to gather feedback and address concerns from suppliers - Sustainability Reporting: Aligned with various environmental, social, and governance (ESG) reporting frameworks. - Policy Socialization: Dissemination of company policies, including those related to labor, anti-corruption, environment, and others.	- Seminars and Socialization (organized as needed) - Materiality Questionnaires (distributed annually)



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Materiality Assessment [GRI 3-1]

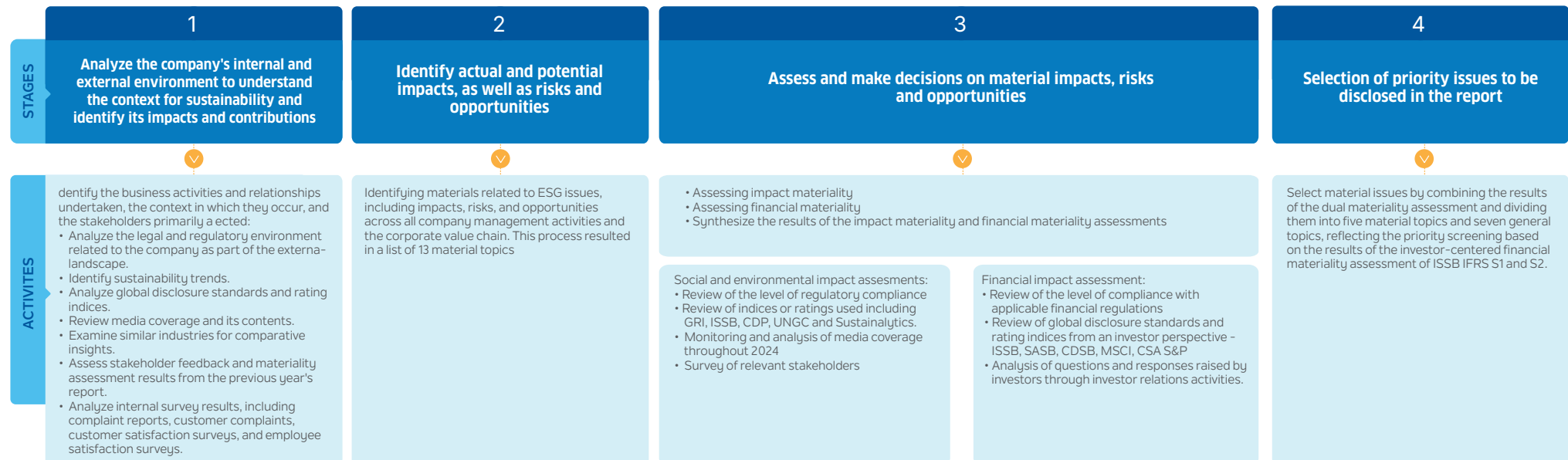
BRI actively identifies ESG issues and integrates them into management activities, ensuring transparent communication with stakeholders through materiality assessments. The outcomes of these assessments are disclosed across BRI's communication channels and media.

In this report, BRI selects sustainability disclosure topics using a double materiality assessment process, aligned with the GRI Standards 2021, IFRS S1 and S2 Sustainability Disclosure Standards, focusing on financial materiality for investors, as guided by the International Sustainability Standards Board (ISSB).

Assessment Process: Double Materiality [GRI 3-1]

BRI adopts the principle of double materiality in determining material topics, ensuring a comprehensive assessment of both corporate and stakeholder interests, as well as financial and non-financial impacts. This approach allows BRI to evaluate its capacity to identify relevant sustainability factors that contribute to long-term value creation and assess the interrelation between external impacts (on society and the environment) and internal impacts (on corporate value).

In this report, BRI incorporates a financial materiality assessment centered on investors, following the ISSB guidelines. This approach ensures that investors (including capital markets participants and potential investors) along with other key stakeholders, can identify sustainability topics that may influence investment decision-making. To assess the financial impact on investors, BRI analyzes key investor interests in sustainability-related risks and opportunities and government regulations. Through this process, BRI discloses relevant sustainability information to user groups whose primary objective is economic decision-making (particularly investors and government regulators). Additionally, several corporate value creation topics are already reflected in the annual financial statements.



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The materiality assessment process has been reported to the ESG Committee under the Board of Directors. To ensure credibility, the process underwent external assurance by CBC Global Indonesia, an independent third party. A comprehensive materiality assessment is critical for regulatory compliance, reporting accuracy, aligning sustainability initiatives with business objectives and meeting stakeholder needs.

Materiality Assessment Results [\[GRI 3-1\]](#)

Materiality Matrix

Topics	Stakeholder Feedback					Double Materiality Assessment			Reporting Index		
	Investor	Employee	Customer	Supplier	Government & Regulators	Impact Materiality	Financial Assessment	Investor Assessment	SEOJK	GRI	SASB
Sustainable Finance	✓	✓	✓	✓	✓	●	●	●	E.1, E.3 - E.5, F.26	GRI 201, FS1 - FS4, FS8 - FS11	FN-CB-410a.2, FN-CB-550a.2
Customer Service Excellence	✓	✓	✓	✓	✓	●	●	●	F.17, F.26 - F.30	GRI 417	
Good Corporate Governance GCG Implementation	✓	✓	✓	✓	-	●	●	●	E.1 - E.5	GRI 405	FN-CB-550a.1
Financial Inclusion and Literacy	✓	✓	✓	-	✓	●	●	●	F.17, F.26 - F.30	FS6, FS7, FS13 - FS16	FN-CB-240a.1, FN-CB-240a.2, FN-CB-240a.3, FN-CB-240a.4
Cybersecurity	✓	✓	✓	✓	✓	●	●	●		GRI 418	FN-CB-230a.1, FN-CB-230a.2
Climate Risk	✓	-	-	-	-	⦿	⦿	●	F.12	GRI 305	FN-CB-410b.1, FN-CB-410b.2, FN-CB-410b.3, FN-CB-410b.4
Green Banking	✓	-	✓	-	-	○	○	○	B.2, F.5 - F.16	GRI 302, GRI 306	
HR Management	✓	✓	✓	✓	✓	○	●	⦿	F.18 - F.22	GRI 202, GRI 401, GRI 403, GRI 404, GRI 406, GRI 407	
NZE Operations	✓	-	-	-	-	○	○	⦿	F.12	GRI 305	
Risk Management	✓	✓	✓	✓	-	○	⦿	⦿	GRI 3-3	GRI 2-12, GRI 2-13	FN-CB-550a.2
Business Ethics	-	✓	✓	✓	-	●	⦿	○		GRI 206, GRI 207	FN-CB-510a.1
Human Rights (DEI)	-	-	-	-	-	○	○	○	F.19	GRI 408, GRI 409	
Corporate Social Responsibility	-	-	✓	-	-	⦿	○	○	F.23 - F.25	GRI 203, GRI 413	

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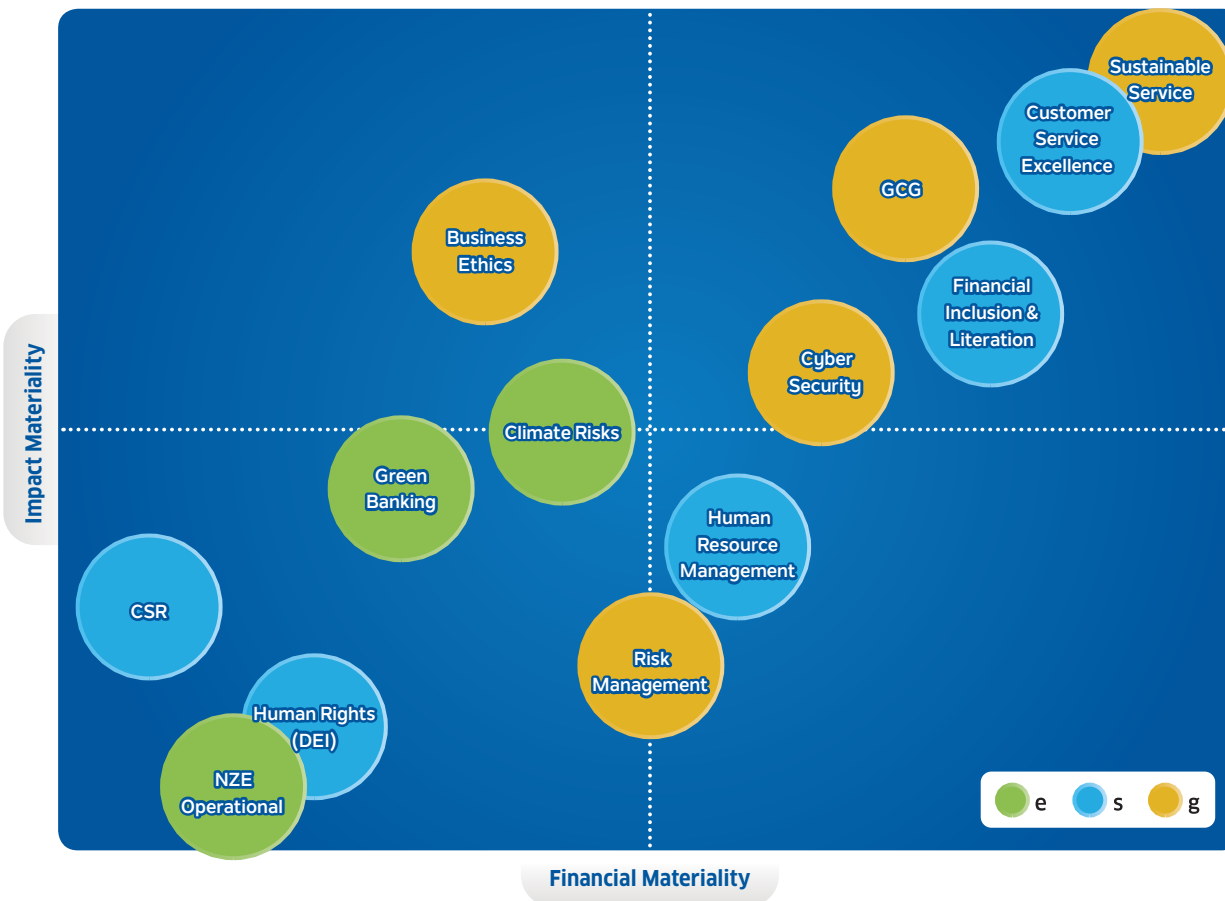
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Material Topic Matrix [GRI 3-1] [GRI 3-2]

The material topics disclosed in the 2024 sustainability report differ from those in previous years due to evolving environmental dynamics, a heightened focus on sustainability, particularly regarding climate change, and an enhanced disclosure approach of significant sustainability-related topics, financial risks, and climate change risks.

Out of the 13 sustainability topics, five have been identified as material and essential for disclosure, adopting IFRS S1 and S2 standards. The material topics disclosed in the 2024 sustainability report are as follows:



Material Topics



1 Sustainable Finance (including Climate Risk)



2 Customer Service Excellence



3 Financial Inclusion and Literacy



4 Cybersecurity



5 Good Corporate Governance



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Management of Material Issues Impacting BRI and Stakeholders [GRI 3-3]

Based on the materiality assessment, BRI has identified two key categories of material issues that significantly impact both management and stakeholders: Impact Material Topics (inside-out approach) and Financial Material Topics (outside-in approach).

For Impact Material Topics, two issues arise from BRI's activities and have direct impact on stakeholders and society: (1) sustainable finance (include climate risk) and (2) customer service excellence.

Managing Issues Affecting External Stakeholders.

Topic	Type of Topic	Description	Related Stakeholder	Quantitative Target	Quantitative Output (2024)
Sustainable Finance (including Climate Risk)	Impact Material Topic	According to the Double Materiality chart, Sustainable Finance is a material topic with significant impacts on both the company and its stakeholders. It plays a critical role in providing the financial support needed for businesses and individuals to transition toward low-carbon and sustainable practices, while also supporting government initiatives in expanding green financing solutions. However, given the importance of investor-focused material topics and financial considerations under IFRS, Sustainable Finance has been integrated into Climate Risk, making it a core component of the company's strategy for navigating climate-related risks.	- Investor - Customers - Regulators - Communities	BRI Net Zero Emission 2050	- Decrease in scope 1 emissions by 4.94%, equivalent to 6,455 tons of CO₂e. - Decrease in scope 2 emissions by 2.64%, equivalent to 9,389 tons of CO₂e. - From 2023 to 2024, financed emission intensity remained steady at 0.1 ton CO₂e per million rupiah of outstanding loans.
		In this context, BRI also recognizes that its operational and business activities contribute to greenhouse gas emissions and influence climate change, creating risks not only for economic and environmental stability but also for the well-being of surrounding communities. If climate change accelerates, it could further amplify physical and transition risks, directly affecting the creditworthiness of borrowers in climate-sensitive sectors and the valuation of BRI's assets.		Sustainable Financing Portfolio (Lending and Corporate Bond Investment)	BRI's sustainable financing portfolio at the end of Dec 2024 reached IDR 789.63 trillion, equivalent to 64.30% of the total disbursed credits and investments in ESG-based corporate bonds. This portfolio comprises credit disbursements to the MSME sector amounting to IDR 698.66 trillion, credit disbursement to the green sector totaling IDR 86.56 trillion, and an investment portfolio in ESG-based corporate bonds amounting to IDR 4.41 trillion.
Customer Service Excellence	Impact Material Topic	Customer excellence and service quality are critical to the success and competitiveness of commercial banks. BRI prioritizes high-quality, personalized, and emotionally engaging services to meet customers' needs and expectations, ensuring enhanced customer loyalty and trust, stronger financial performance, increased profitability, and a sustainable competitive advantage, differentiating BRI in the banking industry. Effective customer service excellence generates positive impacts such as greater financial inclusion, improved customer satisfaction, and stronger stakeholder relationships, while lapses in service quality could result in customer dissatisfaction, reputational risks, and potential loss of business opportunities.	Customers	Net Promoter Score (NPS) for Banks	64.00%
				Number of active BRImo users	24.3 Million
				Average Growth of Total Deposits (Bank Only)	9.57%
				Average Growth of Total Loan (Bank Only)	9.16%
				CASA Ratio	67.54%



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Additionally, three issues were identified as directly impacting BRI's financial performance (Financial Materiality Topic): (1) financial inclusion and literacy; (2) cybersecurity; and (3) good corporate governance.

Management of Strategic Priorities

Topic	Type of Topic	Materiality Consideration	Strategy	KPI Related to Board of Directors	Achievement
Financial Inclusion and Literacy	Financial Materiality Topic	BRI actively contributes to enhancing financial inclusion by expanding access to banking services and developing inclusive products. Through these efforts, BRI is able to reach a larger customer base, strengthen public engagement in banking, and reduce credit risk by sustainably expanding its customer foundation. Once access to banking service is provided, financial literacy becomes essential in empowering customers to optimize their use of banking products and manage finances effectively, maintain healthy banking relationships, and make informed financial decisions. This approach leads to improved customer retention, enhanced profitability, and strengthened BRI's reputation as a key driver of financial inclusion and empowerment. By integrating financial inclusion and literacy strategies, BRI is actively shaping a more sustainable and inclusive financial ecosystem.	Strategies for Promoting Financial Inclusion Initiatives: - Product Development: Design affordable and accessible financial products, including microloans, low-cost savings accounts, and tailored insurance products for underserved groups. - Technology Adoption: Leverage digital tools such as mobile banking platforms, agent networks, and biometric authentication for secure and inclusive banking service. - Financial Literacy: Conduct workshops and campaigns to educate customers on financial products and services. - Partnerships: Collaborate with fintech companies, local governments, and community organizations to reach marginalized populations. - Inclusive Practices: Ensure financial products are accessible to marginalized groups, including women entrepreneurs, rural populations, and low-income households.	● Achievement of UMi Holding KPI.	100.55%
				● Completion of the Micro Business Transformation Blueprint and progress on implementation in 2024.	100%
				● Realization of KUR (Kredit Usaha Rakyat) disbursement targets.	109.40%
				● Number of active BRIimo users.	24.3 Million
Cybersecurity	Financial Materiality Topic	Strong cybersecurity is essential for maintaining customer trust and loyalty. Customers expect banks to safeguard their personal and financial information, and any breach of this trust can result in severe consequences, including reputational damage and financial losses for the bank.	A comprehensive and proactive cybersecurity strategy integrates technological, regulatory and cultural dimensions to ensure robust protection against evolving threats.	Cybersecurity breach	Zero incident
Good Corporate Governance	Financial Materiality Topic	Similarly, effective corporate governance plays a fundamental role in ensuring the financial stability and performance of commercial banks. A well-structured governance framework aligns bank operations with strategic objectives, enhances corporate value and addresses stakeholders' interests. By fostering a culture of accountability, transparency, and trust, strong governance supports long-term investment and corporate integrity.	The corporate governance strategy is designed to align with the bank's mission, strengthening its reputation and long-term sustainability. It is built on the following key aspects: - Accountability Framework: Establishing clear roles and responsibilities for the Board of Directors, executives, and employees to ensure accountability in decision-making. - Diversity and Inclusion: Promoting diversity within the board, commissioners, and workforce to foster inclusive decision-making. - Sustainability Integration: Embedding ESG principles into governance frameworks to effectively manage environmental, social, and governance risks and opportunities. - Transparency Initiatives: Enhancing disclosure of financial performance, risk management strategies, and governance policies to build stakeholders trust - Technology-Driven Governance: Leveraging digital tools, governance platforms, and data analytics to enhance decision-making and compliance monitoring.	● ESG Rating Improvement	Rating MSCI: A
				● Total Shareholder Return	12.50%
				● Consolidated PPOP	IDR 116.8 Trillion
				● Consolidated ROE Tier 1	21.14%
				● CAR (Bank Only)	24.41%
				● Average Growth of Total Deposit (Bank Only)	9.57%
				● Average Growth of Total Loan (Bank Only)	9.16%
				● Average diversity in nominated talent (woman & young)	Young: 19.15% Woman: 23.40%



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Navigating Climate Risk Through the Implementation of Sustainable Finance

BRI is actively addressing climate change through sustainable finance based on its mid-to long-term net-zero implementation strategy. In October 2024, BRI's near-term targets had been validated by the Science-based Target Initiatives (SBTi), making BRI one of the first financial institution in Indonesia to achieve this milestone. Additionally, BRI is committed to expanding sustainable finance development and ensuring long-term value for the bank by considering environmental (including climate-related risks) and social risks while conducting business and financing its clients responsibly. BRI will also enhance its ESG risk management based on international and industry standards.



Four Pillars of IFRS Sustainability Disclosure Standards:

Governance

- Governance Overview
- Board Oversight
- Role of Management

Strategy

- Climate Change Poses Risks but also Creates Opportunity
- BRI's Approach to Analyzing Climate Change Scenarios
- Strategy for Managing Climate Risks Through the Implementation of Sustainable Finance

Risk Management

- Risk Management Framework
- Integrating Climate Risk
- Climate Risk Assessment
- Responsible Financing Policy
- Physical Climate Risk Adaptation

Metric and Target

- What Gets Measured, Gets Managed
- Target Setting Methodology
- Our Achievement

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Governance

Governance Overview [GRI 3-3] [GRI 201-2]

Every Bit of Warming Matters, Every Year Matters, Every Choice Matters

Climate change has led to significant environmental disruptions, including the glacier melting, rising sea levels, and an increase in the frequency and intensity of extreme weather events. These impacts threaten ecosystems, endanger biodiversity, and accelerate the depletion of natural resources. Addressing these challenges requires global collaboration among individuals, organizations, and governments, each playing a critical role in reducing greenhouse gas emissions and mitigating climate risks. Targeted and concrete actions are essential to safeguard the environment, ensure economic stability, enhance public health, and promote social well-being. As a global challenge, climate change demands integrated and collective solutions, enabling societies to build a more sustainable future for generations to come.

As Indonesia's leading financial institution, BRI recognizes its responsibility in addressing the climate crisis and is committed to actively contributing to the transition toward a net-zero society. To achieve this, BRI has established a robust climate governance framework involving the Board of Commissioners and Group management, ensuring clear roles and responsibilities across all levels. This governance structures enables BRI to strategically assess climate-related risks and opportunities, integrating sustainability into its business model while fostering long-term resilience and value creation.



*) Climate change risk management has not been integrated with Subsidiaries

ESG Committee

- Oversees climate-related issues relevant to BRI, including monitoring the growth of sustainable financing.
- Provides recommendations on the implementation and monitoring of climate strategies/
- Approves and offers guidance on findings of reviews and evaluations related to the execution of ESG policies, governance, parameters and sustainable financing initiatives.

Risk Management Committee

- Oversees BRI's enterprise risk profile (including the ESG rating as part of reputation risk management).

Grup Operasional

- Identifikasi dan respon terhadap risiko fisik untuk kantor dan outlet BRI.
- Perencanaan anggaran untuk inisiatif pengelolaan perubahan iklim.

Risk Management Group

- Work collaboratively with the ESG Division to map and assess climate risks and opportunities.
- Conducts scenario analysis to evaluate potential climate change impacts on BRI's operations and financial portfolio

Board of Directors and Commissioners Meetings [E.1]

- Provide overall direction, supervision, and control of the Group and its management
- Delegate responsibility to management for implementing climate strategies, including the execution of sustainable financing initiatives

ESG Division

- Leads the implementation of climate strategies
- Facilitates coordination between risk management, operations, and business units to ensure the effective execution of climate strategy.

Business and Strategy Group

- Maintain financed emission policies
- Engage with BRI's portfolios in achieving BRI's financed emissions reduction targets



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Board Oversight

BRI's Commitment to Climate Change through Sustainable Finance

BRI's Board of Directors has demonstrated a strong commitment to sustainable finance, actively addressing climate change as a critical policy. This commitment has been concretely realized through the following key initiatives:

- The integration of climate change into risk management: Climate change has been formally incorporated into the responsibilities of the Director of Risk Management, recognizing its significance as a strategic and financial priority.
- Issuance of BRI's first climate change policy: The bank introduced its first climate change policy, underscoring the importance of climate-related risks and opportunities while promoting the implementation of strategic climate measures across the organization.
- Institutionalized climate at the Board levels: Climate change is a recurring agenda item in Board meetings, reinforcing BRI's high-level commitment to systematically and comprehensively addressing climate-related challenges through informed decision-making.

Role of ESG Committee

In 2021, BRI established the ESG Committee to enhance focus and oversight on sustainability issues, including climate change. These committees convene regularly, at least twice a year, ensuring that ESG matters are systematically addressed. Chaired by the President Director, the highest-ranking leader of the company, reflecting BRI's deep commitment to ESG principles and ensuring their strategic influence across the organization.

ESG Committee comprise Board members with the expertise and experience necessary to make informed decisions on ESG development. Their key responsibilities include:

- Approval of sustainability policies, strategies, and implementation roadmaps: Empowering the committees to guide BRI's sustainability initiatives, ensuring alignment with long-term goals.
- Approval of net-zero emissions targets and decarbonization strategies: Reinforcing BRI's commitment to combating climate change and reducing greenhouse gas emissions.
- Approval and oversight of ESG policy implementation: Directing and evaluating the execution of policies or governance frameworks, particularly in sustainable finance and ESG initiatives.

The ESG Committee actively monitors and evaluates BRI's ESG performance, ensuring that the committees receive up-to-date insights on BRI's ESG progress, climate change are effectively integrated into formal risk management processes, and advancements in addressing climate-related challenges are tracked through regular reporting mechanisms.

Commitment of Board of Commissioners and Board of Directors ^{[E.1] [GRI 2-12]}

As the highest governing authority for sustainable finance, BRI's the Board of Commissioners and Board of Directors of BRI ensure that ESG principles are fully integrated into the bank's strategy and operations. This commitment is reinforced by embedding ESG-related Key Performance Indicators (KPIs), such as the growth of sustainable financing and BRI's ESG rating, into the bank's performance evaluation system.

Role of the Management

Managerial Role

BRI's management has taken a proactive stance in addressing climate change challenges, demonstrated through key structural and strategic developments:

- 2016: Established a dedicated unit within the Risk Management Division.
- 2021: Elevated climate change-related responsibilities to the divisional level.
- 2022: Formed the ESG Division, placed under the supervision of the Compliance Director, signifying BRI's stronger commitment to ESG and ensuring seamless integration of sustainability principles into all operational activities.

Role of ESG Division

The ESG Division plays a pivotal role in driving BRI's sustainability agenda. Its key responsibilities include:

- Developing and implementing a clear framework to guide BRI's sustainability initiatives.
- Conducting comprehensive policy and practices reviews.
- Researching international best practices and engaging with external experts to maintain compliance with global ESG frameworks and industry-leading standards.
- Acting as the initiator and coordinator for the execution of climate policies and sustainability strategies across BRI's operations.
- The ESG Division holds direct responsibility for achieving BRI's Net Zero 2050 target, with KPIs for emission reductions integrated into the performance evaluation system.

Coordination and Collaboration with Management

The ESG Division operates through a collaborative and integrated approach, ensuring that climate change-related issues are addressed effectively across all business units. It actively engages with key stakeholders to align climate policies, governance structures, and operational strategies. The key roles include:

- Identifying critical areas that need to be incorporated into climate policies and governance structures.
- Collaborating with the risk management team to identify, assess, and mitigate climate-related risks.
- Facilitating sustainable projects and activities that contribute to emission reduction targets and sustainable financing goals.
- Actively involving operational staff in the planning and implementation of climate-related initiatives.
- Working closely with the Planning, Budgeting & Performance Management Division to regularly track and report ESG performance to the Board of Directors.



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Strategy [E.3] [E.5] [GRI 201-2]

Climate Change Poses Risks but also Creates Opportunity

Indonesia has reinforced its commitment to carbon emissions reduction as part of global efforts to mitigate climate change. By enhancing its Nationally Determined Contribution (E-NDC) targets, the country aims to cut emissions by 31.89% through domestic efforts and up to 43.20% with international support by 2030—an increase from its previous target of 29% and 41% respectively. This ambitious step underscores Indonesia's dedication to accelerating the transition toward a low-carbon economy.

The launch of Indonesia's First Carbon Exchange (IDXCarbon) on September 26, 2023, marks a major regulatory milestone, influencing various industries, including the financial services sector. In response, BRI has proactively identified and analyzed climate risks, integrating them into its risk management framework and business strategy. This approach strengthens BRI's resilience and adaptability, ensuring it remains well-positioned to address climate-related challenges.

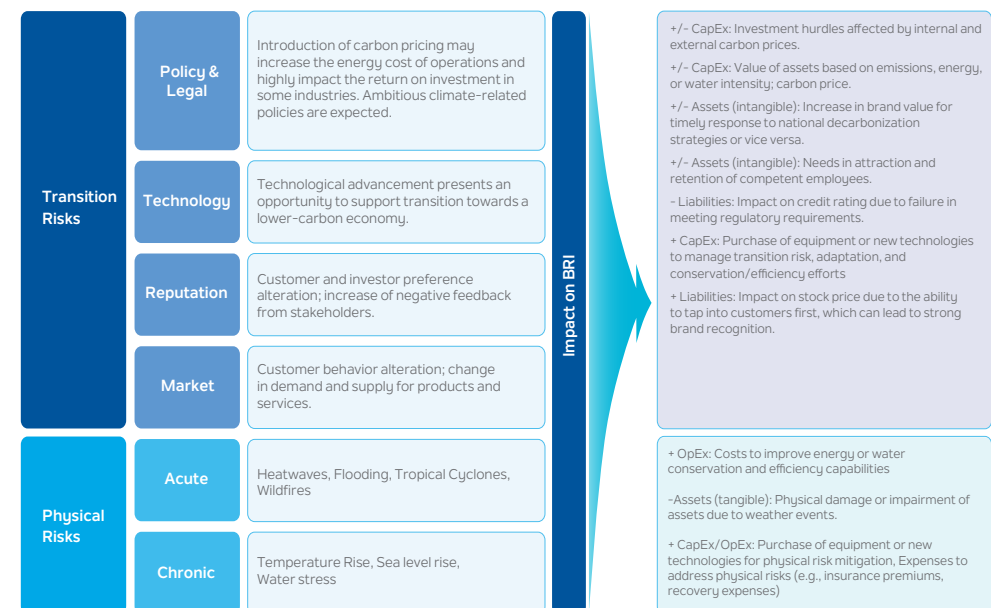
BRI has classified climate-related risks and opportunities across near-term (up to 2026), medium-term (up to 2030), and long-term (up to 2050) horizons. This structured approach allows the bank to proactively manage risks and uncertainties while aligning its strategy with long-term business objectives.

BRI recognizes that climate-related risks can be broadly categorized into transition risks—arising from regulatory, technological, and market shifts in the transition to a low-carbon economy—and physical risks, which stem from the direct environmental impacts of climate change.

Transition risks emerge from policy changes, market dynamics, and evolving investor preferences, including: regulatory risks - compliance with new climate regulations; market risks—economic impacts of climate change on consumer demand, interest rates, and commodity prices; as well as reputational risks—changing perceptions of corporate sustainability efforts, influencing brand value and investor confidence. Physical risks, on the other hand, are associated with direct environmental impacts, including: infrastructure damage caused by natural disasters, extreme weather events, and rising sea levels. Operational disruptions are also affecting business continuity in climate-vulnerable regions. Given BRI's position in the financial sector, effectively managing these risks is crucial to ensuring long-term resilience and sustainability.

While climate change presents significant risks, it also unlocks strategic opportunities for sustainable business growth. BRI has identified several key areas where climate-conscious initiatives can drive value creation, including resource efficiency, renewable energy adoption, innovation in financial products and services, market expansion, and an enhanced corporate image and competitive advantage.

One of the most significant business opportunities for BRI lies in the increasing demand for ESG-based financial products, driven by investor preferences for sustainable banking solutions. Currently, BRI benefits from lower interest rates on ESG-based funding compared to conventional funding. Moving forward, BRI remains committed to expanding its financial asset diversification with ESG-based funding compared to conventional financing, including green bonds, sustainable bonds, social loans, sustainability-linked loans, and other ESG-based funding/loan instruments.





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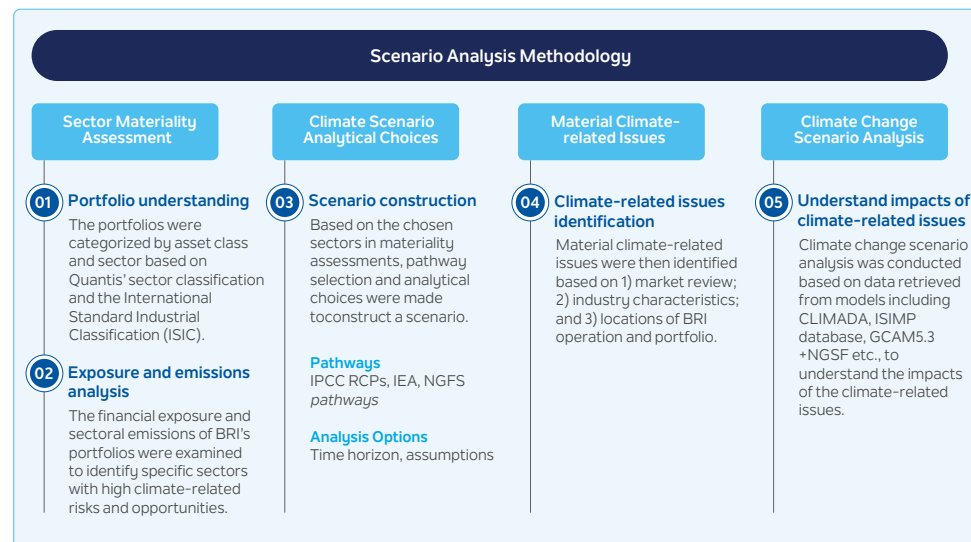
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BRI's Approach to Climate Change Scenarios Analysis

Climate change presents significant risks across industries BRI recognizes the importance of understanding these risks to enhance resilience and ensure long-term sustainability. To effectively manage climate-related uncertainties, scenario analysis serves as a strategic tool in mitigating potential disruptions on operations, supply chains, assets, and financial performance. The following steps outline BRI's structured approach to conducting climate change scenario analysis, ensuring business readiness and long-term sustainability in an evolving global climate landscape.





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Sector Materiality Evaluation

Understanding the Portfolio

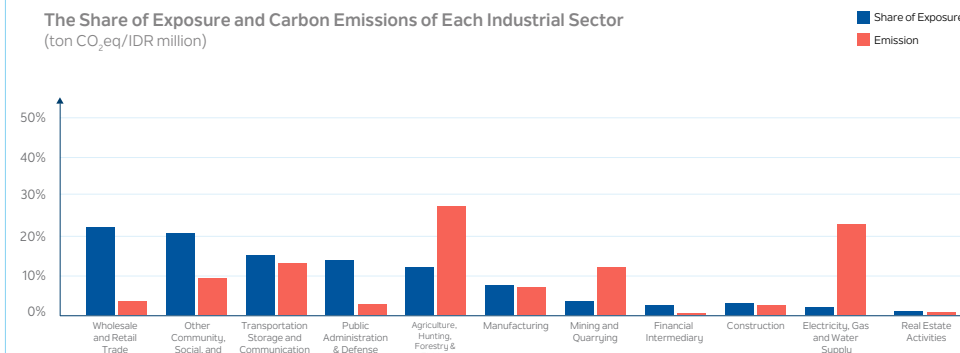
BRI's three largest investment sectors include: (1) wholesale and retail trade; (2) other community, social, and personal services; and (3) transportation, storage and communication. Collectively, these sectors account for 58.27% of BRI's total investment portfolio. However, investment exposure alone does not directly determine climate risk levels, as both physical and transition risks must also be assessed within each sector.

To gain a comprehensive understanding of climate risks, BRI incorporates sectoral greenhouse gas (GHG) emissions into its materiality assessments. Sectors with high emissions typically face greater transition risks. Based on emission-based materiality analysis, the three largest contributors to portfolio emissions, accounting for 64.06% of GHG emissions, are: (1) agriculture, hunting, forestry, and fishing; (2) electricity, gas, and water supply; and (3) transportation, storage and communication.

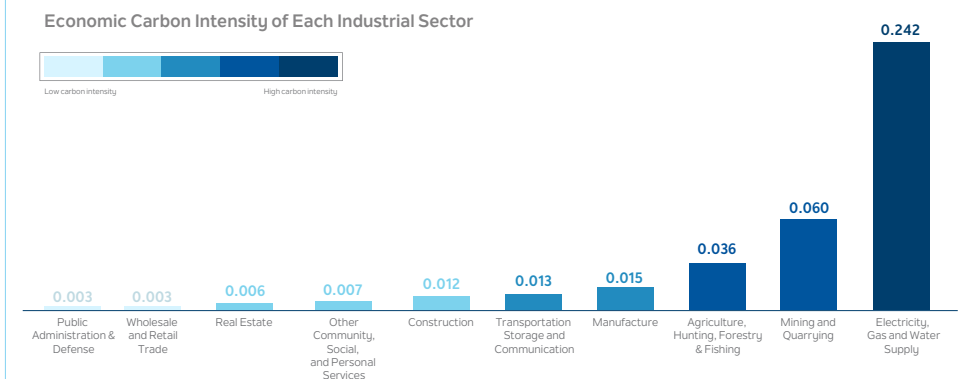
Analysis of Exposure and Emissions

In assessing carbon intensity across BRI's investment portfolio, the sectors with the highest carbon intensity include: (1) electricity, gas, and water supply; (2) mining and quarrying; and (3) agriculture, hunting, forestry, and fishing. Rather than excluding high-carbon sectors from its portfolio, BRI is committed to a proactive engagement strategy that encourages these industries to adopt environmentally sustainable practices. This approach ensures that carbon-intensive sectors play an active role in emissions reduction efforts, aligning with global sustainability goals.

The Share of Exposure and Carbon Emissions of Each Industrial Sector
(ton CO₂e/IDR million)



Economic Carbon Intensity of Each Industrial Sector



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Climate Scenario Analysis Choices & Material Issues Related to Climate

Scenario Construction

In conducting climate scenario analysis, BRI has evaluated various methodologies to construct robust, data-driven scenarios that serve as a foundation for strategic decision-making. Each publicly available scenario presents different pathways, formulated through scientific modelling by leading data-providing organizations. BRI has selected relevant climate pathways that illustrate contrasting future scenarios, including: Low Emission Scenario (2°C or below scenario), reflecting a future aligned with global climate targets, and high emissions Scenario (above 2°C scenario), depicts a future with elevated emissions. By leveraging these scenarios, BRI enhances its ability to anticipate climate-related risks, and develop adaptive strategies to safeguard long-term business resilience in an evolving global climate landscape.

Risk	Provider	Low Emission Scenario	High Emission Scenario
		Pathways	Pathways
Physical Risk Scenario	IPCC	SSP1 – 2.6	RCP4.5 & SSP2 – 4.5 RCP8.5 & SSP5 – 8.5
Transition Risk Scenario	NGFS	Orderly Pathways	Hot House World



Material Climate Issues

BRI's identification of climate-related issues is based on a comprehensive assessment of its operational locations, the potential impact on business activities, and the materiality of key sectors analyzed under the formulated scenarios. These climate-related issues are broadly classified into two main categories, further divided into ten specific subcategories.

+2°C globally	
Temperature Rise +0.9°C if average daily temperature	Policies More stringent emission disclosure obligations
Flooding +13.5% annual damage from river floods by 2050	Carbon price Estimated carbon price as USD 5.63 per Tn CO ₂ by 2030
Heatwaves +10.5% of population exposed to heatwaves by 2050	Market Technology advancement in more energy efficient equipment
Sea level rise +4.4mm/year	Reputation Corporates to loss reputation for financing carbon intensive activities
+4°C globally	
Temperature rise +1.4°C if average daily temperature	Sea level rise +11.2 mm/year
Flooding +80.3% in annual expected damage from river floods by 2050	Droughts and wildfires +9% annual probability for Indonesia to experience a year with a severe drought by 2090s, Increasing probability of wildfire due to droughts
Heatwaves The likelihood of experiencing heatwaves is 96% higher, Median of 200 days with Heat Index >35°C	Tropical cyclones +7.6% of 1-in-100-year expected damage from tropical cyclone by 2050
Operation Physical damage of BRI's assets, demand for building resilience of BRI's assets, blockage of access to BRI's offices, data centers and branches under extreme weather, higher energy demand to maintain a comfortable environment for offices and branches	



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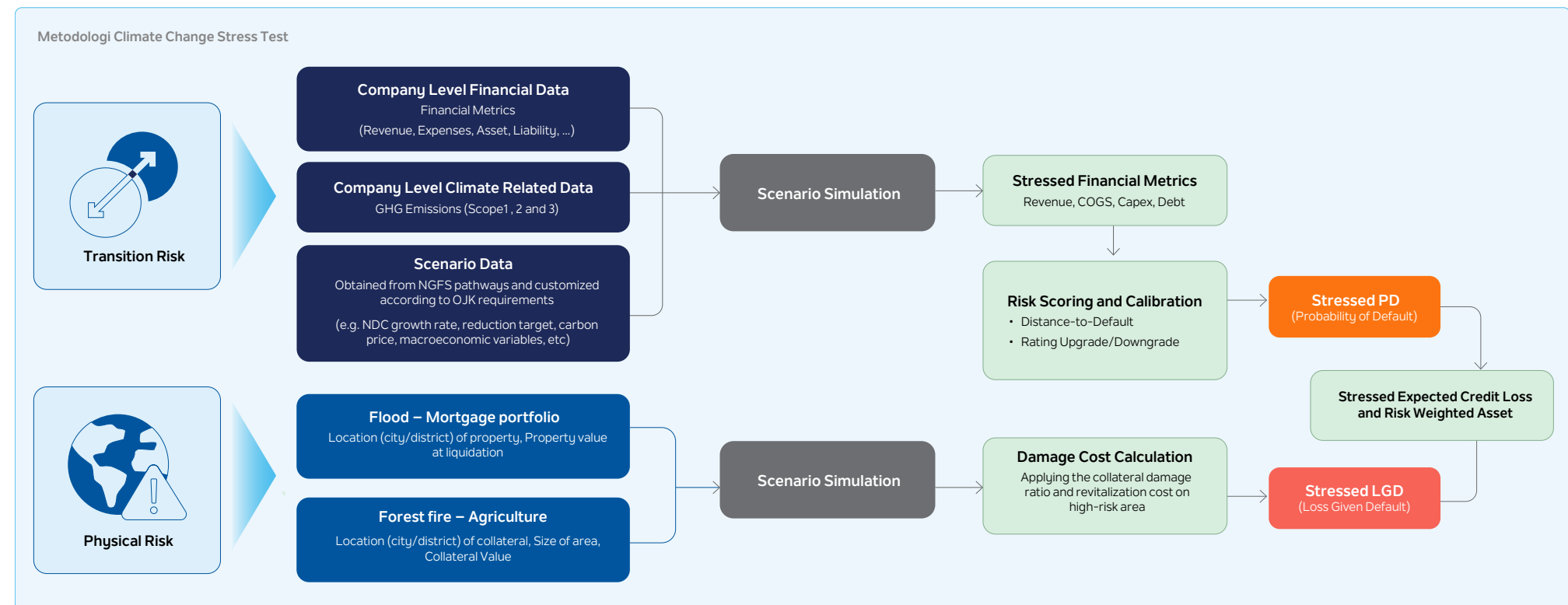
Analysis of Climate Change Scenarios ^[FN-CB-550a.2]

Regulatory authorities and financial institutions worldwide are enhancing climate risk oversight, shifting from recommendations to mandatory requirements as climate change is increasingly recognized as a significant risk to the financial system. In March 2024, Indonesia's Financial Services Authority (OJK) revised its Climate Risk Management & Scenario Analysis (CRMS) framework, aligning with the Basel Committee on Banking Supervision (BCBS) principles. This update aims to enhance the financial industry's ability to manage climate risks effectively.

As part of its climate risk management strategy, BRI conducts a Climate Change Stress Test (CRST) using the CRMS framework model. This test integrates climate crisis scenarios developed by the

Network of Central Banks and Supervisors for Greening the Financial System (NGFS) to assess the impact of climate-related risks on BRI's portfolio. The stress test evaluates two primary categories of risks: physical risks and transition risks. Additionally, BRI analyzes the impact of climate risks on credit risk, including debtor defaults risks and the declines in collateral value.

In alignment with OJK's CRMS roadmap, BRI is executing the CRST in two phases. Phase 1 (current analysis) covers 71.41% of BRI's portfolio, exceeding OJK's minimum requirement of 50% and Phase 2, covering 100% of the portfolio.





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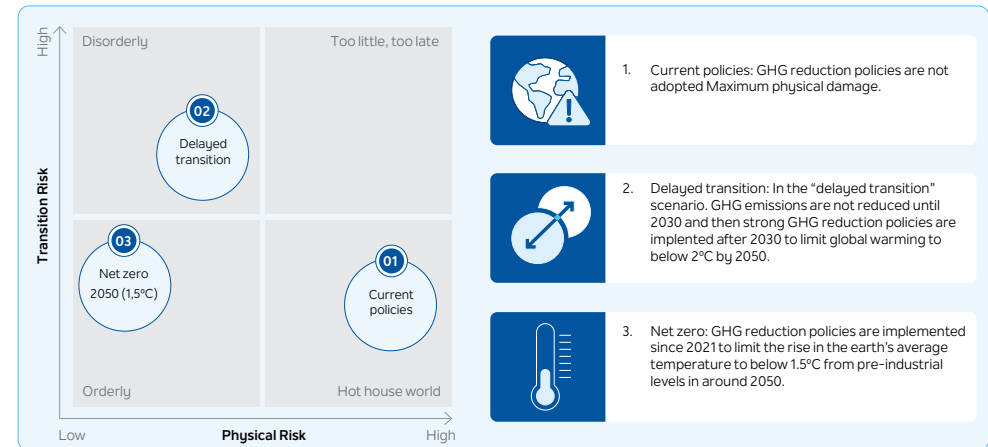
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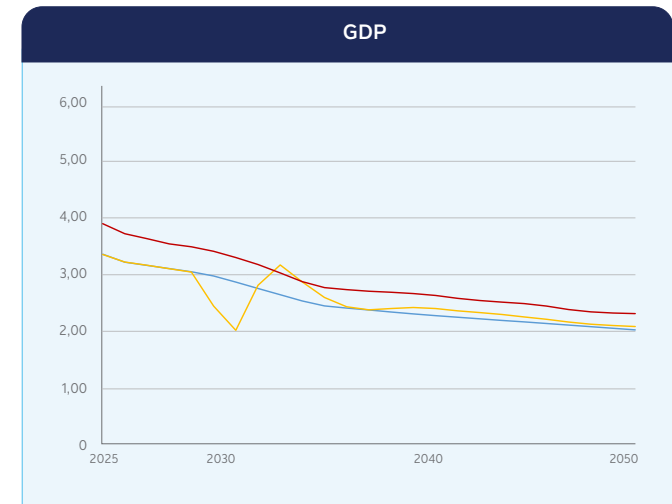
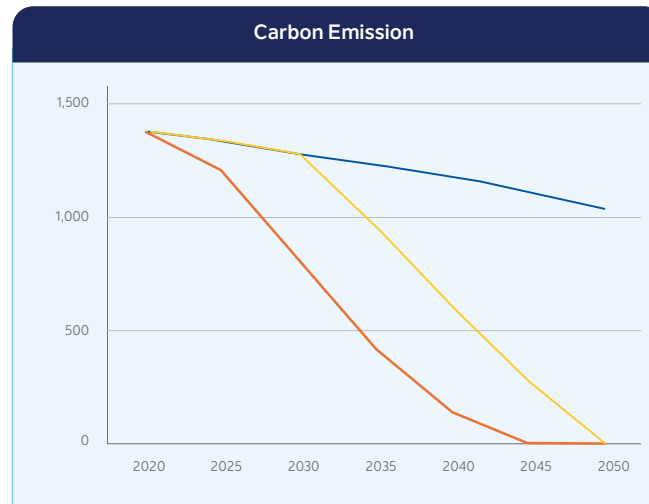
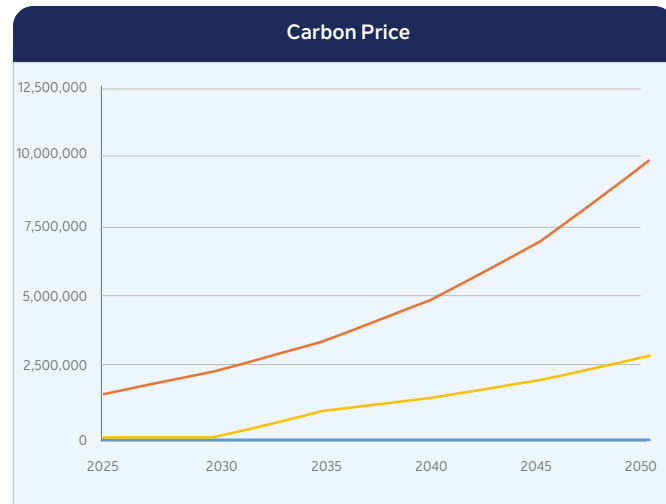
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NGFS Climate Scenarios

BRI conducts its climate stress test using three NGFS (Network for Greening the Financial System) scenarios: current policies, delayed transition, and net zero emissions. In the current policies scenario, GDP growth initially remains strong but declines over the long term. Carbon emissions in this scenario are projected to decrease at a significantly slower rate compared to the other pathways. The delayed transition scenario assumes that policy interventions and emission reductions will begin gradually after 2030. In contrast, the net zero scenario reflects an ambitious climate action pathway, where carbon emissions are projected to decline significantly, from 1,203 million tons in 2025 to 325 million tons by 2050. It is characterized by the highest carbon price among all scenarios.



Estimated Carbon Price, Carbon Emissions, and GDP Growth Rate by Scenario



Baseline (current policies) Delayed transition Net Zero 2050



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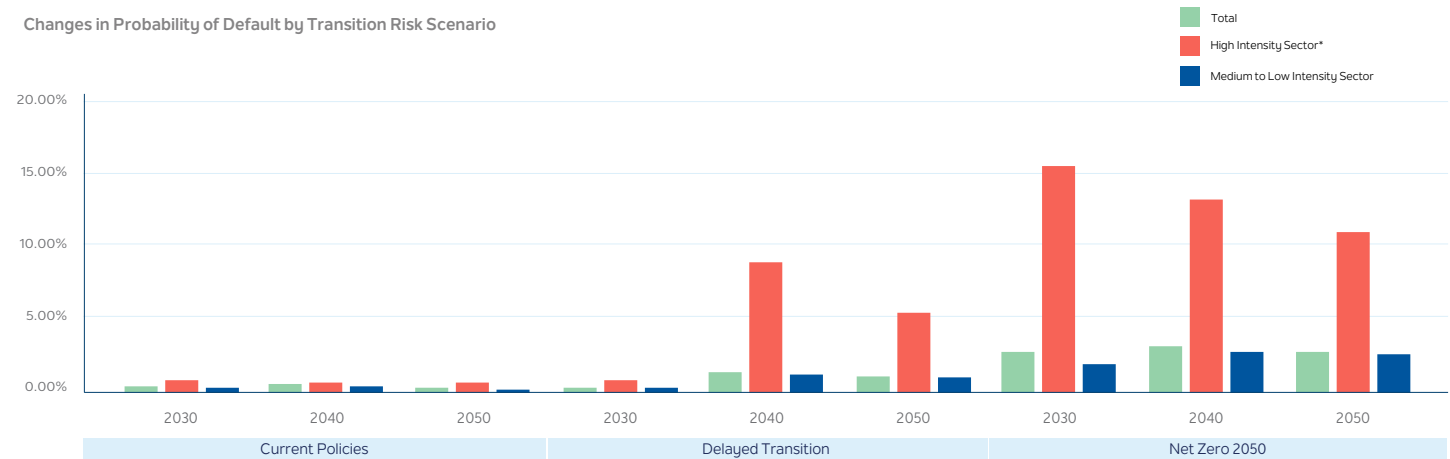
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Transition Risk Scenario Analysis

In assessing the financial impact on BRI, the probability of default (PD) is analyzed based on the NGFS (Network for Greening the Financial System) climate scenarios. Under the net zero emission (NZE) 2050 scenario, the PD is projected to increase by 2.80% to 3.21% compared to the 2024 baseline. In the delayed transition scenario, the PD is expected to rise by a more moderate 0.01% and 1.89% over the same period. The highest default risk is anticipated in 2040 under the NZE 2050 scenario, driven by significantly higher carbon credit prices compared to other scenarios.

Changes in Probability of Default by Transition Risk Scenario



Changes in PD in comparison to baseline 2024

*Electricity, Gas & Water, and Mining & Quarrying, as presented in BRI's sector materiality assessment.





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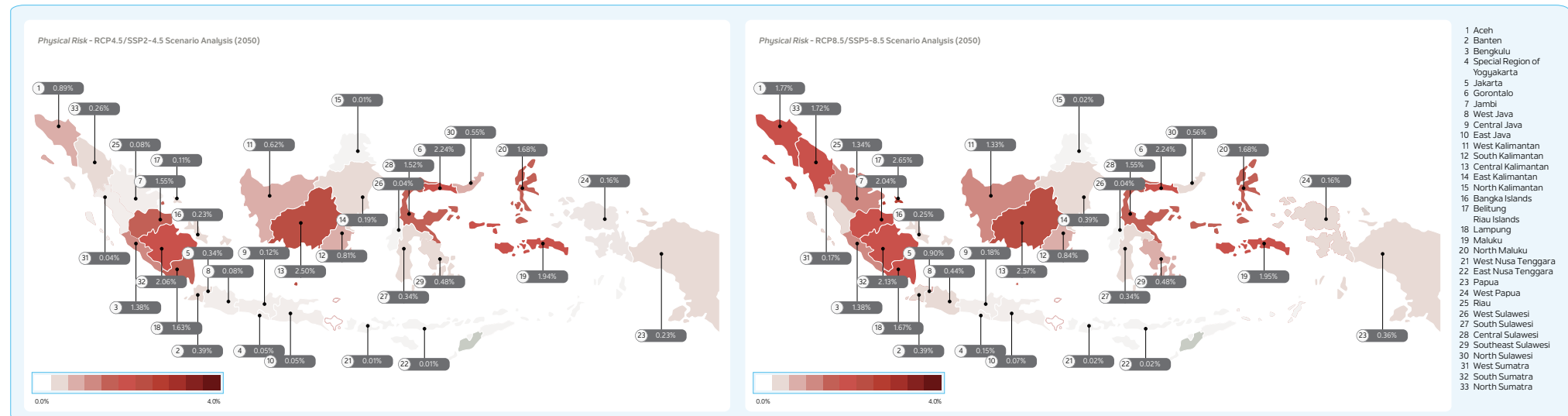
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Physical Risk Analysis

In March 2024, the Financial Services Authority (OJK) released a comprehensive Climate Risk Management & Scenario Analysis (CRMS) framework to guide financial institutions in managing climate-related risks. This framework, structured across six volumes, includes key technical guidelines such as Volume 2: OJK CRMS Technical Guide, and Volume 5: OJK CRMS Disaster Data. Leveraging OJK's guidance on physical scenarios, BRI conducted an in-depth analysis to estimate the potential impact of climate-induced hazards on its asset portfolio. This assessment was obtained by integrating the regional damage assessments from OJK's impact function with forward-looking scenarios based on the Representative Concentration Pathway (RCP).



<https://ojk.go.id/id/berita-dan-kegiatan/info-terkini/Documents/Pages/Climate-Risk-Management-and-Scenario-Analysis-CRMS/Buku%20Panduan%20Teknis%20CRMS%20OJK%202024.pdf>
<https://ojk.go.id/id/berita-dan-kegiatan/info-terkini/Documents/Pages/Climate-Risk-Management-and-Scenario-Analysis-CRMS/Buku%20Data%20Bencana%20CRMS%20OJK%202024%20%281%29.pdf>



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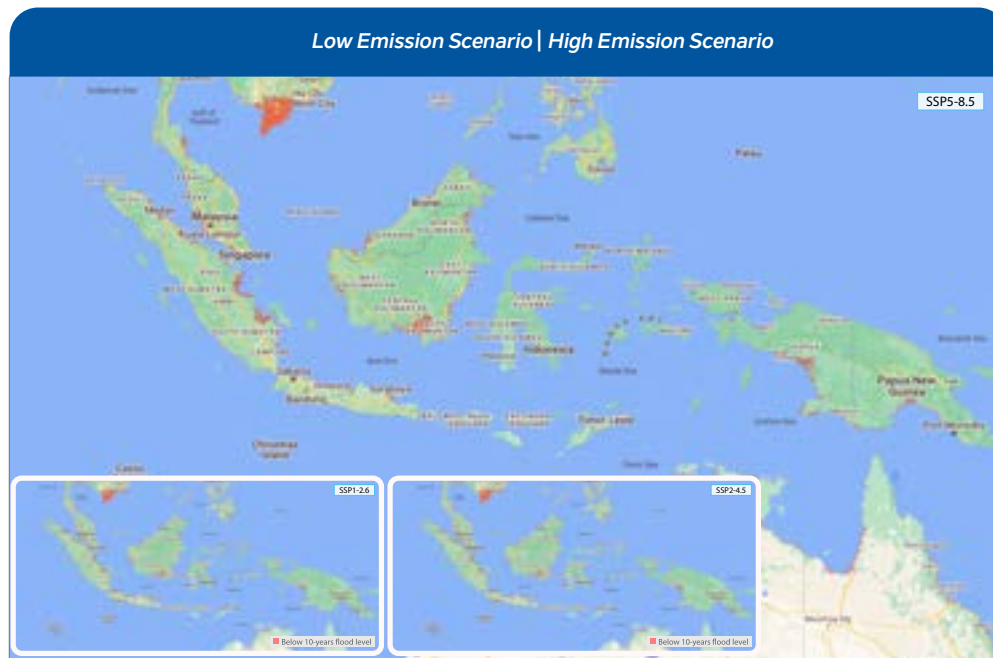
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Highlight of Flooded Areas in BRI Operations

Indonesia's geographic characteristics make it highly susceptible to flooding, driven by extreme weather events and rising sea levels. This elevated flood risk has the potential to disrupt BRI's operations, affecting access to branch offices and causing physical damage to infrastructure. Analysis indicates that Jakarta accounts for approximately 25% of the total projected climate change costs at the national level, highlighting its high vulnerability to flooding, from both sea level rise and increased rainfall. While BRI's headquarters and data centers are located in Central Jakarta and South Jakarta, the direct risk to these critical assets remains relatively low. However, operational disruptions remain a concern, particularly for 3.7% of BRI's branches located in coastal areas, with Surabaya being the most affected city. The flood risk map provides a visual representation of provinces and districts/cities most exposed to high flood risk.



BRI has also conducted an assessment of its overseas branches exposed to flood risk.





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Results of the Climate Risk Stress Test ^[FN-CB-550a.2]

BRI conducts a comprehensive climate impact analysis through 2050 using assets as of the end of 2024 as a reference for capital adequacy planning, long-term corporate strategy, and business activities. To assess potential financial risks, BRI evaluates non-performing loans across 100% of its portfolio, leveraging available carbon emission data. For portfolios lacking direct emission data, projections are made based on corporate financial information and industry-specific benchmarks.

To measure the impact and transmission of climate-related stress factors, BRI performs financial modeling at the debtor level, incorporated both micro and macroeconomic stress variables. This modeling enables an analysis of how climate risks influence financial statements, stressed probability of default, and ultimately, the debtor's credit rating (stressed credit rating). These stressed components will be utilized to determine the stressed Expected Credit Loss (ECL) and stressed Capital Adequacy Ratio (CAR).

According to BRI's calculations, under the current policy scenario, the probability of default is expected to increase until 2030, followed by a slight rise through 2050. In the delayed transition scenario, the PD trend mirrors that of the current policies scenario until 2030, but continues to increase through 2050 due to rising infrastructure costs and stricter greenhouse gas (GHG) reduction policies. In the net zero emissions scenario, the PD initially rises due to the early enforcement of GHG reduction policies and higher carbon costs, but is projected to decline after 2040.

To estimate Loss Given Default (LGD), BRI integrates regional damage assessments from the OJK impact function related to flood and wildfire risks, while incorporating forward-looking scenarios based on Representative Concentration Pathways (RCP). This impact function translates physical damage into effects on collateral value, which is then combined with RCP forward-looking scenarios in the LGD calculation. Based on estimates, the increase in LGD per province ranges from 0.02% to 2.65% for flood and wildfire risks.

Forecasting Expected Credit Loss and Capital Adequacy Ratio

Results of estimating the expected credit loss amount per scenario indicate that in Net Zero 2050 Scenario, expected credit loss coverage would have difference between 1.34% - 1.61%, higher compared to baseline 2024, representing the highest increase compared to other scenarios. BRI also calculates the capital adequacy ratio by considering the increase in expected credit loss for each scenario. This analysis showed that in the Net Zero 2050 Scenario, the capital adequacy ratio would have difference between 0.63%-0.91% lower, which is the largest drop compared to other scenarios.





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Strategy for Managing Climate Risks Through the Implementation of Sustainable Finance ^[E.2] ^[E.4]

BRI applies the Climate Risk Management and Scenario Analysis (CRMS) methodology from the Financial Services Authority (OJK) alongside its internal risk models to conduct Climate Risk Stress Testing. The results of these assessments are reported to the ESG Committee, reinforcing BRI's commitment to achieving net zero emissions across all operational activities by 2050. This commitment is realized through carbon footprint reduction initiatives, including energy efficiency measures, the adoption of renewable energy, and offsetting residual emissions. ^[FN-CB-550a.2]

Transparency in climate-related activities is fundamental to building trust with stakeholders. To ensure accountability, BRI adheres to recognized international disclosure standards, including IFRS-S Disclosure, providing clear and comprehensive information on its climate strategy, risks, and performance. ^[E.4]

The Board of Directors and senior management oversee sustainability management and monitoring, ensuring that ESG risks across BRI's loan portfolio are thoroughly evaluated and that international best practices are implemented. While significant progress has been made toward BRI's climate and ESG targets, ongoing challenges remain, requiring continuous improvements and strategic adaptation. Moving forward, BRI remains committed to enhancing performance across all material ESG factors, achieving its targets, and aligning business practices with future sustainability needs.

BRI plays a crucial role in advancing sustainable development by providing financing solutions that support environmentally friendly projects and initiatives. These sustainable financing efforts focus on responsible lending and portfolio growth in key areas such as renewable energy, energy efficiency, sustainable agriculture, and other sectors that contribute to environmental sustainability.

BRI has implemented specific financing policies for sensitive subsectors, including sustainable palm oil, pulp and paper, coal, and oil and gas. These policies ensure that financing activities are aligned with responsible and sustainable practices. BRI continues to expand its green financing portfolio, strengthening investments in sectors that contribute to environmental sustainability. BRI also issued a financing policy for sectors with high emissions, including through the financing policy for the Sustainable Palm Oil, Pulp & Paper, Coal, and Oil and Gas Financing Policies.

Recognizing that climate action requires collective efforts, BRI prioritizes capacity building and stakeholder engagement. Various initiatives have been undertaken, including training programs for employees, sustainability engagement with customers and partners, and active participation in industry-wide climate initiatives. ^[E.2] ^[E.4]

Addressing climate change requires collective action. BRI is committed to collaborating with stakeholders across industries to drive systemic change. The success of BRI is intrinsically linked to the sustainability of the planet, and by prioritizing climate change as a key business and governance issue, BRI aims to build resilience, remain relevant in a changing world, and create long-term, sustainable value for all stakeholders.





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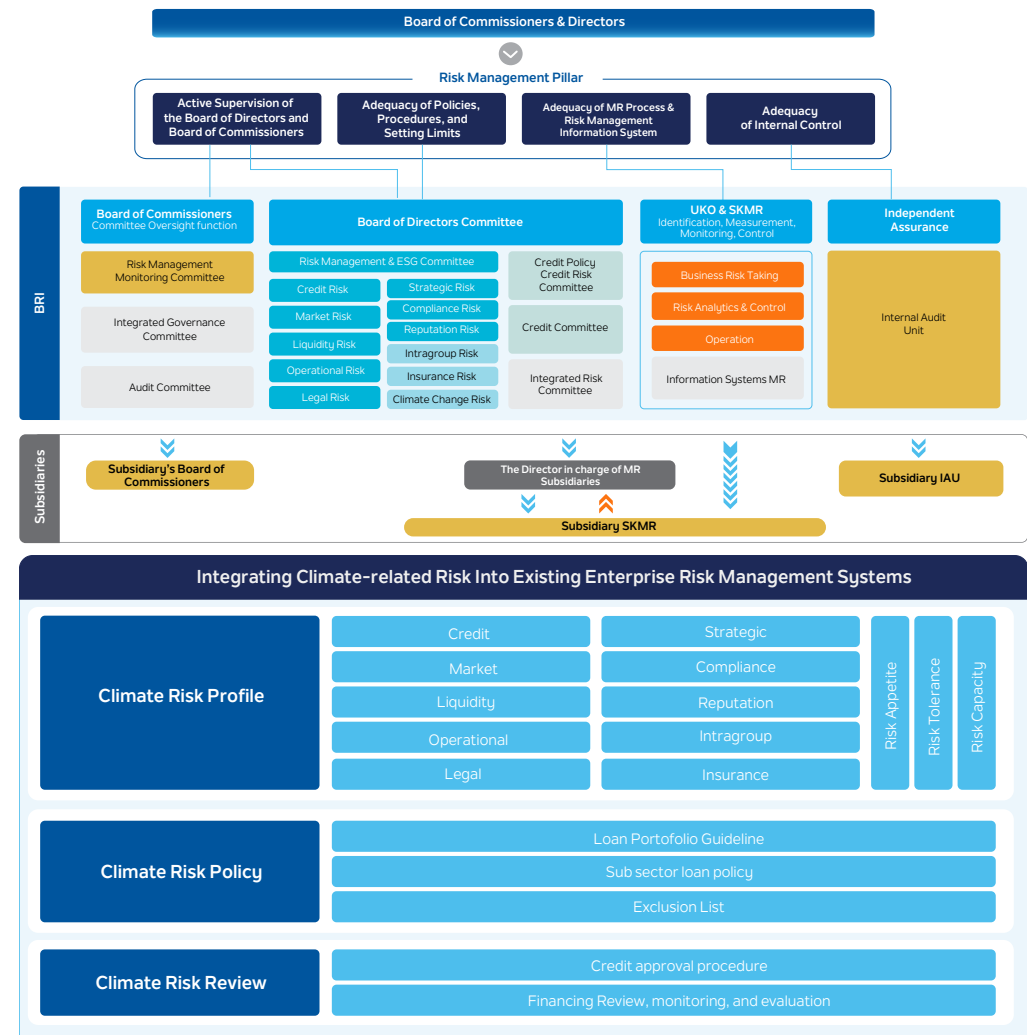
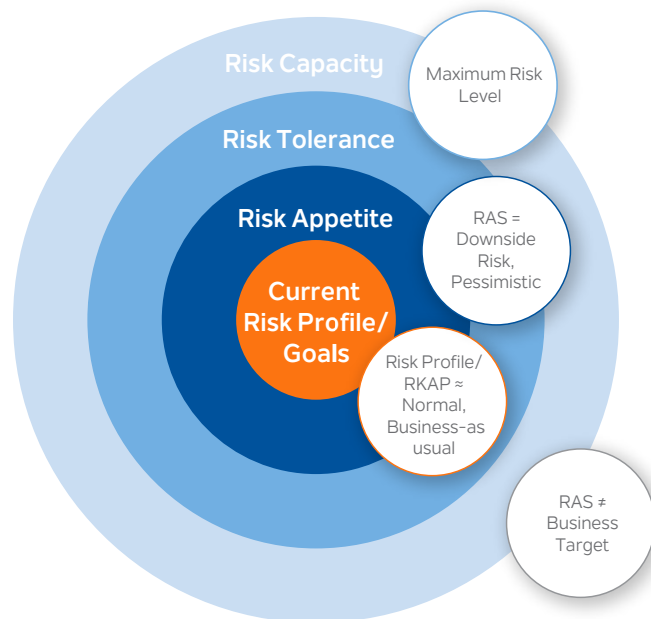
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Risk Management Framework

As part of its business evolution, BRI has prioritized stakeholder engagement, actively seeking insights from customers, investors, regulators, and industry experts. This collaborative approach enables BRI to better understand stakeholder expectations and incorporate diverse perspectives into its risk management framework. By integrating climate-related risks into its risk management practices, BRI reinforces its commitment to responsible banking and sustainable finance. Effectively managing climate risks allows BRI to enhance resilience, safeguard stakeholder interests, and contribute to global efforts in climate change mitigation efforts. This ongoing commitment reflects BRI's dedication to continuously refining its risk management framework and maintaining its position at the forefront of sustainable banking practices. Scenario analysis serves as a critical first step in assessing the impact of climate-related risks on BRI's operations and investment portfolio. The insights gained from this analysis form the foundation for understanding potential risks and financial implications.





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Integrating Climate Risks

BRI continuously evaluates the risks and opportunities that climate change presents to its business operations. In its climate-related risk management framework, BRI not only identifies potential threats but also recognizes the opportunities that arise from climate-related transitions. By taking this approach, BRI views climate change not solely as a crisis but as a transformative opportunity to drive innovation, new ventures and sustainable growth.

To effectively assess climate risks and opportunities, BRI categorizes each risk's impact and duration, ensuring a structured and timely response. The impact on Business Resilience Initiatives is classified as high, medium, or low, while the duration of each identified risk is categorized as short-term, medium-term, or long-term. This structured assessment allows BRI to prioritize risks based on urgency and tailor responses accordingly.

Risk Profile Type	Climate Risk Type	Key Driver	Response Activities
Credit Risk	Policy & Legal	- Carbon Pricing - National decarbonization strategies - Climate related disclosure obligation	Engaging with portfolios to encourage the adoption of policy & legal related to carbon pricing, decarbonization strategies, and climate disclosure
	Market	- Increased market demand for greener products - Changing customer behavior - Market demand for green finance	- Giving advice on portfolios to shift into green infrastructure - Developing green banking products and services
Compliance Risk	Policy & Legal	- Carbon pricing - National decarbonization strategies - Climate-related disclosure obligation	- Actively implementing BRI's carbon neutrality strategy - Strengthening the application of global standards within the climate change response framework
	Market	Market demand for green finance	Developing green banking products and services in accordance with regulations
Reputation Risk	Policy & Legal	National decarbonization strategies	- Revamping strategies and implementation to meet the needs of stakeholders - Securing customer and investor confidence by strengthening environmental management - Disclosing the climate change issues through TCFD report and SR
	Market	Increased market demand for greener products	
	Reputation	- Risk of loss of trust and confidence in investors - Opportunity to enhance reputation & brand value	
Operational Risk	Teknologi	Increased demand for lower-carbon technology	- Expanding lower-carbon technology related investment - Monitoring lower-carbon technology and research trends
	Market	Increased demand for lower-carbon technology	Conversion to renewable energy
	Acute	- Heatwaves - Flooding - Tropical cyclones - Wildfires	- Establishing a Business Continuity Plan (BCP) - Executing mock exercises and emergency evacuation drills - Developing climate change response strategy according to the physical risk and chronic scenario analysis
	Chronic	- Temperature rise - Sea level rise - Water stress	
Strategic Risk	Market	- Increased market demand for greener products - Changing customer behavior - Market demand for green finance	- Identify the ESG risks within products and services - Revamp the composition of green products and services



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Climate Risk Assessment

BRI conducts a comprehensive assessment of material climate-related risks by evaluating both the severity of impact and the likelihood of occurrence. This approach enables BRI to determine the level of risk associated with climate-related factors that are material to its operations.

$$\text{Severity} \times \text{Likelihood} = \text{Risk level}$$



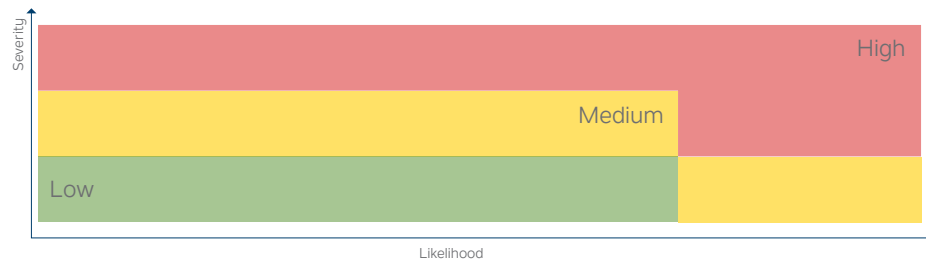
Severity

The level of impact that directly or indirectly affects BRI's operating performance or its financial condition



Likelihood

The frequency of the risk impacting on BRI's operating performance or its financial condition



Risk Level	Description
High	A high-risk level refers to risk that is expected to deliver long-term adverse impacts on BRI's operations and business strategies and that may cause changes in business direction or strategies
Medium	A medium risk level refers to risk that is expected to deliver a long-term impact on BRI's operations and business strategies.
Low	A low risk level refers to risk that is expected to deliver short-term impact on BRI's operations and that requires one-off measures to adapt to the existing operation model or on-going monitoring of risk

The majority of BRI's operational units, 7,559 work units with a total of 453 branch offices, including headquarters and two data centers, are located in Indonesia. Given this concentration, BRI's climate risk analysis primarily focuses on its Indonesian operations, where climate-related risks have a significant impact on business continuity. In this assessment, physical risks are evaluated under high-emission scenarios. Meanwhile, transition risks are analyzed under scenarios aligned with a 2°C pathway. In low-emission scenarios, physical risks are assessed as low. Conversely, in high-emission scenarios, transition risks are considered negligible, as a fossil fuel-driven economy would likely face minimal policy or market disruptions related to a low carbon transition.

Risks		Scenario Description	Risk Level per Scenario		Period	Risk Trend
			Low Emissions	High Emissions		
Transition Risk	Policy and Law	Carbon price	High	N/A	M - L	+
		National decarbonization strategies	High	N/A	S - M	-
		Climate-related disclosure obligations	Medium	N/A	S - M	-
	Technology	Growing demand for low-carbon technologies	Low	N/A	M - L	+
	Market	Increased use of renewable energy	Low	N/A	M - L	=
		Increasing market demand for more environmentally friendly products	Low	N/A	S - M	=
		Changes in customer behavior	Low	Rendah	M - L	=
		Market demand for green finance	Medium	Low	M - L	+
Physical Risk	Acute	Heatwaves	Low	High	M - L	=
		Flooding	Low	High	M - L	+
		Tropical cyclones	Low	Medium	S	+
	Chronic	Forest fires	Low	Low	S	=
		Temperature rise	Low	High	L	=
		Sea level rise	Low	High	L	=
		Water pressure	Low	Medium	L	+
Time Period		S Less than 5 Years	M 5-10 Years	L More than 10 Years		
Risk Trend		- Decreases over time	+ Stay with time	- Increases over time		



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Responsible Financing Policy [GRI 201-2] [GRI G4 FS2] [FN-CB-410a.2]

BRI recognizes that its core business activity—lending to customers—can have direct and indirect environment and social impacts. To address these risks, BRI integrates ESG factor analysis into its credit assessment process, applying this analysis to all financing applications, including general purposes financing and project based financing. This approach allows BRI to evaluate potential risks related to borrowers' business activities in alignment with sustainability principles, considering their capacity, commitment, and track record in ESG compliance.

1 Environmental Aspects

To mitigate environmental risks associated with financing, such as biodiversity loss, greenhouse gas emissions, and natural disaster risks, BRI requires borrowers to provide: environmental licensing documents, PROPER ratings, green industry standards, waste management practices, GHG emissions, protection of priority environmental areas, and relevant sector-specific environmental certifications.

2 Social Aspects

BRI mitigates social risks by assessing borrowers on: governance and management practices, involvement in forced labor, child exploitation, human rights violations, community relations, including engagement with local and indigenous communities, labor rights, working conditions, health, safety policies and workplace compliance.

3 Governance Aspects

BRI adheres to Good Corporate Governance (GCG) principles as part of its regulatory compliance





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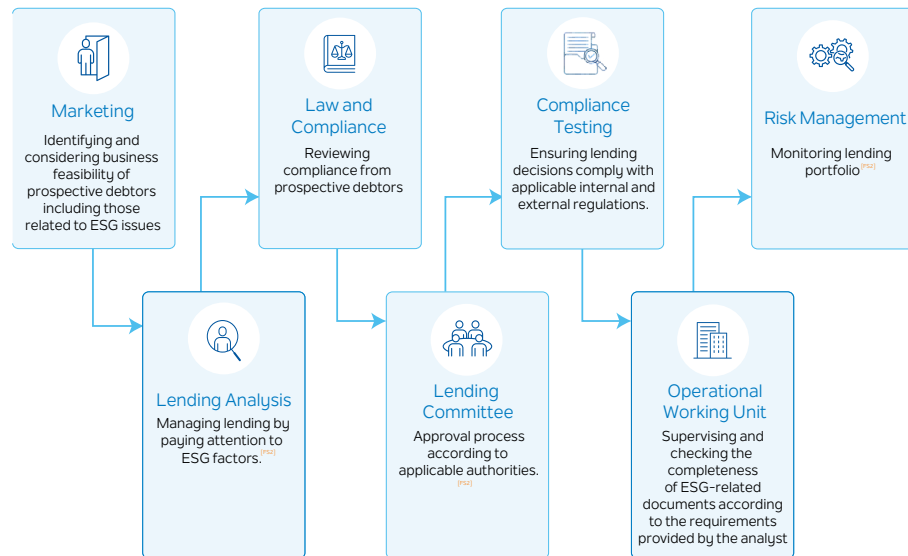
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BRI's credit disbursement process is guided by its Loan Portfolio Guidelines (LPG), which apply to all financing types, including general purposes financing and project based financing. The LPG establishes clear credit requirements, incorporating ESG checklists. ESG factors are also integrated into the Know Your Customer (KYC) process, which evaluates potential borrowers for any environmental, social, legal, or litigation-related risks. The findings from this assessment are documented in the Business Analysis Memorandum (MAB). Additionally, The LPG framework regulates sector classification (SC), sector acceptance criteria (SAC), and sector limits.

Lending Approval Procedure



and risk management framework. Governance risk assessments include screening for involvement in corruption, bribery, and money laundering incidents.

Negative or Exclusion List

BRI is committed to avoiding exposure in certain sectors, including but not limited to:

- Cultivation and industry of class 1 narcotics such as marijuana, heroin, cocaine, morphine and opium;
- Chemical weapons manufacturing industry;
- Industrial chemical industry and any chemical industry that destroys the ozone layer;
- Alcohol and malt liquor industry;
- Gambling and/or casino operations;
- Trade of protected animals and marine biota;
- Illegal logging; and
- Other sectors as regulated by applicable laws and regulations.





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BRI has also adjusted its credit policy to provide financing for the green sector, particularly within the framework of Sustainable Business Activities.

Sub-Sector Financing Policy [F.9] [F.10] [GRI G4 FS1] [GRI G4 FS2] [GRI G4 FS3] [FN-CB-410a.2]

As part of its commitment to sustainable finance, BRI has adopted an external ESG-based policy, integrating ESG risk analysis into its sub-sector financing policies. This approach ensures that BRI's financing activities align with environment conservation efforts, including deforestation prevention, biodiversity protection, and the prevention of human exploitation. These policies apply to both general purposes financing and project based financing.

BRI has established sub-sector financing policies to regulate the screening of financing for mid-segment and corporate customers based on environmental, social, and governance (ESG) risks, as well as industry-specific risks. The sustainable financing policies are as follows:

- Sustainable Palm Oil Sector Financing Policy**

The sustainable financing policy for the palm oil sector is governed by SE Number 61-DIR/12/2022, which applies to medium and corporate segment customers engaged in the palm oil industry. This policy mandates ESG risks screening process BRI requires borrowers and potential borrowers in the palm oil sector to hold either Indonesian Sustainable Palm Oil (ISPO) certification or the Roundtable on Sustainable Palm Oil (RSPO) certification. At a minimum, borrowers must be registered in the ISPO certification process.

In addition to certification requirements, borrowers must comply with key sustainability and regulatory standards, including the protection of priority biodiversity areas, greenhouse gas emissions management, compliance with regulations on the chemical production and use, sustainable resource management particularly for land and water usage, respect for local communities and customary rights, labor rights protections, the implementation of robust occupational health and safety (OHS) procedures, and adherence to additional sustainability requirements as outlined in the policy.

- Sustainable Pulp and Paper Sector Financing Policy**

The sustainable financing policy for the pulp and paper sector is governed by SE Number 61-DIR/12/2022, applicable to medium and corporate segment customers engaged in the paper and pulp industry. This policy promotes the adoption of green industry principles, ensuring that wood raw materials are sourced legally, as evidenced by certification such as wood legality verification (SVLK/FSC/HCV/HCS/IFCC). Additionally, borrowers must develop and implement waste and greenhouse gas emissions management plans and programs (AMDAL and UKL/UPL),

establish clear standard operating procedures (SOPs) for raw material suppliers, respect for local community rights, ensure responsible utilization of by-product resources, and adhere to additional sustainability requirements outlined in the policy.

- Oil and Gas Sector Financing Policy**

BRI's financing policy for the oil and gas sector encourages customers to implement energy management practices that align with the criteria for exploitation, procurement, and use of specific energy types, in accordance with Government Regulation No. 33 of 2023 on energy conservation. This policy reinforces BRI's commitment to promoting energy efficiency within the industry. BRI does not provide financing to the non-conventional oil and gas subsector, which includes tar sands, shale oil and gas, arctic oil and gas, and ultra-deepwater oil and gas).

- Coal Sector Financing Policy**

Through its coal sector financing policy, BRI reaffirms its commitment to sustainable practices by



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ensuring that financing is aligned with environmental responsibility. This policy places a strong emphasis on environmental management, particularly through the fulfillment of post-mining guarantees.

Beyond specific sector policies, BRI considers and regularly reviews customers' PROPER ratings. PROPER, a program by the Indonesia's Ministry of Environment and Forestry (KLHK), evaluates corporate environmental management performance. This assessment is particularly relevant for industries with significant environmental impact, such as textiles and apparel, and is applied specifically to the corporate segment. The PROPER rating system categorizes companies based on their environmental performance: Gold, Green, and Blue. Gold rating is for companies that exceed environmental compliance standards while actively engaging in sustainable community development. The Green rating is for companies that demonstrate environmental management above regulatory requirements, incorporating advanced management systems. The Blue rating is for companies that comply with KLHK environmental management standards.

Since 2015, BRI has ensured that credit provision to plantation and forestry sector customers is fully aligned with the Government's Land Opening Moratorium. As a result, BRI consistently informs all customers in these sectors that financing cannot be used for new land expansion. To maintain compliance, relevant divisions continuously monitor credit usage. In cases of non-compliance, BRI actively communicates with customers to address and resolve any violations.

Sustainability-Linked Loan ^[F.26]

As part of its commitment to supporting customers in adopting ESG principles, BRI has introduced a Sustainability-Linked Loan (SLL)-- a specialized financing policy designed for customers committed to integrating sustainability into their business operations. The SLL framework provides financial incentives for customers who successfully meet the sustainability KPI targets. Conversely, disincentives apply to customers who fail to achieve these KPIs. The SLL serves as a strategic platform for BRI to communicate its ESG initiatives and progress to stakeholders.

Financing Review ^{[F.23] [GRI G4 FS3]}

BRI maintains a rigorous review process for every project that receives financing. In accordance with the Board of Directors' Decree on the Bank's General Credit Policy (KPB), BRI supervises borrowers by reviewing submitted credit documents and conducting routine monitoring and evaluation at least once a year. One of the key oversight mechanisms includes on-site visits, enabling direct assessment of a project's adherence to ESG commitment. Furthermore, if a customer's PROPER rating drops from Blue to Red or Black, BRI initiates special monitoring and correspondence to support efforts in restoring compliance.

If a borrower fails to meet ESG criteria, BRI takes proactive measures by requesting additional information and conducting regular follow-ups. Observations and the data collection regarding warnings, violations, or ESG-related concerns are documented, ensuring progressive updates to borrower ESG compliance records. All monitoring findings are recorded in the Customer Visit Report, with evaluation results serving as a basis for reviewing future financing decisions. Where necessary, BRI implements portfolio management strategies, regulatory compliance measures, and tailored risk mitigation approaches to address ESG-related challenges.

The outcomes of these periodic reviews are communicated through BRI's internal channels, while financing distribution is reported annually in accordance with the bank's sustainability framework. The annual report provides transparency on qualifying assets, categorized by project type, along with details on undisbursed balance. BRI has yet to conduct specific audits on the implementation of environmental and social policies in the credit granting.





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Operational Risk Management Process – Related to Climate Change

BRI's operational risk management process is conducted in accordance with the governance framework outlined in its operational risk management framework. BRI utilizes comprehensive risk management tools that align with both regulatory expectations and global standards. The measurement and calculation of operational risks are carried out through the following structured activities:

01 Business Impact Analysis (BIA)

BIA to assess the impact of business activities/ processes in the event of a disruption/disaster

02 Determination Strategy Recovery

From the results of the BIA, a Recovery Strategy is determined to achieve the predetermined RTO (Recovery Time Objective) target

03 Development Business Continuity Procedure

Develop BCP procedures to determine, structure format and components that need to be included in BCP

04 Socialization and Trials

To ensure that BCP implementation can be carried out properly, socialization & trial activities must be routinely carried out

Climate Risk Management Framework in Sustainable Finance

Business Continuity Plan (BCP) Implementation.

Assessment of Risk and Control Self Assessment (RCSA)

Qualitative and predictive risk management tool used to identify and measure risk (including climate change related risk) based on the dimensions of impact and likelihood



Assessment of Risk Management Adequacy of New Bank Products

The application of the risk management process for each New Bank Products issuance plan at BRI is carried out by considering climate change issues



Recording Operational Risk Losses in the Loss Event Database (LED)

LED BRI includes the process of recording data on loss events due to climate change, both financial and non-financial, which include actual losses, potential losses including corrective actions, and incident handling



Key Risk Indicator Monitoring (KRI)

KRI is a Risk Management tool in the form of a quantitative indicator that could provide early information on increasing or decreasing risk and/or decreasing the effectiveness of controls against predetermined thresholds



Risk Assessment Plan

Risk strategy preparation activities carried out by Regional Risk Management with the output being a list of main risks, work unit priorities based on risks due to climate change, and risk control activity plans



Disaster Threat Risk Assessment

BRI implements a Disaster Threat Risk Assessment as an implementation of Business Continuity Management (BCM) to protect the security and safety of employee lives, protect the lives of customers and other stakeholders within BRI's operational work units (disaster management plan), as well as maintain the continuity of business/operational activities, which most importantly, maintain BRI assets and have an adequate response in situations of natural disturbances/disasters due to climate change (Business Continuity Plan (BCP))





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Physical Climate Risk Adaptation

Based on the findings of the Climate Change Scenario Analysis (CCSA), BRI is implementing adaptive strategies to mitigate the potential impacts of physical climate risks. The key adaptation steps include:

- 1 Transfer of Physical Risks to Insurance: BRI will explore risk transfer mechanisms by engaging with insurance providers to cover climate-related damages and losses. This approach helps offset the financial burden associated with extreme weather events and natural disasters.
- 2 Optimization of Risk and Threat Assessment: To safeguard business operations from physical risks, BRI will enhance its risk and threat assessment processes. This includes continuous monitoring of weather patterns, proactive allocation of protective tools, and deployment of emergency equipment to minimize potential disruptions before climate-related disasters occur.
- 3 Asset Relocation Strategies: BRI will evaluate the relocation of assets situated in high-risk areas, including locations prone to flooding, extreme weather events, and other climate-related hazards. The relocation process will involve comprehensive risk assessments and feasibility studies to ensure that new locations offer a safer and more resilient environment for BRI's assets.

By implementing these adaptation strategies, BRI aims to enhance its physical resilience to climate change, protect critical assets, and maintain business continuity. These proactive measures reinforce BRI's commitment to sustainable business practices and effective climate risk management, ensuring long-term operational stability in an evolving environmental landscape.





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Metric and Target

What Gets Measured, Gets Managed [GRI 3-3] [FN-CB-410b.4]

Effective measurement is a fundamental aspect of continuous improvement. Without quantifying performance, it becomes challenging to assess progress or determine whether targeted sustainability goals are being achieved. By consistently measuring and managing performance over time, the bank can leverage data-driven decision-making to enhance operational efficiency and sustainability impact. BRI applies a comprehensive emissions measurement framework, tracking both Scope 1 & 2 emissions and Scope 3 emissions. Scope 1 & 2 emissions originate from operational activities. Scope 3 emissions consist of financed emissions resulting from investment and lending activities, which represent the largest share of BRI's total greenhouse gas emissions.

BRI Financed Emission Measurement Approach



Choosing a fixed point in time for measurement, and sector mapping

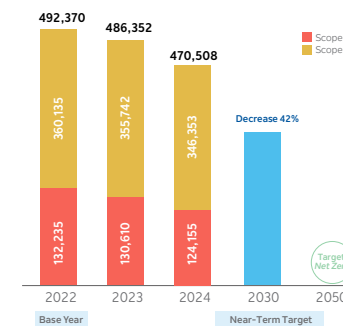
Measure of company-level or project-level GHG emissions

Calculate BRI's share of emissions

Calculate BRI's portfolio's absolute emissions

BRI is the first company in Indonesia to join the Partnership for Carbon Accounting Financials (PCAIF) and has adopted the PCAIF methodology to measure and disclose financed emissions. The PCAIF framework, developed based on the Greenhouse Gas Protocol, serves as the global standard for greenhouse gas emissions accounting, ensuring consistency, transparency, and validation in emissions reporting. Furthermore, BRI adheres to the Science-Based Targets Initiative (SBTi) coverage requirements for measuring financed emissions by asset type, including corporate loans, power generation project financing, commercial real estate, listed equity, and bonds.

Scope 1 & 2 (Operational Emissions)



BRI's Greenhouse Gas (GHG) emission management strategy refers to ISO 14064 with a calculation methodology based on the Intergovernmental Panel on Climate Change Guidelines (IPCC) from 2006, which was updated in 2019. BRI's emission calculations involve branch offices throughout Indonesia, employing a consolidated approach that takes into account financial and operational controls. The calculated gas is CO₂, with a Global Warming Potential (GWP) value of 1 (CO₂ equivalent).

BRI has set a target to reduce Scope 1 & 2 emissions by 42% by the year 2030, with the goal of achieving Net Zero Emission (NZE) in operations by 2050.

Emission in ton CO ₂ e	2022	2023	2024	Decrease 2023-2024
Scope 1	132,235	130,610	124,155	4,94%
Scope 2	360,135	355,742	346,353	2,64%

Note:

- Scope 2 emission factors: Directorate General of Electricity, Ministry of Energy and Mineral Resources (DJK-ESDM) in 2019
- Fuel emission factor: Oil and Gas Institute (Lemigas) Energy and Mineral Resources in 2021.
- Other emission sources use emission factors agreed by the IPCC.
- Ozone depleting substances (ODS), biogenic emissions, NO_x, SO_x, VOC (volatile organic compound gas), PM (particulate matter), and other significant gases contributing to air emissions have not been considered in this calculation.



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Target Setting Methodology ^[FN-CB-410b.4]

A key indicator of BRI's dedication to climate change mitigation is its firm commitment to achieving Net Zero Emissions. In 2023, BRI became the first financial institution in Indonesia to commit to Net Zero Emissions by 2050, aligning its targets with the Science Based Targets initiative (SBTi) standards. Further strengthening this commitment, in 2024, BRI became the first financial services institution in Indonesia to receive validation for its short-term Net Zero Emissions methodology, setting a 2030 near term target as part of its pathway to achieving carbon neutrality by 2050.

BRI has established Scope 3 emission reduction targets in accordance with SBTi criteria for Scope 3 Portfolio Targets as follows.

● FI-C15 - Requirements for Setting Targets on Investment and Financing Activities

All financial institutions must set targets for their investment and financing activities in accordance with the requirements of FI-C16, regardless of the portion of Scope 3 portfolio emissions measured against total emissions or Scope 1, 2, and 3 emissions of the financial institution. Financial institutions may choose from applicable methods for setting targets based on asset classes.

● FI-C16 - Portfolio Target Limits

Financial institutions must set targets for all "Required Activities" in the Required Activities and Methods Table, adhering to the minimum coverage requirements.

As part of its sustainable business strategy, BRI has developed a methodology for setting emission reduction targets, considering the following key factors.

- Contribution to greenhouse gas emissions: BRI uses internationally recognized methodologies, including the Greenhouse Gas Protocol, to measure and quantify emissions.
- Emissions reduction strategies: BRI formulates various strategies to reduce emissions, both directly and indirectly.
- Alignment with National and global climate goals: BRI ensures its targets are aligned with national and international emission reduction commitments, including Indonesia's Nationally Determined Contributions (NDC) and the Paris Agreement.

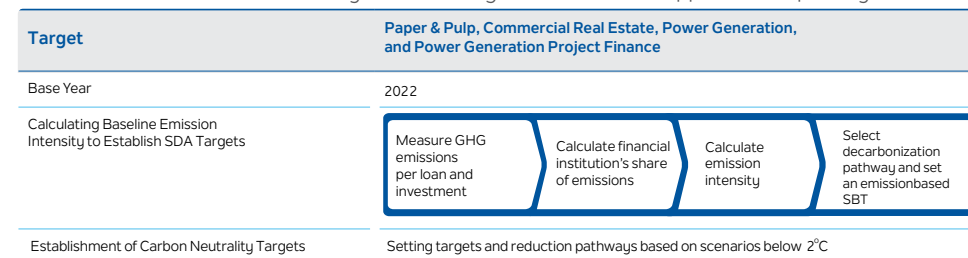
By integrating these factors, BRI measures and sets carbon emission reduction targets using the SBTi methodology, specifically applying the Sectoral Decarbonization Approach (SDA) and Temperature Ratings Approach (TRA).

Sectoral Decarbonization Approach (SDA)

BRI establishes emission reduction targets for each industry sector based on the Sectoral Decarbonization Approach (SDA), a methodology that prioritizes carbon intensity as a key metric in setting reduction goals. This approach acknowledges that different economic sectors contribute to greenhouse gas emissions at varying levels, resulting in sector-specific decarbonization trajectories.

Consequently, the pace at which each sector can achieve net-zero emissions differs, requiring tailored strategies to ensure effective emissions reductions.

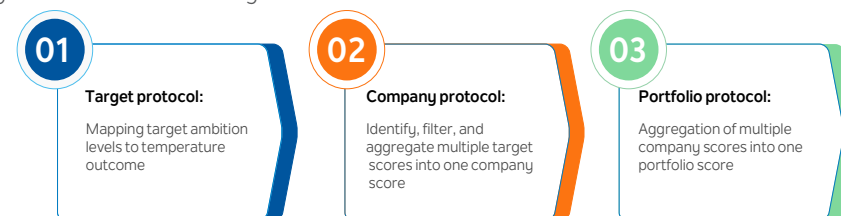
A comprehensive understanding of sector-specific emission sources enables BRI to develop targeted and efficient mitigation solutions. This strategic approach ensures that emission reduction efforts are both impactful and feasible, allowing BRI to contribute meaningfully to global climate action. By aligning its strategies with the SBTi guidelines for financial institutions, BRI enhances its ability to support the transition to a low-carbon economy. The following outlines the SDA approach adopted by BRI:



Temperature Rating Method (TRA)

In addition to the sector-specific SDA, BRI employs the Temperature Rating Method (TRA) to set emission reduction targets within its corporate financing portfolio. The TRA evaluates the extent to which companies have adopted carbon reduction targets that align with scientifically global warming threshold.

The TRA assigns a temperature rating, linking carbon emission reduction targets to projected global temperature rise, providing an intuitive perspective on the impact of a company's strategy on climate change. A higher emission reduction target results in a lower temperature score, which in turn reduces the temperature rating of BRI's asset portfolio. Using this methodology, BRI formulates greenhouse gas emission reduction targets based on scientific benchmark:



To establish greenhouse gas (GHG) emission reduction targets using the TRA Methodology, BRI categorizes sectors within its loan, bond, and listed equity portfolios and sets carbon reduction targets based on their respective temperature ratings. BRI is committed to progressively lowering the temperature score of its portfolio, aligning with its 2040 climate targets. BRI aims to achieve a temperature rating of 1.75°C for Scope 1 & 2 emissions and 2.0°C for Scope 1, 2, and 3 emissions.



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Our Achievement

Calculation of the Sectoral Decarbonization Approach (SDA)

[FN-CB-410b.1] [FN-CB-410b.2]

As part of its commitment to achieving net zero emissions by 2050, BRI has conducted carbon intensity assessments of its financed emissions, establishing sector-specific targets and decarbonization pathways. Using 2022 as the base year, BRI has set clear reduction targets for key industrial sectors, including pulp & paper, commercial real estate, power plants, and project finance for power plants. Overall, in 2024, there was a decline in emission intensity across the sectors financed by BRI compared to 2023. This reduction was driven by our efforts to expand our renewable energy portfolio. BRI remains steadfast in its role as a catalyst for sustainable economic transition.

Target and Pathway of Reduction for Each Industrial Sector Based on SDA





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Calculation of Temperature Ratings Method (TRA) [FN-CB-410b.1] [FN-CB-410b.3]

In setting emissions reduction targets for portfolio segments that do not follow the Sectoral Decarbonization Approach (SDA), BRI applies the Temperature Ratings Methodology (TRA) to establish and manage its decarbonization strategy. By 2024, BRI observed a declining trend in temperature ratings for its loan portfolio compared to the 2023 baseline year. To achieve its future emission reduction targets, BRI has outlined concrete action plans, including increasing investments in renewable energy projects, and collaborating with debtors to accelerate the adoption of environmentally sustainable business practices.

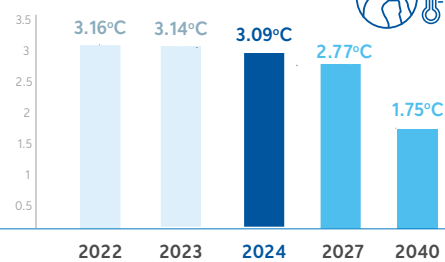
BRI's commitment extends beyond target setting—it includes ongoing monitoring and evaluation to align with scientific advancements and evolving climate policies. BRI remains proactive in engaging with stakeholders, fostering open dialogue and transparency regarding its climate action progress, challenges, and positive contributions to global emission reduction efforts.

The Formulation of GHG Emission Reduction Targets Using the Temperature Ratings Methodology

Loan Portfolio

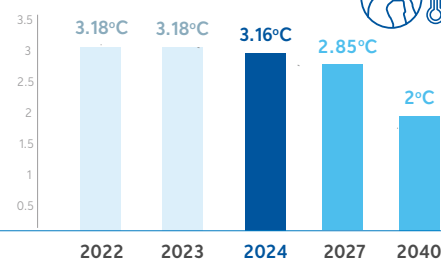
Scope 1, 2

Annual decline rate (°C/year) 0.0783



Scope 1, 2, 3

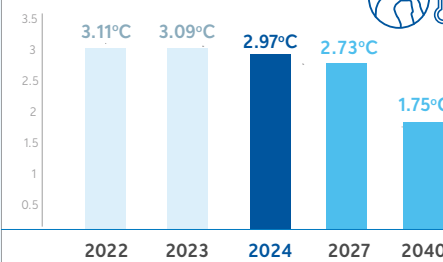
Annual decline rate (°C/year) 0.0656



Bond & Listed Equity

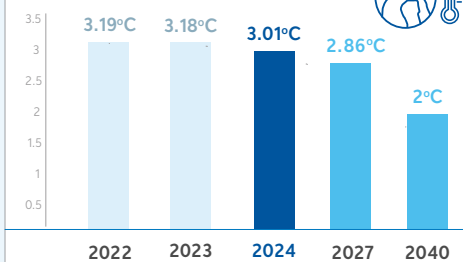
Scope 1, 2

Annual decline rate (°C/year) 0.0756



Scope 1, 2, 3

Annual decline rate (°C/year) 0.0661





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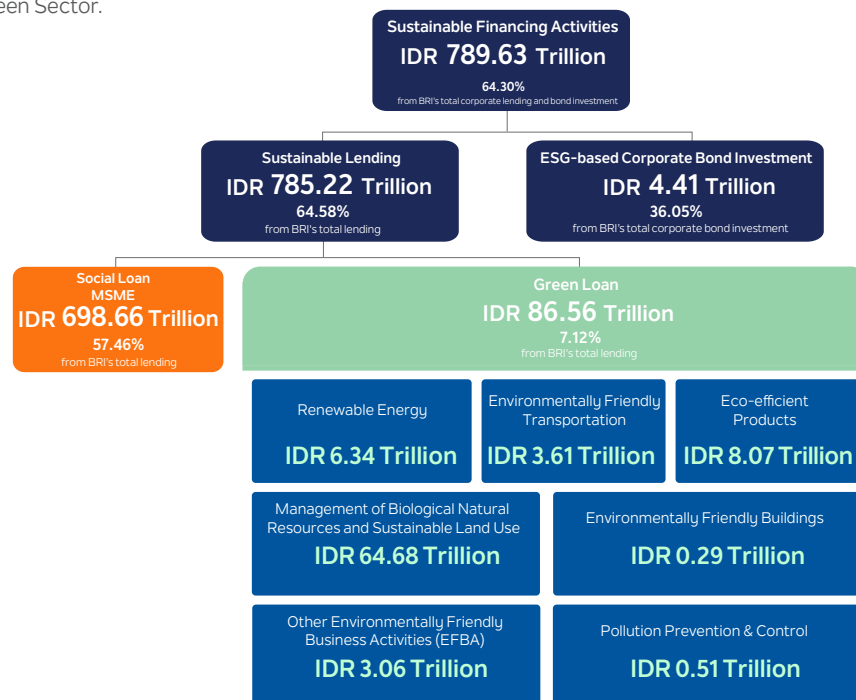
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Sustainable Business Activities

BRI reaffirms its commitment to sustainable development by integrating sustainable financing activities into its business strategy, encompassing both sustainable lending and ESG-based bond investments. Sustainable lending includes financing for micro, small, and medium enterprises (MSMEs) as well as credit for green sectors. In addition to providing sustainable loans, BRI also allocates capital to sustainable financing through bond investments, with a particular focus on ESG-based corporate bonds.

Sustainable Financing Portfolio [B.1d] [FS7] [FS8] [F.3] [F.26] [GRI G4 FS7] [GRI G4 FS8]

With a strong commitment to pioneering ESG principles, BRI successfully allocated 64.30% of its total loans and corporate bond investments in 2024 to Sustainable Banking Business Activities. This portfolio encompasses both Sustainable Lending and ESG-based Corporate Bond Investments. Sustainable Lending includes financing for micro, small, and medium enterprises (MSMEs) as well as credit for the Green Sector.



Sustainable Funding Portfolio [B.1d] [FS7] [FS8] [F.3] [F.26]

To enhance the implementation of ESG from the funding side, BRI has carried out sustainable funding activities by issuing a series of ESG-based bonds and loans as follows:

ESG-based Bond

BRI has successfully issued a series of ESG-based bonds. The ESG-based Bond portfolio of BRI as of 2024 is as follows:



Green Bond BRI

BRI has demonstrated its commitment to sustainable finance by issuing green bonds in compliance with POJK No. 60/POJK.04/2017 on the Issuance and Requirements for Environmentally Conscious Debt Securities (Green Bond) and in accordance with the BRI Green Bond Framework. The allocation of proceeds follows a structured approach, with a minimum of 70% dedicated to financing Environmentally Sustainable General Activities (KUBL) and up to 30% allocated for other general activities, including micro-sector, healthcare, and social initiatives.

BRI conducts a rigorous selection and evaluation process, reinforcing its commitment to environmentally and socially responsible financing. In 2022, BRI issued its Phase I Green Bond with a total issuance value of IDR 5 trillion, receiving an oversubscription rate of 4.4 times.



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Building on this success, in 2023, BRI launched the Phase II Green Bond, raising IDR 6 trillion, with an oversubscription rate of 2.63 times. This issuance was divided into three series: Series A (370 days) with a coupon rate of 6.10%, Series B (2 years) with a coupon rate of 6.35%, and Series C (3 years) with a coupon rate of 6.30%. In 2024, BRI issued the Phase III Green Bond, raising IDR 2.5 trillion, with an oversubscription rate of 1.64 times. Similar to the previous issuance, this bond was structured into three series: Series A (370 days) with a coupon rate of 6.15%, Series B (2 years) with a coupon rate of 6.25%, and Series C (3 years) with a coupon rate of 6.25%.

Green Bonds	Listing	Maturity	Value	Coupon
Phase I Series A*	July 21. 2022	July 30. 2023	IDR 2.50 Trillion	3.70%
Phase I Series B	July 21. 2022	July 20. 2025	IDR 2.00 Trillion	5.75%
Phase I Series C	July 21. 2022	July 20. 2027	IDR 0.50 Trillion	6.45%
Phase II Series A*	October 13. 2023	October 22. 2024	IDR 1.35 Trillion	6.10%
Phase II Series B	October 13. 2023	October 12. 2025	IDR 4.15 Trillion	6.35%
Phase II Series C	October 13. 2023	October 12. 2026	IDR 0.50 Trillion	6.30%
Phase III Series A	March 20. 2024	March 30. 2025	IDR 1.23 Trillion	6.15%
Phase III Series B	March 20. 2024	March 20. 2026	IDR 0.88 Trillion	6.25%
Phase III Series C	March 20. 2024	March 20. 2027	IDR 0.38 Trillion	6.25%

*) matured

Sustainability-linked Loan

On August 30, 2022, BRI successfully secured a syndicated loan in the form of SLL from a consortium of domestic and international banks amounting to one billion United States Dollars (USD 1,000,000,000). The facility was facilitated by the PT Bank HSBC Indonesia as the Facility Agent and coordinated by UOB. The loan withdrawals were executed in three tranches, each with distinct terms and maturities:

- 1 Facility A: A total of to USD 200,000,000, fully disbursed from 10 (ten) banks, with a Compound SOFR interest rate and a 12- (twelve) month loan term starting from September 15, 2022, maturing on September 15, 2023.
- 2 Facility B: A total of USD 300,000,000, fully disbursed from 9 (nine) banks, with a Compound SOFR interest rate and a 36 (thirty-six) month loan term starting from September 15, 2022, maturing on September 15, 2025.
- 3 Facility C: A total of to USD 500,000,000, fully disbursed from 11 (eleven) banks, with a Compound SOFR interest rate and a 48 (forty-eight) month loan term starting from September 15, 2022, maturing on September 15, 2026

Inclusivity-based Securities

BRI has successfully raised funds aligned with environmental, social, and governance (ESG) principles through the issuance of inclusivity-based securities (Inclusivity-based Securities). The proceeds from these securities are allocated to finance small and medium-sized enterprises (SMEs), corporate SMEs, and low-income communities.

Medium Term Notes BRI 2022

In November 2022, BRI issued Medium-Term Notes (MTN) as part of its commitment to sustainable finance. The proceeds from this issuance were fully allocated to inclusive financing, in compliance with Bank Indonesia Regulation No. 23/13/PBI/2021 on the Macroprudential Inclusive Financing Ratio for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units. The regulation mandates financial institutions to enhance access to Micro, Small, and Medium Enterprises (MSMEs), MSME ColdRorations, and/or Low-Income Individuals (PBR). The financing was provided in both Indonesian Rupiah and foreign currencies.

As part of this initiative, BRI issued Bank BRI Medium-Term Notes Phase I 2022 with a total issuance value of IDR 5 trillion, fully allocated to micro-segment financing. This issuance was structured into two series: Series A with a 2-year tenor and a 6.60% coupon rate, and Series B with a 3-year tenor and a 6.98% coupon rate.

MTN BRI 2022	Recording Date	Due date	Value	Coupon
Seri A	November 24, 2022	November 24, 2024	IDR 2.00 trillion	6.60%
Seri B	November 24, 2022	November 24, 2025	IDR 3.00 trillion	6.98%



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Social Loan

On June 27, 2024, BRI successfully secured a Social Loan with a total facility of USD 800 million. The proceeds from this loan are allocated to finance or refinance, either in whole or in part, Social Projects in accordance with the established framework.

Sustainability Bond 2019

In March 2019, BRI made history by issuing Indonesia's first-ever Sustainability Bond. As the largest sustainability bond offering in Southeast Asia, this milestone highlights BRI's leadership in environmentally and socially responsible financing. The issuance was structured in accordance with the ASEAN Sustainability Bond Standards (ASEAN SUS), with a nominal value of USD 500 million, and matured in March 2024.

BRI Subordinated Bond IV 2023

In July 2023, BRI issued Subordinated Bond IV as part of its strategy to meet supplementary capital requirements while reinforcing its vision of becoming the Champion of Financial Inclusion. The proceeds from this issuance were fully allocated to inclusive financing, in alignment with Bank Indonesia Regulation No. 23/13/PBI/2021.

BRI issued Subordinated Bond IV with total issuance value of IDR 500 billion, recording an oversubscription rate of 1.77 times. The bond has a 5-year tenor with a coupon rate of 6.45%.

Subordinated Bonds IV	Recording Date	Due Date	Value	BRI Coupon 2023
Seri A	July 6, 2023	July 6, 2028	IDR 500 Billion	6.45%

Internal Commitment to Sustainable Finance

To ensure the achievement of sustainable finance targets, BRI continuously enhances its organizational and workforce capacity through a range of strategic initiatives. These efforts include training programs for management and employees on sustainable finance principles, regular updates to procedures and policies in alignment with the latest regulatory frameworks, and collaborations with multilateral financial organizations. Additionally, BRI leverages financial technology and innovation to measure and disclose sustainable finance performance and achievements.

The integration of climate-related risks into BRI's risk management frameworks underscores its commitment to responsible banking and sustainable finance. By effectively managing climate risks, BRI aims to enhance business resilience, safeguard stakeholder interests, and contribute to global climate change mitigation efforts. These continuous advancements reflect BRI's dedication to strengthening its risk management framework and maintaining its leadership in sustainable banking practices.

Internal Carbon Pricing ^[GRI201-2]

BRI implements an Internal Carbon Pricing (ICP) mechanism using a shadow price approach to strengthen risk management and internalize the financial impact of greenhouse gas (GHG) emissions. The ICP is a voluntary mechanism that assigns a notional monetary value to each ton of GHG emissions related to Scopes 1, 2, and 3. It enables BRI to assess the financial implications of emissions (risks and opportunities) in both strategic and operational decisions.

BRI's internal carbon pricing is guided by scenarios provided by the Network for Greening the Financial System (NGFS). These scenarios outline a range of carbon prices, from IDR 166,896 to IDR 899,476 per ton of CO₂e (USD equivalent based on an exchange rate of IDR 15,439 per USD).

The internal carbon price is applied across multiple functions. It informs project and investment evaluations, ensuring that long-term carbon risks are incorporated into business case reviews. It also promotes operational and energy efficiency by identifying emissions-intensive activities. At a strategic level, the ICP guides low-carbon decision-making, supports transition planning, and aligns internal practices with emerging regulatory and climate-related expectations.

A key application of BRI's internal carbon pricing is in its Climate Risk Stress Testing (CRST) framework. As a financial institution, BRI recognizes that the most significant exposure to climate-related transition risks arises from the business it finances. By incorporating carbon prices into CRST assessment enables BRI to evaluate how policy changes may affect the financial performance and creditworthiness of borrowers, allowing BRI to evaluate transition risks in its lending portfolio and inform strategic decision-making.

Through this approach, BRI ensures that carbon-related risks and opportunities are systematically embedded into operational efficiency, project evaluations, strategic planning, and credit decision-making, reinforcing its commitment to sustainable banking practices.

Customer Service Excellence

BRI fosters customer trust and satisfaction through strong internal controls, the development of well-structured and tailored products, transparent information dissemination, and responsible product marketing. These initiatives not only protect BRI's banking interests but also safeguard the financial well-being of its customers. By prioritizing transparency, security, and public confidence, BRI aims to drive sustainable growth in deposits and loans while reinforcing the integrity of financial markets. Through these comprehensive measures, BRI remains committed to delivering a secure, seamless, and sustainable banking experience for its customers.



Four Pillars of IFRS Sustainability Disclosure Standards

Governance

- Internal Control
- Product Development Governance through the Product Committee
- Customer Protection and Satisfaction Policy

Strategy

- Identification of Key Opportunities and Risks
- Handling of Customer Complaints
- Approaches to Product Design, Service Delivery, and Service Culture
- Responsible Credit Procedure Management Strategy

Risk Management

- Operational Excellence Management
- Customer Privacy Protection Management

Metric dan Target

- Board Performance Indicators Related to Monitoring Customer Service Excellence
- Customer Satisfaction Assessment

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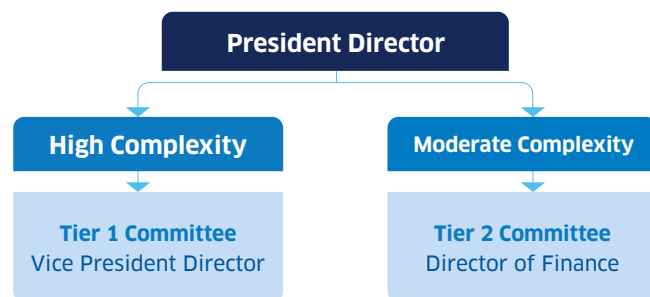
Governance

Effective governance in the banking sector is instrumental in enhancing customer satisfaction, as it directly impacts customer engagement and contributes to the growth of deposits and loans. BRI recognizes the importance of governance in ensuring accountability, transparency, and the alignment of customer satisfaction with the bank's broader strategic objectives.

Internal Control

Internal control is reinforced by enhancing the oversight role at the Board of Directors level. This includes the active involvement of the Vice President Director and the Finance Director in the Product Committee to oversee initiatives and improvements, as well as the Retail, Funding & Distribution Director, who is responsible for overseeing the management of feedback and operational practices. These measures ensure that service practices remain compliant with regulatory requirements and industry standards.

Product Development Governance through the Product Committee



Customer satisfaction is closely tied to perceptions of convenience, security, and trust in banking services. This principle is embedded in BRI's Customer Excellence governance policy, which is operationalized through the establishment of the Product Committee, as stipulated in Director's Decree Number 99-DIR/PPM/02/2024.

The Product Committee, operating under the Board of Directors, plays a pivotal role in overseeing the management of customer trust and satisfaction. This committee is responsible for making decisions on product planning proposals, product monitoring and evaluation, product discontinuation, and providing input and recommendations on product strategy. In carrying out its duties, the Product Committee adheres to the Board of Directors Decree NOKEP: 99-DIR/PPM/01/2024 on the Product Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulates its organization, functions, and working procedures.

Committee Level 1, led by the Vice President Director, manages highly complex products, while Committee Level 2, led by the Director of Finance, oversees products of moderate complexity.

Customer Protection and Satisfaction Policy ^[F.17]

BRI upholds responsible marketing practices and safeguards the interests of both the bank and its customers by adhering to Board of Directors Circular Letter SE.21-DIR/SCC/08/2024 on Customer Protection and SO.95.a-SCC/12/2022 on Standard Operating Procedure for the First Amendment of Operational Work Unit. These directives establish comprehensive strategies for delivering an exceptional customer experience, outlining clear market conduct guidelines—particularly in ensuring transparency and disclosure in product agreements—and defining governance standards for BRI product agreements to protect both banking operations and customers' financial interests. Additionally, they provide operational guidelines for Work Units to enhance financial literacy and promote financial inclusion.

BRI ensures that all product marketing activities are conducted transparently, ethically, and in compliance with regulations. Official logos and licenses from Bank Indonesia (BI) and the Financial Services Authority (OJK) are prominently displayed. Product offerings are clearly communicated, tailored to individual customer needs, and conducted exclusively through personal communication with prior customer consent. BRI also upholds full disclosure of potential conflicts of interest and guarantees customers' freedom to choose products without coercion.

This policy framework aligns with key consumer protection principles, including transparency, fair treatment, reliability, confidentiality, and data security. Additionally, BRI ensures that customer complaints and dispute resolution are handled efficiently, fairly, and cost-effectively, in accordance with the Financial Services Authority Regulation Number 22 of 2023 on Consumer and Public Protection in the Financial Services Sector. Through these steps, BRI continues to strive in creating a safe, convenient and sustainable transaction experience for customers.



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Strategy

In conducting its operational and banking business activities while striving for excellence in customer experience, BRI proactively develops strategies by identifying risks and opportunities related to customer service and satisfaction. This approach is essential to ensuring a positive service experience for every customer, fostering awareness, capability, financial independence, and enabling customers to protect themselves from potential risks associated with financial products. Additionally, it helps mitigate misunderstandings and prevent conflicts in the future.

To effectively manage both opportunities and risks, BRI implements a comprehensive strategy that includes identifying key risks and opportunities, strengthening internal controls to enhance customer

satisfaction, and adopting a customer-centric approach in product design, service delivery, and service culture.

Identification of Key Opportunities and Risks

The main opportunities for enhancing customer protection and satisfaction stem from analyzing customer behavior, leveraging innovation and advancing digital technology. Conversely, the key risks associated with these efforts include reputational risk, compliance risk, and market risk.

Key Opportunities and Risks		Potential Impact	Short Term	Medium Term	Long Term
Opportunities	Enhanced customer satisfaction and experience through effective customer complaint management	Increase market share and customer confidence			✓
		Strengthened company image, reputation and value		✓	
	Service enhancement through product innovation and digital technology	Improved product and service security and operational efficiency	✓		
	Expansion of the customer base through inclusive service delivery and responsible marketing	Increased customer base	✓		
Risks	Operational risk due to inefficiencies such as system downtime, long queue times, and unfriendliness when serving customers	Loss of customers, reduced transaction volumes, and declining revenue.		✓	
	Regulatory risk related to products not relevant to the market and not in accordance with regulations	Financial losses for customers and a decline in trust in the Bank and the broader financial sector		✓	
	Reputational risk for unfair marketing of products, breach of advertising and product promotion terms, invasion of privacy	Financial and reputational losses due to regulatory fines and decreased public confidence		✓	
	Reputational risk of customer dissatisfaction due to delay in implementing retention strategy	A decline in deposits, loans, and overall customer engagement	✓		

The short term covers 1-5 years, the medium term spans 5-10 years, and the long term extends beyond 10 years.



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Handling of Customer Complaints

BRI remains committed to protecting the needs and interests of its customers while effectively managing customer feedback, including responses and complaints. BRI provides multiple comprehensive channels for receiving and handling complaints through its Contact Center Services (Contact BRI) and extensive branch network, including Branch Offices, Sub-Branch Offices, and BRI Units. Customers can reach Contact BRI via phone at 1500017, official social media platforms, email at callbri@bri.co.id, the WhatsApp Chatbot Sabrina at 0812 1214 017, and digital services through the BRIimo application's Help Center menu for self-service complaints & toll-free support. Additionally, customers can lodge complaints in person at BRI Work Units through Frontliners (Universal Bankers & Customer Service) or via Video Banking.



To continuously enhance the customer experience, BRI focuses on accelerating complaint resolution and optimizing customer service processes. This is achieved through the implementation of Artificial Intelligence (AI) and Robotic Process Automation (RPA) to monitor Service Level Agreements (SLA).

In 2024, BRI achieved a 99.81% complaint resolution rate, successfully addressing 1,921,529 out of 1,925,215 complaints received across all BRI complaint channels. A total of 3,686 complaints remain in progress, with BRI committed to resolving them in strict adherence to the established Service Level Agreement (SLA). Implementation of procedures and settlement of complaints are reported annually to BRI Management through the Contact BRI Product Monitoring and Evaluation Report (LMEP). ^{[GRI 3-3][F.27]}

Approaches to Product Design, Service Delivery, and Service Culture ^{[GRI 3-3][GRI G4 FS15]}

To strengthen customer trust and satisfaction, BRI continuously enhances service workflows and procedures, streamlining processes to improve efficiency and simplify customer interactions. A customer-centric approach is at the core of product design, ensuring that offerings align with customer needs. BRI also leverages digital technology, including AI-powered chatbot (Sabrina), the BRIimo application, and CRM systems, to enhance service quality and responsiveness. Additionally, a robust feedback mechanism is in place to collect, analyze, and act upon customer input and complaints, ensuring long-term sustainability.

To further elevate the customer experience, BRI enhances physical infrastructure and branch office environments, optimizing work unit facilities to create a more comfortable and seamless banking experience. This commitment to service excellence is reinforced through a strong service culture, including the BRI Service Excellence Award (BSEC), which recognizes top-performing frontliners and work units.

To ensure the effectiveness of these strategies, BRI invests in employee development and service quality assurance. This includes regular product knowledge tests (TPK) for operational and service teams, specialized training programs to prevent aggressive sales tactics and ensure respectful customer interactions, and the refinement of service and operational evaluation frameworks (SOLVE).

1 Product Design ^{[F.26][F.27][GRI G54 FS15]}

BRI conducts customer needs research in product planning and development, adopting a customer-centric approach. The product design process considers risk mitigation measures and ensures compliance with both internal and external regulations before being presented to the Product Committee.

2 Provision of Product Information ^{[F.29][GRI 3-3][GRI 417-1]}

Openness and transparency in product information are fundamental principles of Customer Protection, which BRI upholds to enhance customer satisfaction. Clear communication serves as the foundation for delivering product information to customers, ensuring that customers receive comprehensive details about product and services, including their names, types, benefits, requirements, associated costs, interest or profit-sharing calculations, and applicable terms and conditions. BRI is committed to fair treatment for all customers, regardless of their background or financial status. Service reliability is also a key priority, ensuring that all transactions are conducted with integrity and accuracy. In line with its commitment to equitable service, BRI provides complete and transparent product information in Indonesian, both in written and verbal formats upon customer request. Customers can access this information through BRI work units, the BRIimo app, or BRI's official website at www.bri.co.id. As of now, there have been no product or service withdrawals by BRI. The bank's commitment to fair and responsible marketing policies reflects not only its business integrity but also its dedication to protecting customers' financial interests and overall well-being.

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3 Product Information Communication

BRI ensures that the dissemination of product information aligns with new service innovations, product launches, and updates to product terms, reaching both existing and potential customers. To achieve this, BRI leverages digital technology extensively through mobile applications, social media platforms, advertising, promotions, media relations, publicity, and various other communication channels. BRI trains and deploys information agents who serve as financial advisors and educators.

Through BRI's digital education initiatives, BRILian information agents play a crucial role in promoting awareness and understanding of BRI's digital products and services. More than 42,000 BRI Marketing Officers actively serve as financial advisors and digital educators, helping customers navigate and access BRI's financial solutions with confidence. This initiative is an integral part of the Culture Activation Program (CAP), reinforcing BRI employees' commitment to direct involvement in the company's business operations.

The activities of digital educators include:

1 Increasing the Number of New Accounts

Conducting outreach and education on opening BRI savings accounts (both digitally and through branch units) for customers and potential customers.

Conducting outreach and education on the use of digital platforms (BRImo, Smart Billing, Junio Smart, and others) for customers.

2 Expanding the Number of Transactions Through BRI Digital Products

Conducting outreach and education on the features in BRImo (transfers, digital wallets, Briva payments, etc.) for customers.

Conducting outreach and education on how to shop on Pasar.id, QR Pedagang, and others for customers.

Conducting outreach and education on how to perform financial transactions through IB Bisnis, CMS, and others for customers.

3 Educating on Safe Transaction Practices

Ensuring secure transactions at ATMs, BRImo, etc.

Maintaining the confidentiality of PINs and periodically changing PINs.

Conducting outreach and education for customers to maintain the confidentiality of personal data such as mother's maiden name, PIN, OTP, CVV. Avoiding the use of public Wi-Fi, etc.

4 Responsible Product Marketing

BRI upholds a fair marketing policy that prioritizes transparency, financial literacy, and regulatory compliance, ensuring the protection of consumer rights, while maintaining the stability and integrity of the financial system. Grounded in the Fair Marketing Communication Policy, this approach emphasizes transparency, fairness, reliability, confidentiality, and data security, all of which are directly applied by BRI employees in customer interactions.

Clear and transparent communication is fundamental to providing customers with sufficient information about product and services, including their names, types, benefits, requirements, costs, interest or profit-sharing calculations, and validity periods. BRI ensures equal treatment for all customers, regardless of their background or financial status, and guarantees the integrity and accuracy of all transactions. Employees are encouraged to conduct marketing activities in a transparent and ethical manner, prioritizing customer education alongside product promotion. This involves delivering clear, easily accessible information, outlining both risks and benefits to help customers make informed financial decisions. Digital platforms such as BRImo and Qlola enhance the educational efforts, catering to an increasingly digital-savvy customer base. Beyond marketing teams, Frontline teams (Universal Bankers and Customer Service) and BRI Contact Agents also play a role in product marketing activities through Cross-Selling, Outbound Calls, and Customer Visits,



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strengthening customer engagement. During this reporting period, no incidents of non-compliance were found regarding product and service information or marketing communication labeling. ^[GRI 417-2] ^[GRI 417-3]

5 Protection of Customer Rights and Provision of Inclusive and Equal Services ^[F.17]

BRI is committed to ensuring equal access for all customers while safeguarding consumer rights through inclusive services, transparent information, and data protection measures. Special services are provided for individuals with disabilities and the elderly, so they can make informed decisions regarding BRI's products and services. Additionally, BRI upholds data privacy and consent protocols, requiring customer authorization for the collection and use of personal information related to product marketing. These protective measures are designed to ensure customer security, build trust and satisfaction, and mitigate legal risk. BRI's customer protection framework encompasses equal access to financial services, specialized assistance for customers with disabilities and the elderly, , protection of customer assets, data security, transparent complaint handling, and mechanisms for data usage and deletion.

Providing equitable services to persons with disabilities not only strengthens financial inclusion but also contributes to ESG performance and service equality, ultimately fostering greater transaction volumes within this customer segment. To ensure service standardization and compliance, BRI adheres to the Standard Setara Guidelines issued by the Financial Services Authority (OJK). These guidelines regulate procedures, documentation, infrastructure and customer complaint resolution.

Service Standard	Realisation
Procedure	As outlined in Circular Letter SE.21-DIR/SCC/08/2024, BRI ensures that during the design of infrastructure/facilities, the Product Owner/Business Owner collaborates with the Network Management Unit/Information Technology Unit/Service & Contact Center to provide specialized services for customers with disabilities and the elderly
Document	BRI, coordinated by the Product Owner Division, ensures the availability of accessible documents, including specially designed forms.
Physical Infrastructure	Provision of 100 CRMs and 675 talking ATMs with specific instructions and audio connection. All ATM machines have lower heights, ATM buildings with wider doors for wheelchair users to ensure smooth mobility for persons with disabilities.

Responsible Credit Procedure Management Strategy ^[F.1] ^[F.17] ^[GRI 2-24]

Responsible Credit Collection Process

BRI is committed to delivering high-quality service and ensuring that its credit collection policy is respectful and fair. As a key component of credit governance, this policy balances BRI's financial interests with customer protection, applicable regulations. This commitment is reinforced through comprehensive policies, robust internal controls, and extensive training to ensure that debt collection agents operate within an ethical and customer-focused framework.

BRI's credit collection process places a strong emphasis on customer rights, privacy, regulatory compliance. The bank implements rigorous internal oversight to ensure that all measures taken in handling non-performing loans adhere to ethical standards and legal requirements.

Beyond systems and policies, BRI prioritises staff competency and professionalism. Employees involved in credit collection undergo specialized training, certification, and continuous support to ensure they fully understand credit collection procedures while maintaining empathy and sensitivity towards customers' financial situations.

As part of its commitment to offering constructive solutions, BRI provides credit restructuring options for debtors experiencing financial difficulties, taking into account their good faith, cooperation, and business continuity. Additionally, BRI offers an alternative resolution through the debt sale mechanism (cessie).

Every action taken is carefully considered to ensure fair, balanced, and mutually beneficial outcomes for all parties involved. Through this responsible and dignified credit collection approach, BRI not only upholds its role as a financial institution but also as a trusted partner dedicated to maintaining strong customer relationships and supporting long-term financial well-being.

Credit Need Calculation Based on Customer Repayment Capacity

BRI is committed to safeguarding customer financial health through a repayment capacity calculation policy, ensuring loans align with customers' financial ability. This policy prevents over-indebtedness while supporting sustainable financial goals.

To enhance transparency, BRI provides a credit calculation tool on its official website, enabling customers to estimate installment amounts before applying for a loan. By prioritizing clarity and responsible lending, BRI empowers customers to make informed financial decisions, avoiding debt traps and fostering a healthy financial relationship with the bank.



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Risk Management

BRI faces several risks in delivering superior customer service, including operational risks related to system efficiency and employee capabilities, compliance risks concerning customer privacy protection and marketing practices, and strategic risks stemming from misaligned product development. If not effectively managed, these risks could escalate into reputational risk

Operational Excellence Management [F.26] [F.27] [F.28]

Operational excellence in commercial banking is a strategic approach focused on enhancing efficiency, service quality, and risk mitigation. In this context, BRI is committed to delivering optimal customer services while minimizing costs and risks. To achieve this, BRI employs Strategies such as exceptional customer service, responsible product offerings and communication, product diversification, and the implementation of advanced information technology solutions.

Customer service excellence is critical to managing operational risks, including system downtimes, long waiting times, and service inefficiencies, which directly impact customer satisfaction and security. To address these challenges, BRI implements a structured risk management system, refining operational procedures and conducting regular employee training to improve complaint resolution, and mitigate potential dissatisfaction.

The Know Your Customer (KYC) principle is integral to minimizing fraud risks and strengthening trust in BRI and financial industry. Additionally, reputation risk is a key consideration, as miscommunication or inadequate service can negatively impact customer loyalty. To mitigate this, BRI adopts a proactive communication strategy, ensuring responsiveness to customer complaints, adherence to fair marketing and advertising regulations, and strict privacy protection policies.

To manage strategic risks in product development, BRI leverages data analytics, macroeconomic insights, continuous evaluations, and sound governance practices. Ongoing monitoring and evaluation of launched products allow BRI to swiftly identify misalignments and implement necessary corrective actions. These initiatives are further supported by robust information technology and digital innovation, which enhance operational efficiency, service accessibility, and customer experience, ultimately driving customer satisfaction and loyalty.

Customer Privacy Protection Management [FN-CB-230a.2.]

Recognizing the importance of customer privacy protection, BRI has implemented a comprehensive Customer Privacy Protection Management framework to ensure customers feel secure while using its services. This framework is built on regulatory compliance, robust privacy policies, and advanced technology solutions to safeguard personal data at every stage of its lifecycle, including collection, processing, storage, and destruction.

In accordance with SO.35-ASQ/12/2024 regarding the Internal Audit SOP in Module 2 on Information Technology Internal Audit Procedures, BRI's internal audit team regularly conducts internal audits on the implementation of personal data protection across BRI to ensure that personal data management complies with applicable regulations. This personal data protection audit covers the evaluation of personal data protection policy governance, fulfilment of data subject rights, execution of personal data processing activities across all work units, compliance and obligations of third parties, effectiveness of officers/work units with personal data protection functions, application of data privacy principles, as well as mechanisms for handling incidents or breaches related to personal data.

Governance: BRI has appointed a Personal Data Protection Officer (PDPO) responsible for overseeing personal data protection measures. The bank adheres to strict internal policies and procedures to ensure compliance and security, including:

- Policies Related to Personal Data Protection
- Information Security Governance Policies
- Standard Operating Procedures (SOPs) for Personal Data Protection
- Standard Operating Procedures (SOPs) for Bank Secrecy.

As part of its risk management framework, BRI has established a set of policies and compliance measures to ensure the secure and responsible processing of personal data. These policies apply to all individuals involved in data processing, including BRI management, electronic system operators, and personal data processors. All entities engaged in the collection, transmission, dissemination, and deletion of personal data, –including employees, vendors, partners, contractors, and other third parties–must comply with applicable laws, industry best practices, and banking regulations in Indonesia. This ensures a high standard of data protection while mitigating risks associated with personal data handling. [GRI 3-3]

Assess: BRI continuously evaluates its privacy management processes to align with best practices and compliance requirements. This includes conducting gap analysis, data processing activity records, personal data protection impact assessments, third-party privacy risks assessments, and data inventory and mapping.

Protect: To safeguard personal data, BRI implements technical and organizational measures against unauthorized access or misuse. These include encryption and tokenization, data loss prevention technologies, and strict access control to regulate data usage and modification including collection, use, disclosure, copying, or deletion.



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BRI adheres to key personal data protection principles, ensuring compliance with legal, ethical, and operational standards:

- Limited, Specific, Lawful, and Transparent Processing: Data collection follows strict limitations, lawful grounds, and transparency requirements.
- Purpose Limitation: Personal data is processed only for its intended purpose.
- Data Subjects Rights Protection: BRI ensures full compliance with customer rights regarding their personal data.
- Data Accuracy: Personal data is maintained with accuracy, completeness, and accountability.
- Data Security: Data is protected from unauthorized access, disclosure, alteration, misuse, destruction, and/or loss.
- Processing Notification: Customers are informed of data processing activities, risks, and purposes.
- Retention Limitation: Data is deleted and reviewed upon expiration of retention periods or upon customer request, except where legally required.
- Accountability: BRI upholds responsible data processing with clear compliance evidence

Sustain: BRI is dedicated to ongoing compliance and enhancement of its data protection practices over time. This is achieved through regular training and awareness programs for employees across all levels of routine audits on data protection, tailored to BRI's operational scale business characteristics.

Respond: To ensure rapid response to cyber incidents, BRI has established structured incident response procedures for prompt and effective handling of data breaches. As part of its commitment to transparency, BRI has developed a privacy notice, accessible at: <https://bri.co.id/privacy>.

BRI processes customers data strictly in accordance with its privacy notice, ensuring that all data processing activities are legally grounded. The bank also monitors customer consent for marketing purposes, reinforcing its commitment to data security, privacy, and compliance.





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Metric dan Target

Board Performance Indicators Related to Monitoring Customer Service Excellence

No	Parameter	Achievement
1	Net Promoter Score for the bank	64.00%
2	Number of Active BRImo Users	24.3 million users
3	Average Growth in Total Deposits (Bank Only)	9.57%
4	Average Growth in Total Loans (Bank Only)	9.16%
5	CASA Ratio	67.54%

BRI assesses service excellence using key indicators that evaluate customer engagement. These indicators include customers' willingness to use BRI products, reflected in the number of active BRImo users, and their likelihood to recommend BRI's services and products to others, as measured by the Net Promoter Score (NPS). This aligns with BRI's customer-centric product development approach, which focuses on enhancing service quality through digitalization, ensuring the reliability and accuracy of information delivery to customers. Survey results indicate that BRI's continuous improvements, process enhancements, and digitalization initiatives have strengthened customer engagement and increased their willingness to recommend BRI. This is reflected in BRI's NPS achievement of 64.00%.

Furthermore, service excellence performance is directly linked to the bank's financial metrics, including an average deposit growth of 9.57% (YoY) in 2024, an average loan growth of 9.16% (YoY), and a CASA ratio of 67.54%.

Customer Satisfaction Assessment [F27, F30] [GRI 417-3, 418-1] [FN-CB-230a.1]

To assess customer satisfaction, loyalty, and engagement with the company, BRI has conducted a Customer Engagement Index measurement in collaboration with a third-party expert in the field. The results indicate that BRI achieved a Customer Engagement Index score of 4.67, surpassing the target of 4.55. This achievement, aligned with improvements in Teller Experience, Customer Service Experience, and Branch Experience, serves as evidence of the positive outcomes BRI has attained in 2024.

BRI prioritizes customer feedback assessment through a comprehensive range of online and offline channels to continuously improve and enhance customer satisfaction and service excellence. As a result of these efforts, BRI achieved a customer satisfaction score of 87.06 in 2024, exceeding its target of 80. Customer feedback is collected through a survey distributed via WhatsApp blast messages to customers who have recently conducted transactions at BRI branches. To ensure customer data confidentiality, these messages are sent directly by BRI through its official BRI-INFO account.

Service quality is further evaluated through the Service Quality Index (SQI), where BRI attained a score of 4.4331, securing a position in the Diamond category in 2024. This achievement reflects BRI's consistent adherence to the highest standards in the banking industry.

To ensure the consistency and objectivity of service quality, BRI employs the mystery shopping method, which provides accurate performance insights across key service areas, including People (Customer Service, Tellers, and Security), Process (E-Channel such as ATMs/CRMs), and Premises. In 2024, BRI maintained strict data privacy and security standards, with no reported complaints related to customer privacy violations of customer privacy or data breaches, whether submitted directly or through consumer protection groups. [GRI 418-1] [FN-CB-230a.1]



Financial Inclusion and Literacy

As the world’s largest archipelago, comprising over 17,000 islands and a population exceeding 270 million, Indonesia is distinguished by its remarkable diversity, encompassing a vast array of ethnicities, cultures, languages, and beliefs. This rich diversity, coupled with the rapid advancement of technological innovations in the financial sector, presents both challenges and opportunities in promoting financial inclusion and literacy. Bank Rakyat Indonesia (BRI) remains steadfast in its commitment to serving as a strategic partner to the communities across the nation. By addressing the financial needs of individuals from all diverse social, economic, and cultural backgrounds, BRI strives to foster greater financial inclusion while encouraging more informed, responsible, sustainable financial behaviors.



Four Pillars of IFRS Sustainability Disclosure Standards

Governance

Governance of Financial Inclusion and Literacy

Commitment to Financial Inclusion

Strategy

Opportunity and Risk

Wide Access to Banking Services

Financial Products and Services Support

Non-Financial Support

Risk Management

Product and Strategy

Distribution and Reach

Partnership Development

Metric and Target

Financial Inclusion and Literacy Metrics and Targets within the Key Performance Indicators (KPI) of the Collegial Board of Directors



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Governance of Financial Inclusion and Literacy

BRI is dedicated to providing accessible and affordable financial products and services tailored to the diverse needs of its customers. The bank prioritizes reaching individuals who have traditionally been underserved by financial institutions, including those with limited access to financial services, low-income earners, economically disadvantaged women, students, Indonesian migrant workers, people with disabilities, and the elderly.

The implementation of financial literacy and inclusion programs is structured around the following core principles:

1 Planned and Measurable

All financial inclusion and literacy activities must be strategically designed in alignment with the objectives, strategies, and policies set by regulatory authorities. These activities should incorporate measurable indicators to effectively assess improvement in financial inclusion and literacy.

2 Achievement-Oriented

Financial literacy initiatives must be results-driven, leveraging available resources to maximize impact. BRI establishes key milestones as benchmarks for financial inclusion achievement. Each business unit is given the flexibility to tailor financial inclusion goals in accordance with its specific operational characteristics.

3 Sustainable

Financial inclusion and literacy programs must be conducted on a continuous basis, ensuring long-term impact and alignment with planned objectives. Sustainability in this context requires a comprehensive understanding of financial management, institutions, products, and/or financial services.

BRI's initiatives to enhance financial inclusion and literacy are guided by Circular Letter No. 21/SCC/08/2024, dated August 30, 2024, which aligns to the provisions of POJK Regulation No. 03/2023 on the Promotion of Financial Inclusion and Literacy in the Financial Services Sector for consumers and the public. Additionally, these efforts adhere to Financial Services Authority (OJK) Regulation No. 22 of 2023 on Consumer and Public Protection in the Financial Services Sector.

Commitment to Financial Inclusion

To ensure financial inclusion across all segments of society, BRI upholds the following commitments:

1 Extensive Banking Access

BRI is committed to broadening equitable access to financial products and services, through an extensive network of branch offices, digital banking platforms, and financial service agents (Brilink Agents). This ensures that banking services reach even the most underserved groups.

2 Tailored Financial Products and Services

BRI continuously innovates and develops affordable financial products and services designed to meet the needs of its customers. These offerings include savings accounts, loans products, and insurance services.

3 Non-Financial Support

Beyond financial services, BRI provides non-financial support through community empowerment programs that enhance financial literacy, improve financial well-being, and support business growth—particularly for entrepreneurs from underserved groups.

4 Promoting Customer Welfare

BRI is committed to safeguarding the financial well-being of its customers. This includes ensuring loans are structured according to customers' repayment capacities. The bank also upholds the principles of Fair Marketing Communication Policy, which emphasizes Transparency, Fair Treatment, Reliability, Consumer Data Confidentiality and Security, and Efficient Complaint Handling and Dispute Resolution.

BRI is committed to integrating financial inclusion into its core mission, operations, and ESG framework at all policy levels to ensure long-term sustainability. At the highest level of governance, the Board of Directors prioritizes financial inclusion as a strategic objective and closely monitors its progress. Within this framework, financial inclusion is defined through specific goals, demographic targets, and measurable implementation strategies.

To drive these initiatives, dedicated financial inclusion teams oversee program execution and collaborate with key stakeholders, including the government, community organizations, and non-governmental organizations (NGOs), to extend financial services to underserved populations. These efforts are complemented by evaluation and reporting mechanisms that assess the impacts of financial inclusion and literacy programs.

BRI demonstrates its commitment through various financial inclusion and literacy programs, such as student savings account initiatives, and empowerment and training programs focused on financial management for SMEs and business groups. The bank also enhances banking accessibility by expanding branch networks, developing distribution channels for financial products, and providing specialized services for customers with disabilities and the elderly. Additionally, BRI supports government programs, including social assistance distribution, and leverages digital financial service applications to improve accessibility. Following the implementation of these initiatives, BRI conducts comprehensive evaluations and reporting to measure outcomes and assess the effectiveness of its efforts in enhancing financial inclusion and literacy.



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BRI has long been a trusted financial partner for the Indonesian community, providing a comprehensive range of reliable financial products and services tailored to the needs of individuals, corporations, and SMEs. As a commercial bank with a strong focus on the SME segment, BRI is committed to fostering the growth and development of SMEs through extensive banking access, a diverse portfolio of affordable financial products, and capacity building initiatives. This includes community empowerment programs, specialized training, and the integration of a robust digital ecosystem designed to support and enhance SME competitiveness.

Opportunity and Risk

As one of the largest countries in ASEAN, both in population and geographical size, Indonesia offers significant opportunities for BRI to expand its market share and strengthen its regional presence. However, these opportunities are accompanied by inherent risks arising from various factors, including market dynamics, operational challenges, and customer-related risks. To navigate this landscape effectively, BRI implements a robust risk management framework aimed at maximizing value creation. BRI ensures business sustainability and operational resilience, enabling the bank to continuously expand its service reach.

Opportunities and Key Risks		Potential Impact	Short Term	Medium Term	Long Term
Opportunities	Opportunities to grow and strengthen market position in ASEAN	Financial system stability, reducing income inequality, increasing MSME access to finance, and utilizing financial technology.		✓	✓
	There are still potential markets that do not have access to finance	Banks can reach out to previously underserved populations and offer financial products and services that suit their needs.		✓	
	Large population	Increased community access to financial services and reduced income inequality		✓	
	Utilization of digital technology to improve access and financial literacy for unbanked communities banking services	Improving the efficiency of banking transactions and services through digitization as well as optimizing operational costs due to reducing dependence on physical offices			✓
Risks	Credit risk due to unavailability of formal data and lack of customer literacy for credit analysis needs	Increased risk exposure, challenges in risk identification and management	✓		
	Operational risk on the scale of a large number of customers requires a large number of management workers with large operational costs, and creates large operational risks as well.	Declining profitability and performance, and challenges in developing digital financial inclusion.		✓	
	MSME business saturation strategy risk may lead to inappropriate target portfolio management	Higher non-performing loan ratio and liquidity constraints	✓		
	Operational risk due to cybersecurity risk where the lack of understanding of protecting personal data can increase the risk of data misuse.	Loss of customer trust and potential financial loss	✓		

The short term spans 1-5 years, the medium term ranges from 5-10 years, and the long term extends beyond 10 years.

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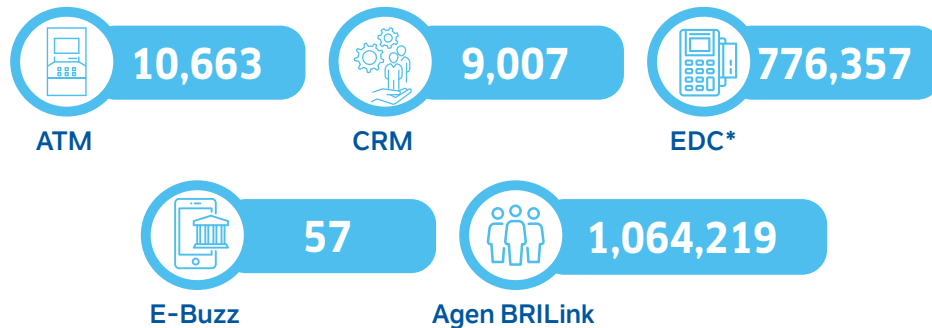
Strategy

Wide Access to Banking Services [B.1.e] [GRI G4 FS15]

Expanding public access to financial services plays a crucial role in reducing income inequality, creating financing and business development opportunities for SMEs, and fostering long term financial system stability. Recognizing this, BRI is committed to reaching underserved and unbanked communities, ensuring equitable access to financial services and promoting financial inclusion, anytime and anywhere.

E-Channel BRI

BRI's E-Channel platform enables seamless banking transactions without the need to visit a physical branch, significantly enhancing public access to financial services. With a network of over 747 thousand E-Channel units, including ATMs, CRMs, EDCs, and E-Buzz, BRI ensures comprehensive service coverage across Indonesia, including in the 3T regions (frontier, outermost, and disadvantaged areas).

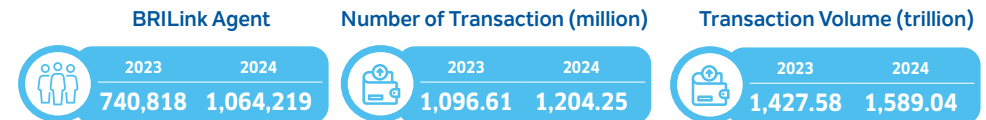


*EDC consist of merchant, operational working unit, and BRILink

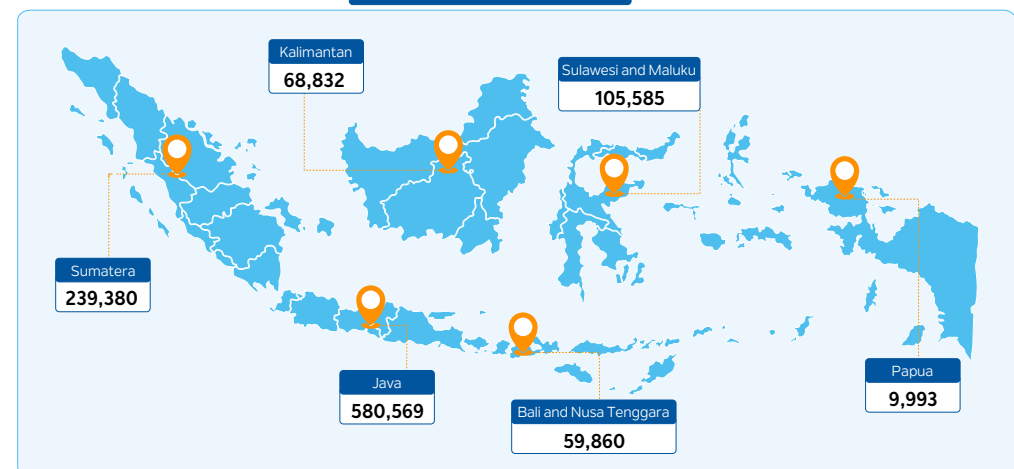
BRILink Agent [FS16]

AjenBRILink plays a pivotal role in BRI's financial inclusion strategy by extending banking services to areas that are difficult to access through conventional branch networks. AjenBRILink are BRI customers who collaborate with the bank to facilitate financial transactions, enabling the public to access banking services without the need to visit a physical branch. Operating independently, these agents serve diverse communities, from remote villages to urban areas.

AjenBRILink provides a range of essential banking services, including account opening, cash withdrawals, bill payments, digital financial transactions, and referrals for potential loan customers. Their presence not only enhances financial access for underserved populations, but also offers economic benefits to the agents themselves. By earning a transaction-based fee sharing arrangement, AjenBRILink gains an opportunity for additional income.



Distribution of BRILink Services





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Digital Access Points

BRI has demonstrated remarkable growth in digital transactions, with 98.95% of total transactions now conducted through digital platforms. The BRIimo application has experienced a significant surge in new users, transaction volume, and overall transaction activity. Additionally, the utilization of BRIAPI has expanded considerably, supporting more than 23 digital ecosystems and integrating with over 1,000 partners. The integration of artificial intelligence (AI), particularly through Sabrina, has enhanced customer service efficiency, leading to a substantial increase in the number of inquiries handled and improved customer satisfaction levels.

BRIimo

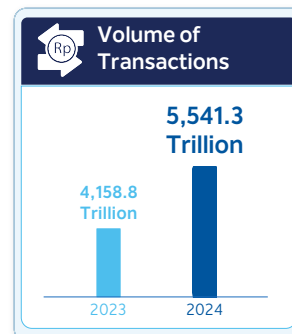
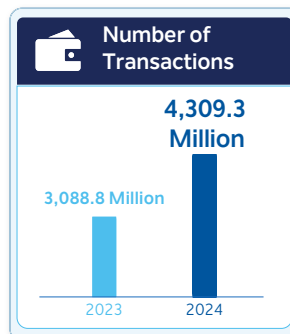
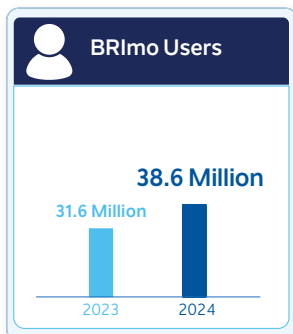
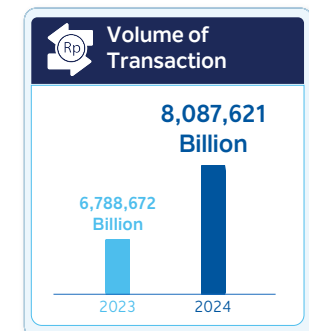
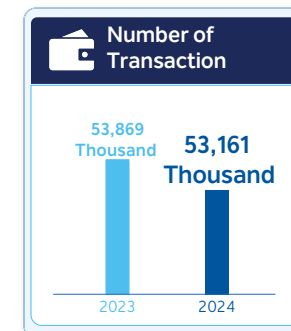
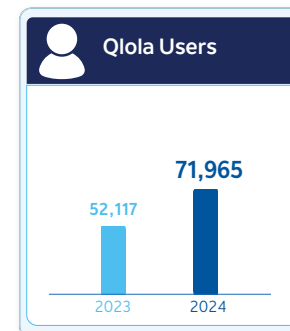


BRIimo is BRI's digital banking super app, designed to provide customers with seamless and convenient financial transactions directly from their smartphones. Offering 24/7 accessibility, BRIimo enables users to conduct banking transactions anytime and anywhere. Beyond standard features such as fund transfers and bill payments, BRIimo provides a wide range of financial services, including savings account opening, loan management, investments transactions, e-wallet top-ups, mobile credit purchases, and access to exclusive promotions.

Qlola



Qlola is BRI's digital banking super app, designed to enhance customer convenience in invoice management and streamline supply chain processes. This platform seamlessly integrates BRI's financial services with payment systems and loan facilities. The Supply Chain Management (SCM) feature in Qlola by BRI has established partnerships with various principal companies, enabling customers to conduct seamless transactions with their Small and Medium Enterprise (SME) partners.



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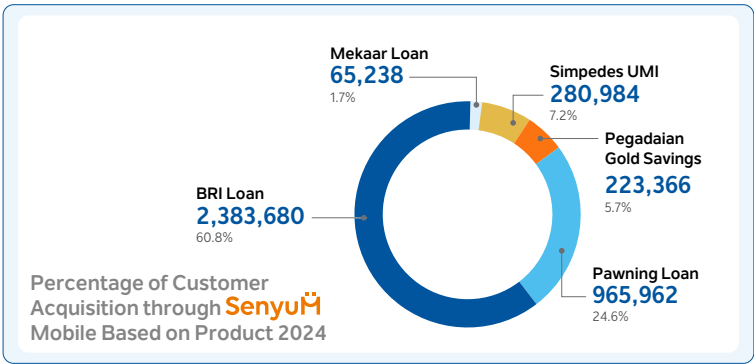
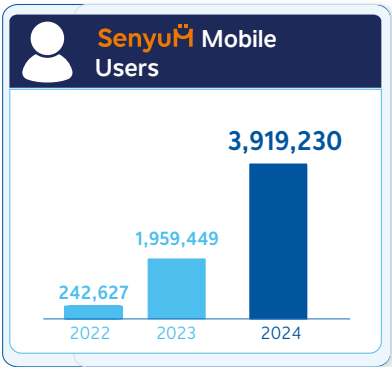
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SenyuM Mobile

SenyuM Mobile is an Android-based application designed to provide seamless access to a comprehensive range of financial products and services, specifically catering to the ultra-micro segment. Developed as a collaborative platform between BRI, Pegadaian, and PNM, the app empowers customers with convenient financial solutions tailored to their needs. Through SenyuM Mobile, users can access savings products such as Simpedes UMi BRI, explore investment options including Pegadaian Gold Savings, and utilize a referral system for financing. This includes financing options from PNM's Mekaar group, Pegadaian's pawn services, and BRI loans.



Sabrina

Sabrina is a Virtual Assistant powered by artificial intelligence (AI) chatbot technology, developed by BRI to enhance service accessibility and provide information to both existing and prospective customers. Available via WhatsApp at 0812 1214 017, Sabrina assists customers in obtaining product and service information, handling customer inquiries and complaints, scheduling branch appointments, deactivating debit cards; providing investment consultations, and locating the nearest BRI Branch Offices, ATMs, or AgenBRILink partners. Additionally, Sabrina is seamlessly integrated with BRImo, enabling customers to conveniently access banking transaction information, including account balances and transaction histories.

As a key frontline service channel, Sabrina plays a crucial role in addressing customer inquiries and complaints related to BRI's products and services. In 2024, interactions handled by Sabrina accounted for 40.11% of total customer interactions across all Contact

BRI complaint channels, representing a 47.63% increase compared to 2023. This growth underscores Sabrina's emergence as the preferred communication channel among Contact BRI users. Additionally, the fallback rate—instances where Sabrina was unable to respond to user queries—declined significantly from 17.80% in 2023 to 9.33% in 2024. Enhanced performance has also been reflected in user satisfaction, with 80.50% of users expressing satisfaction with Sabrina's services in 2024, marking an increase from 69.80% in 2023.

Sabrina	2023	2024
Composition of Sabrina in Total Interactions with BRI Contact	33.16%	40.11%
Unanswered Questions (%)	17.80%	9.33%
User Satisfaction Rate (%)	69.80%	80.50%



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Financial Products and Services Support

BRI provides a comprehensive range of financial products and services designed to meet the diverse needs of its customers while also expanding banking access to underserved and unbanked communities. BRI continually works to ensure that all segments of the Indonesian population have equitable access to banking services.

Savings Product [F.26] [FN-CB-240a.3]

Simpedes

Total Accounts: **147.60 Million**

A public savings product available at all BRI work units, equipped with a BRI Card that functions as both ATM cards and debit cards.

Simpedes Umi

Total Accounts: **18.20 Million**

A specialized savings product designed for the ultra micro community, particularly Pegadaian and PNM customers who do not yet have a BRI deposit account. It is accessible through a Simpedes passbook and a Simpedes GPN private label ATM card.

Simpedes TKI

Total Accounts: **73.47 Thousand**

A dedicated savings product for migrant workers, facilitating salary distribution and collection services, ensuring seamless financial transaction.

Simpedes Bisa

Total Accounts: **319.30 Thousand**

A savings product with 3 main features in a single account opening: savings/transactions (main account); investments (term deposit and DPLK); protection (micro-insurances AM-KKM, Rumahku, and business premises damage).

BritAma

Total Accounts: **24.69 Million**

A saving product with e-banking facilities and real-time online systems, allowing customers to transact anytime, anywhere. It includes free accident insurance, advanced banking features, and competitive interest rates.

BritAma Junio

Total Accounts: **2.38 Million**

A saving product designed for children, promoting a culture of saving from an early age. It includes e-banking facilities, financial planning features (Junio Rencana), personal accident insurance, and a debit card with an engaging design.

BritAma Bisnis

Total Accounts: **602 Thousand**

A saving account tailored for business, offering greater transaction flexibility, enhanced record-keeping, and additional benefits to support business operations.

Simpanan Pelajar (Simpel) [FN-CB-240a.3]

Total Accounts: **32 Million**

A student savings account with simple and accessible requirements, aimed at promoting a culture of saving among students. It includes various educational and financial inclusion features.

TabunganKu [FN-CB-240a.3]

Total Accounts: **17.20 Million**

A savings account for individual customers with simple and easy requirements, developed in collaboration with Indonesian banks to encourage a national culture of saving.



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Loan Products [F.26] [FN-CB-240a.1.] [FN-CB-240.a.2]

Kupedes

Debitur:	Outstanding:
4.49 Million	200.2 Trillion

Tailored for individual micro businesses (corporate and individuals) requiring financing within the Kupedes ceiling limit. This facility applies to all business sectors including agriculture, industry, trade, and others.

KUR Mikro

Debitur:	Outstanding:
7.94 Million	230.77 Trillion

Designed for startup micro entrepreneurs, offering loans ranging from Rp10 million - Rp100 million per debtor. Available as Working Capital Credit (KMK) with a maximum tenure of 3 years or Investment Credit (KI) with a maximum tenure of 5 years.

KUR Super Mikro

Debitur:	Outstanding:
168.56 Thousand	522.6 Billion

Targeting workers affected by job loss and housewives with productive businesses. Loans are available up to Rp10 million with a repayment term up to 3 years, or up to 5 years for Investment Loan (KI).

PNM Mekaar

Debitur:	Outstanding:
3.8 Million	11.91 Trillion

(Launched in 2015). A capital loan service specifically for underprivileged women MSME entrepreneurs with limited access to business financing.

PNM Mekaar Syariah

Debitur:	Outstanding:
10.59 Million	31.91 Trillion

Group-based financing in compliance with Islamic principles, guided by fatwas and/or sharia conformity statements from the National Sharia Council of the Indonesian Council of Ulama (MUI). This service supports ultra-micro businesses run by underprivileged women.

PNM ULAMM

Debitur:	Outstanding:
42.3 Thousand	2.43 Trillion

Direct financing for micro and small businesses, offering not only capital loans but also training, consultation, mentoring, financial management support and market access.

PNM ULaMM Syariah

Debitur:	Outstanding:
29.7 Thousand	1.21 Trillion

Distribution of financing based on Islamic principles, aligned with fatwas and / or statements of sharia conformity statements from the National Sharia Council of the Indonesian Council of Ulama, specifically for MSMEs.

Pegadaian Loan Products

Debitur:	Outstanding:
16.6 Million	85.4 Trillion

Divided into 2 main categories: pawn and non-pawn products.

BRIGUNA Purna

Debitur:	Outstanding:
134 Thousand	11.03 Billion

Loans offered to individuals with fixed income sources, including pension recipients.

KPR Green

Debitur:	Outstanding:
258	292 Billion

Financing for the purchase of environmentally friendly homes, promoting sustainable housing concept.

KPR Subsidi

Debitur:	Outstanding:
86 Thousand	11.631 Trillion

Specially designed for low-income families purchasing their first home, prioritizing those who do not yet own a home, or have never received housing subsidies.



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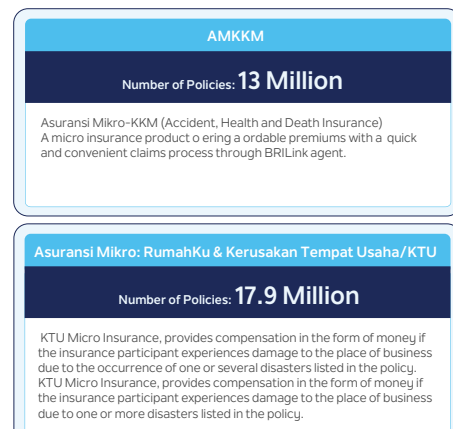
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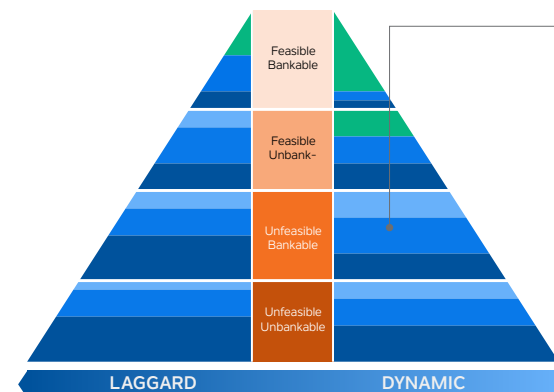
Non-Financial Support [F.26] [GRI G4 FS13]

As a bank committed to financial inclusion and literacy, BRI recognizes that empowering MSMEs (Micro, Small, and Medium Enterprises) extends beyond providing access to financial products and services. True empowerment involves fostering opportunities for growth through structured capacity-building programs that equip business owners with the knowledge and tools to navigate challenges and implement sustainable solutions. These initiatives are designed not only to enhance access to financial resources but also to strengthen the overall capabilities of MSMEs, ensuring their long-term success and resilience in an evolving economic landscape.

In today's dynamic era, where technological advancements, global market shifts, and social transformations are occurring at an accelerated pace, MSMEs (Micro, Small, and Medium Enterprises) must be encouraged to adapt and grow. As a dedicated MSME partner, BRI serves not only as a financial institution but also as an accelerator, offering guidance, mentorship, and essential resources to help entrepreneurs succeed.

Empowering customers is a fundamental component of achieving sustainable financial inclusion. To support this goal, BRI has developed an innovative framework that considers two key aspects: entrepreneurship level and literacy level. Through a holistic approach, this framework categorizes customers into four entrepreneurship levels, ensuring that each group receives targeted empowerment programs based on their specific needs:

Empowerment Level

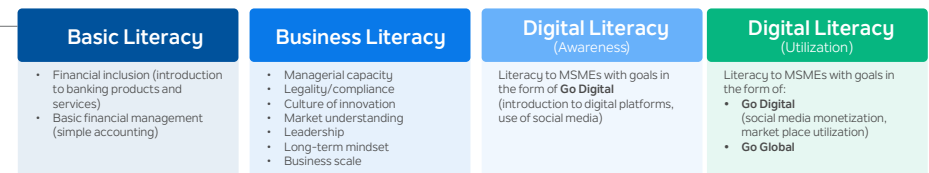


- Relatively old (>50)
- Focus on the past
- Maintaining tradition
- Suspicious of change/new things
- Long time in decision making

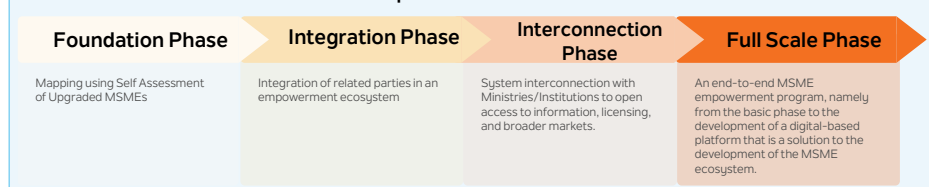
- Productive age (15-50)
- Focus on the future
- Can and willing to accept innovation
- Adaptive to change
- Fast in making decisions

MSME Empowerment Framework

Sustainable empowerment of MSMEs starting from the ultra-micro segment up to the SME segment



Empowerment Phase



Empowerment Channel & Digital Platform





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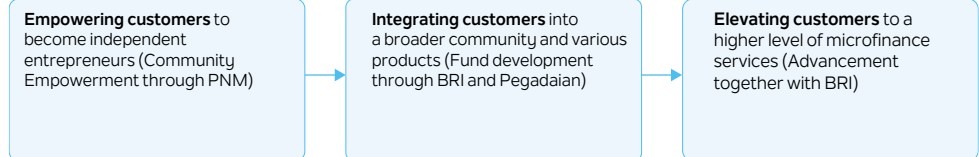
- **Unfeasible Unbankable:** Customers who do not meet financial institutions' lending criteria due to unsustainable business models or a lack of financial stability, making them too high-risk for financing.
- **Unfeasible, bankable:** Customers who possess collateral assets but do not yet meet the required criteria for financing, often due to insufficient credit history or a lack of a clear financial track record
- **Feasible Unbankable:** Customers who qualify for financing based on standard banking criteria but still struggle to secure funding, typically due to perceived risks, insufficient collateral, or other financial limitations.
- **Feasible Bankable:** Customers who meet all the necessary criteria for financial support, demonstrating financial stability, sufficient assets, and repayment capacity, making them eligible for bank financing.

Beyond entrepreneurial classification, BRI's framework also assesses Technology Adoption levels:

- **Laggard:** Typically older entrepreneurs (>50) who are hesitant to embrace change, focused on maintaining traditions, and slow in adopting new technologies or innovation.
- **Dynamic:** Typically younger entrepreneurs (15-50), who are future-oriented, open to innovation and change, quick in decision-making, and adaptive to evolving market conditions.

By combining entrepreneurial categorization and technology adoption, BRI develops a targeted matrix of empowerment programs to support MSMEs:

	Unfeasible Unbankable	Unfeasible Bankable	Feasible Unbankable	Feasible Bankable
LAGGARD	These customers primarily focus on basic literacy programs, which include an introduction to banking products and services as well as fundamental financial management concepts, supplemented by a portion of business literacy.	Customers meeting these criteria receive a basic literacy program (the largest portion), along with business literacy and digital literacy (awareness) programs, aimed at enhancing their entrepreneurial skills.	In addition to basic literacy, customers at this level are guided towards business literacy programs, followed by digital literacy, such as introducing them to e-commerce platforms.	Customers at this stage receive a greater focus on business literacy programs, followed by digital literacy training, particularly in utilizing marketplace platforms.
DYNAMIC	These customers are primarily engaged in basic literacy programs, covering banking products, financial management, and introductory business literacy.	For customers within this category, basic literacy, business literacy and digital literacy (awareness) programs are delivered simultaneously, equipping them with necessary skills to enhance their business capabilities.	Beyond basic literacy, customers at this level are introduced to get a business literacy program followed by digital literacy (awareness), particularly in familiarizing them with e-commerce platforms.	Customers at this level are well integrated into both basic & digital literacy components, enabling them to focus on advanced digital literacy program (utilization) aimed at achieving Go Modern, Go Digital and Go Global objectives through the effective use of the marketplace platforms.

Empowerment of Ultra Micro Business Groups ^{[FS16] [FN-CB-240a.4]}

The foundation of improving financial inclusion lies in a deep understanding of customer needs, including potential customers, and addressing the barriers that hinder their access to banking services. UMi Holding has developed a comprehensive and structured empowerment framework through the Ultra Micro Business Journey, designed to help micro and ultra-micro entrepreneurs enhance their business capacity and successfully "graduate" to the next level of financial and economic stability.

In the empowerment phase, PNM and BRI have partnered to support ultra-micro customers, particularly women, who lack access to formal banking services. The PNM Mekaar program offers intensive guidance through a group-based approach. This program not only promotes financial inclusion—as reflected in the opening of over 14.4 Million Simpedes UMi accounts as of December 2024—but also empowers women as key drivers of micro-businesses.

During the integration phase, Pegadaian and BRI address the financing needs of individuals transitioning into the formal bank system. Through continuous empowerment, BRI supports ultra-micro customers with a suite of integrated financial products, including Senyum Mobile, UMi savings accounts (Simpedes UMi), gold savings, gold pawn services, BRI loans, and PNM Mekaar financing. This structured approach aligns with the Sustainable Development Goals (SDGs), particularly SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth).



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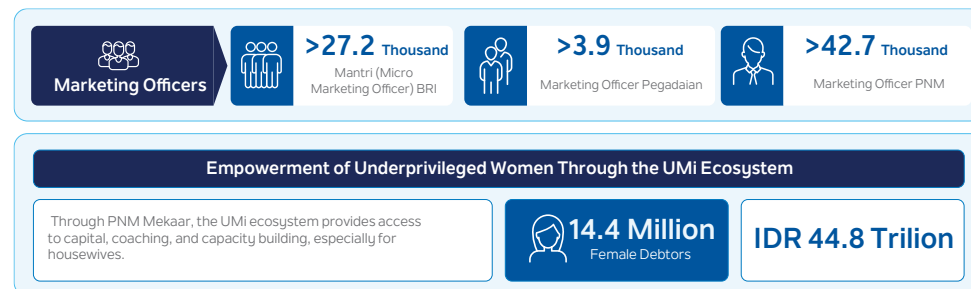
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The synergy of UMi in serving customers is reflected through three key initiatives, including:



As of December 2024, the PNM Mekaar program has successfully disbursed loans to over 14 million customers, with a total outstanding loan portfolio of IDR 44.8 trillion. This initiative goes beyond providing financial capital, offering intellectual and social capital as a key drivers of empowerment for underprivileged women's groups. BRI remains committed to advancing the Ultra Micro (UMi) business sector through a range of progressive initiatives. One of its flagship programs, the group literacy program, encourages financial transactions via Simpedes UMi accounts. While integrating financial literacy education into weekly meetings (PKM). Additionally, BRI prioritizes digital financial training, particularly through QRIS adoption, to enhance the business capabilities and empowerment of ultra-micro entrepreneurs.

Further strengthening its digital transformation strategy, BRI has launched a digital collaboration initiative with Third-Party, aimed at expanding market reach and increasing competitiveness in the digital economy. Social media platforms also serve as a key educational and collaborative space. With BRI's Sengyu UMi Community accounts on Instagram and Facebook fostering active engagement and digital financial literacy among ultra-micro business groups. As part of its sustainable financial inclusion strategy, BRI has introduced the BRILink Mekaar agent program, designed to extend financial services to UMi groups in remote areas. These efforts align with the Sustainable Development Goals (SDGs), particularly SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth). This empowerment strategy has led to a significant improvement in Indonesia's financial literacy index, rising from 36.97% to 59.8%.

Social Empowerment in UMi [F.23][F.28]

The presence of UMi initiatives in expanding integrated banking access not only accelerates economic growth, but also fosters social empowerment through various targeted programs.

Group-based Literacy Enhancement Program

- 14.4 million Mekaar customers have opened Simpedes UMi Accounts, with a collective balance exceeding IDR 2 Trillion
- Financial literacy education is conducted through Weekly Group Meetings (PKM)

Targeted Small Business Course of Female Entrepreneur

- 250 Ultra Micro customer members have joined dedicated WhatsApp Group

UMi Business Community Development through E-commerce

Over 50,000 UMi businesses have integrated into e-commerce platform

Marketing through Social Media / Digital Marketplace

- Established SengyuM Community Accounts on Instagram and Facebook as dedicated UMi customer education platforms
- Instagram followers: over 8,000
- Facebook followers: over 20,000

Expansion of BRILink Mekaar Agents

BRILink Mekaar acquisition has grown to 437,575 BRILink Agents. Total transactions through BRILink Mekaar have reached IDR 50.83 trillion



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Desa BRILiaN



Desa BRILiaN is a village empowerment program designed to establish model villages that exemplify best practices in leadership and collaboration. Aligned with the Sustainable Development Goals (SDGs), the Desa BRILiaN program focuses on four key pillars of village development:

- 1 BUMDes (Village-Owned Enterprises) - strengthening village-based economic drivers
- 2 Digitization - implementing digital products and activities to modernize village operations
- 3 Sustainability - promoting resilience and continuous development
- 4 Creative Innovation - encouraging the creation of new solutions and innovations

As of December 2024, the Desa BRILiaN program has successfully empowered over 4,327 villages.

Combination of 4 Ecosystem Aspects



BUMDes

The active role of BUMDes as a mover of village economies by utilizing village funds for productive activities



Digital

Digitalization in villages can be implemented optimally, including digital finance and the use of BRI digital products (BRILink, Web Pasar.id, Stroberi)



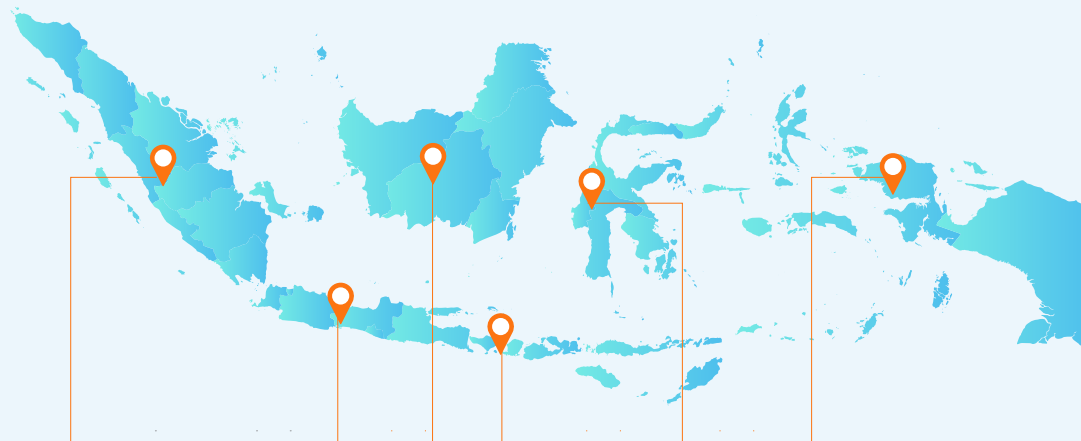
Innovation

Villages that are creative in solving community social problems.



Sustainability

Resilient villages that are able to improve the welfare of their people with the village's superior sectors on an ongoing basis



DESA BRILiaN BUMDes Business Profile

COMMERCE
500 BUMDesSERVICES
703 BUMDesFINANCIAL SERVICES
(BANK AGENCY)
317 BUMDesFOOD
319 BUMDesWATER
MANAGEMENT
102 BUMDesVILLAGE
TOURISM
1,215 BUMDesMANUFACTURING
974 BUMDesOTHERS
197 BUMDes

4,327 Desa BRILiaN
across Indonesia



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Rumah BUMN



Rumah BUMN is a platform for MSME capability-building, established through a collaboration of state-owned enterprises (BUMN) to create a digital economy ecosystem that enhances the capabilities of MSMEs. This initiative helps MSMEs transition into modern, digital, online, and globally competitive business. Beyond business development, Rumah BUMN serves multiple functions, including a basecamp for millennials, an information center for banking programs, a co-working space, and a disaster response task force.

Currently, BRI supports 54 Rumah BUMN locations across Indonesia, serving as a central hub for over 433,000 BRI MSME clients. These facilities have conducted more than 14,000 training sessions.

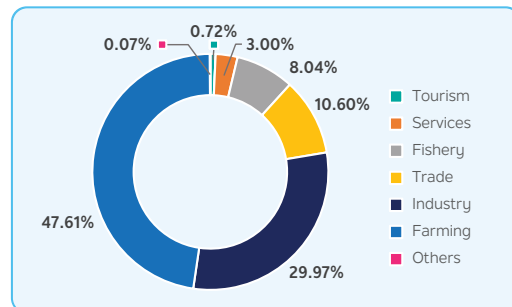
Klaster Usaha



BRI Klaster Usaha is a business empowerment program designed to support business groups formed based on shared interests within a specific area. This initiative aims to enhance the capacity and capabilities of all members within the cluster.

BRI provides comprehensive empowerment programs to support Business Clusters, including training, mentoring, business infrastructure support, and market expansion assistance.

To ensure efficient data management, BRI leverages digital technology through the Klasterku Hidupku application.



LinkUMKM



LinkUMKM is an online empowerment platform designed to support MSMEs by providing access to various business development resources. Open to the public, this platform offers a range of features aimed at enhancing MSME capacity. Key features of LinkUMKM include the Naik Kelas Assessment, Expert Consultation, and Product Showcase. As of today, LinkUMKM has surpassed 10 million registered MSME members.

Commodity Platform PARI (Pasar Rakyat Indonesia)



BRI collaborates with third parties to provide integrated digital solutions for commodity-based ecosystem players, enhancing their access to financial and business services through the Pasar Rakyat Indonesia (PARI) platform. In 2024, BRI prioritized ecosystems encompassing eggs, fish, shallots, coffee, milk, feed, cashews, pineapples, cassava, rice, bananas, and mangoes. The platform's acquisition efforts resulted in 103,186 registered users, facilitating 485,649 transactions. Additionally, PARI offers a bridging loan totalling IDR 13.7 trillion, with a total gross merchandise value of IDR 54.8 trillion. This initiative directly benefited 38,474 farmers and 20,488 collectors.

New pasar.id ^[GRI FS16]

BRI collaborates with third parties through the Pasar.ID platform to support the micro-economy, particularly in traditional markets. This platform enables market managers, vendors, and visitors to conduct seamless online transactions. Pasar.ID serves as a comprehensive marketplace directory, providing detailed information about traditional markets and their shops, allowing consumers to select shopping destinations based on their location preferences. In 2024, transactions made through the site reached 88,295, totaling IDR 14.62 billion, involving 7,380 traditional markets and 223,547 vendors. BRI's efforts in acquiring leading markets across various regions contributed to a 0.98% YoY increase in the number of registered vendors. BRI offers training and mentoring programs focused on maximizing Pasar.ID features for daily transactions. Transactions can be conveniently conducted through WhatsApp and BRI banking applications, including EDC BRI, BRImo, and Agen BRILink. ^{[FS6][FS13][FS14]}

Localoka



As technological advancements and customer demands continue to evolve, BRI has yet to establish its own dedicated marketplace platform. However, given the significant financial activity within the grocery business segment, there is an opportunity to capture the wholesale market by integrating marketplace features into the AgenBRILink ecosystem. Localoka, BRI's managed marketplace platform, provides a digital solution for SMEs to market their products online. The integration of the BRILink Mobile application with this marketplace is expected to enhance sales potential and profitability for AgenBRILink. Beyond supporting local SMEs, Localoka has broader potential through expanded partnerships with large corporations, aligning with its initial goal of becoming a localized business ecosystem platform. The inclusion of corporate sellers on the platform adds value for SME customers, offering enhanced business opportunities. Additionally, AgenBRILink partners benefit by purchasing goods in bulk at more competitive prices from corporate sellers within Localoka.



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Empowerment of Indonesian Migrant Workers

To enhance remittance transactions for Indonesian Migrant Workers (PMI) across various countries, BRI, through its subsidiary BRI Remittance, has developed an online remittance service in collaboration with digital platform providers and financial technology (fintech) partners. Additionally, BRI is committed to promoting financial inclusivity and literacy for PMI. Through partnership with Bank Indonesia and Kantor Dagang dan Ekonomi Indonesia (KDEI), BRI provides education on the benefits of cashless remittances. Supported by a global network of over 100 partners, BRI continues to accelerate the development of remittance services, improving the efficiency and sustainability of cross-border money exchanges.

Beyond facilitating financial transactions, BRI actively promotes financial inclusion programs, offering education and training for PMI through digital outreach and affordable financial services. By doing so, BRI not only enhances financial accessibility but also strengthens its commitment to improving financial literacy and well-being for PMI worldwide.





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Risk Management

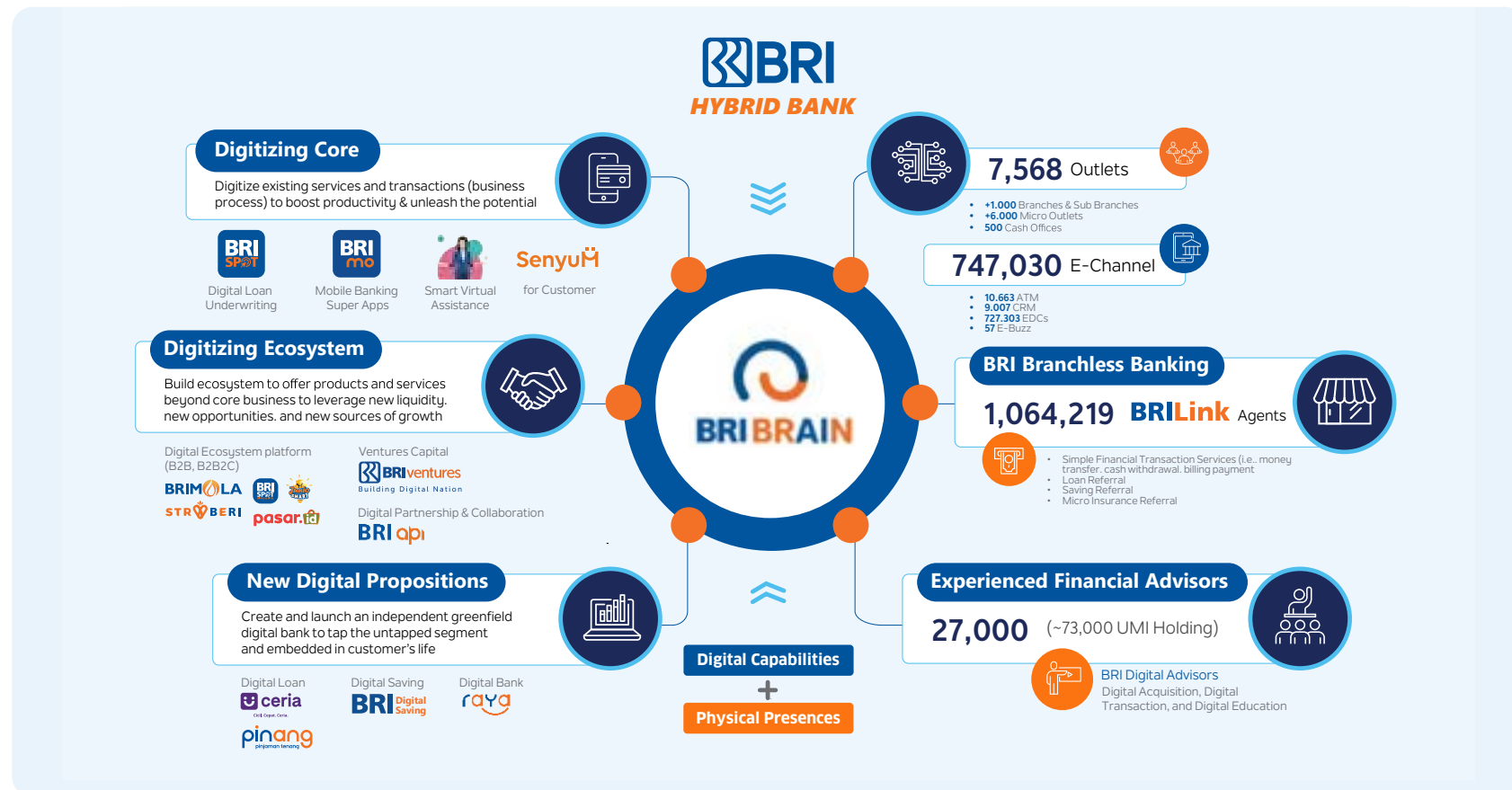
BRI has implemented a comprehensive strategy to advance financial inclusion initiatives. This strategy encompasses product development, digital technology adoption, literacy enhancement, and strategic partnerships, BRI to reach underserved and marginalized communities, including women, rural populations, and low-income households.

Product and Strategy

Through its hybrid banking business model, BRI delivers affordable and easily accessible financial

solutions to all segments of society. This approach seamlessly integrates conventional banking services, which rely on physical branch networks, with cutting-edge digital innovations.

This model is further strengthened by BRIBrain, BRI's advanced artificial intelligence and metadata analytics system, which enables accurate and data-driven business decisions. Additionally, the adoption of digital innovations is designed to continuously enhance the quality of BRI's digital products and services.





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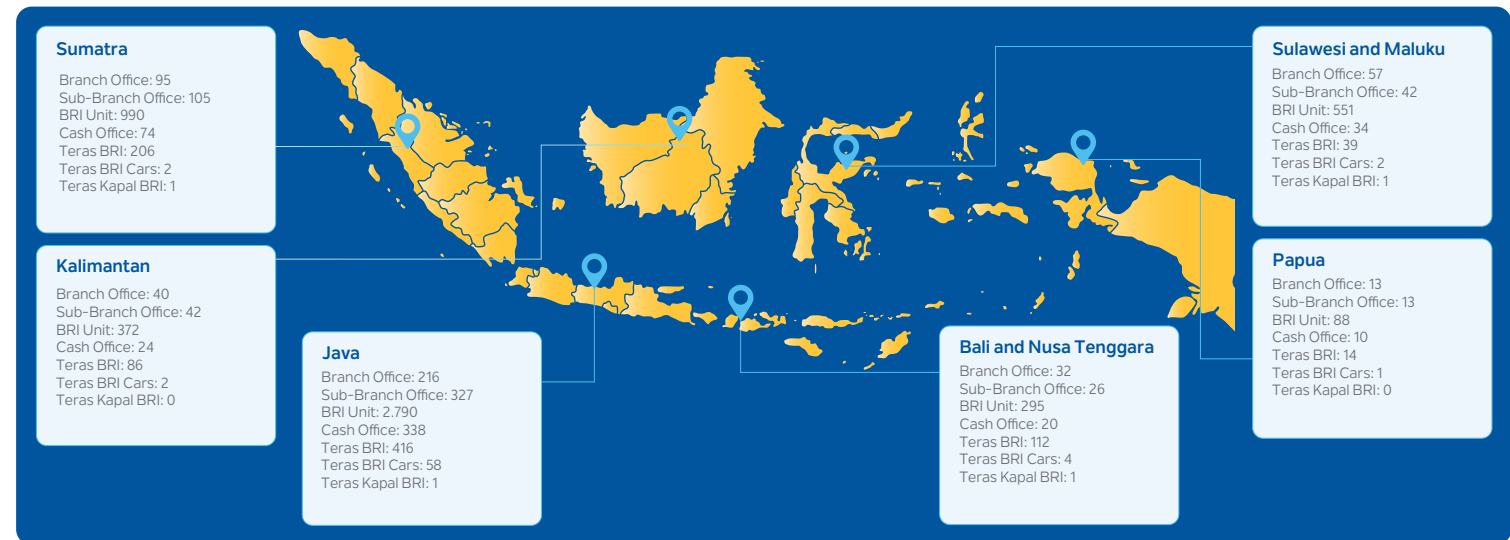
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Distribution and Reach

BRI remains committed to expanding its financial service network, ensuring comprehensive access to banking services across Indonesia, from urban areas to the 3T regions (underdeveloped, frontier, outermost areas). With a presence in over 7,000 branch offices nationwide, BRI continues to bridge financial gaps and enhance economic inclusion. To further extend its reach, BRI operates four Bahtera Seva ship branches, providing banking services to remote archipelagic regions. These services are also tailored to marginalized groups, including women, rural populations, and low-income households.



Partnership Development

BRI views its commitment to financial inclusion and literacy as an opportunity for long-term sustainable growth. This commitment is realized through the optimization of resources and beyond-banking business escalation strategy, leveraging the Ultra Micro Holding partnership between BRI, PT Pegadaian, and PT Permodalan Nasional Madani (PNM). Supported by a large customer base, this initiative serves as a new growth driver for BRI, integrating an extensive infrastructure network, comprehensive financial products and services, and strengthened retail banking. These efforts are reinforced through business value chain development, digital product innovation, and enhanced synergy and cross-selling between BRI and its subsidiaries.

BRI fosters customer partnerships through the BRILink Agent scheme, recruiting customers as independent partners to extend banking services to remote and underserved areas. These agents facilitate a wide range of financial services, including account openings, cash withdrawals, bill payments, digital transactions, and loan referrals. Their presence serves as a critical link between the communities and formal banking services, reinforcing BRI's financial inclusion model.

Additionally, BRI strengthens partnership development through collaborations with fintech companies, local governments, and community organizations. These partnerships aim to broaden financial access and enhance literacy through targeted workshops and educational campaigns on financial products and services.



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Metric and Target

BRI's financial inclusion and literacy strategy focuses on promoting the adoption of financial technology and digital banking services. Given the expansive reach and accessibility of digital banking, this approach enables BRI to serve a broader audience, including unbanked populations, by providing seamless and affordable access to financial services.

Financial Inclusion and Literacy Metrics and Targets within the Key Performance Indicators (KPI) of the Collegial Board of Directors

Several key parameters are used to assess the performance of the President Director and Board of Directors in relation to financial inclusion and literacy. These include the realization of Kredit Usaha Rakyat (KUR) disbursement, the number of active BRImo users, the achievement of KPI Holding UMi, as well as the growth of average total deposits and total loans. KUR distribution during 2024 reached IDR 184.98 trillion, while the number of active BRImo users stood at 24.3 million, reflecting the success in expanding digital financial access. Additionally, the KPI Holding UMi realization reached 100.55%, demonstrating the effectiveness of ultra-micro financing management.

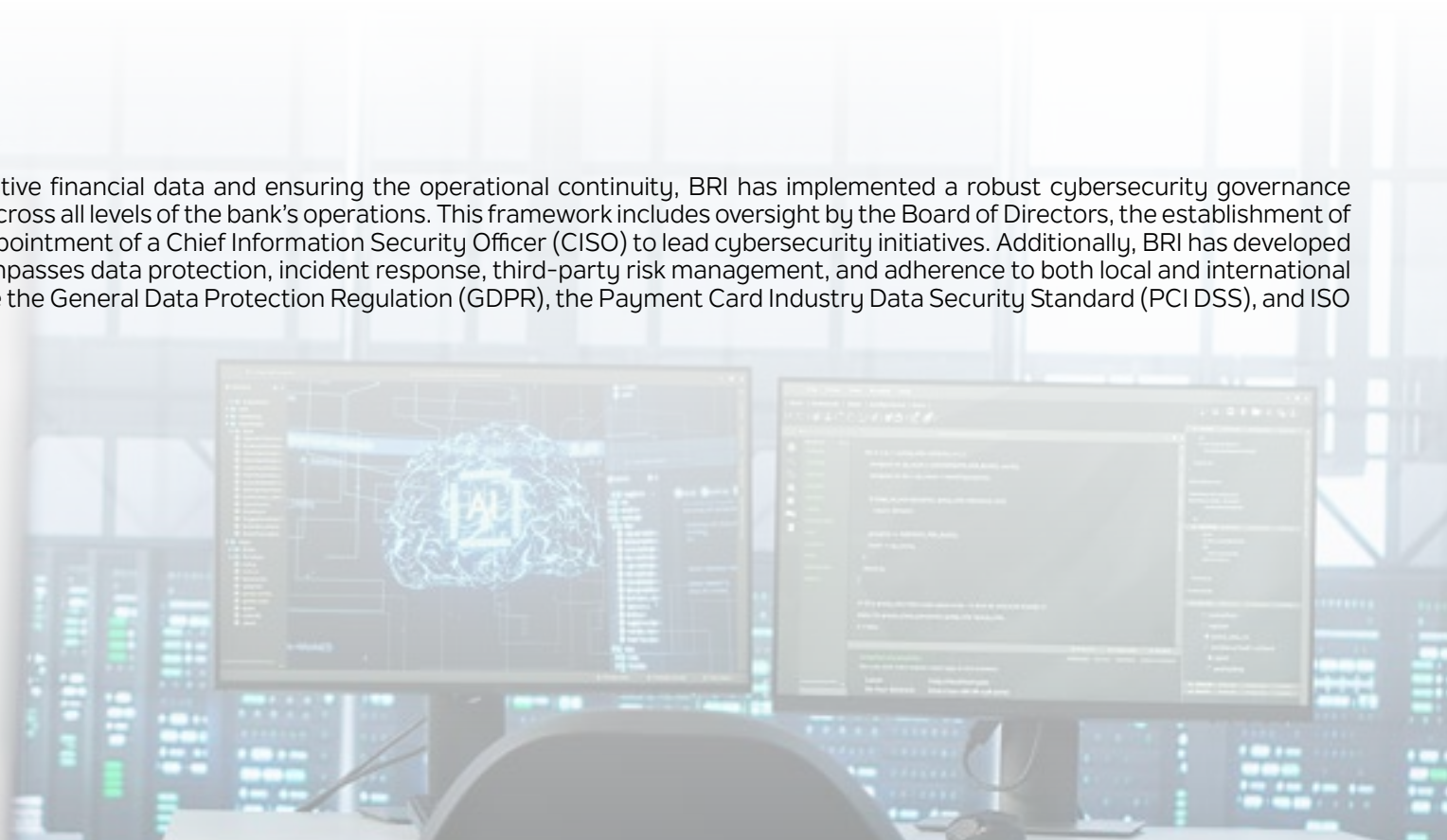
From a financial growth perspective, the average total deposit growth (bank only) was recorded at 9.57%, reflecting strong customer confidence in placing funds with BRI. Meanwhile, the average total loan growth (bank only) reached 9.16%, aligning with BRI's sustainable credit expansion strategy. With continued advancements in financial inclusion and literacy, BRI remains committed to broadening banking service access and driving sustainable economic growth.

No	Parameter	Realisation
1	KUR Disbursement Realization	109.4%
2	Number of Active Users of BRImo	24.3 Million
3	Realization of UMi Holding KPIs	100.55%
4	Completion of the Micro Business Transformation Blueprint and progress on implementation in 2024	100%



Robust Cybersecurity

Cybersecurity is essential for safeguarding sensitive financial data and ensuring the operational continuity, BRI has implemented a robust cybersecurity governance framework, integrating security as a top priority across all levels of the bank's operations. This framework includes oversight by the Board of Directors, the establishment of a dedicated cybersecurity committee, and the appointment of a Chief Information Security Officer (CISO) to lead cybersecurity initiatives. Additionally, BRI has developed a comprehensive cybersecurity policy that encompasses data protection, incident response, third-party risk management, and adherence to both local and international cybersecurity standards. These standards include the General Data Protection Regulation (GDPR), the Payment Card Industry Data Security Standard (PCI DSS), and ISO 27001.



Four Pillars of IFRS Sustainability Disclosure Standards:

Governance

The Structure of the Information Technology Steering Committee

Role of the Information Security Work Unit

Strategy

Identify Key Opportunities and Risks

Information Security Infrastructure and Processes

Enhancing Employee Awareness and Capability in Information Security

Risk Management

Information Security Escalation Process

Handling Information Security Breaches

Metric and Target

Cybersecurity Metrics and Targets within the Key Performance Indicators (KPI) of the Collegial Board of Directors

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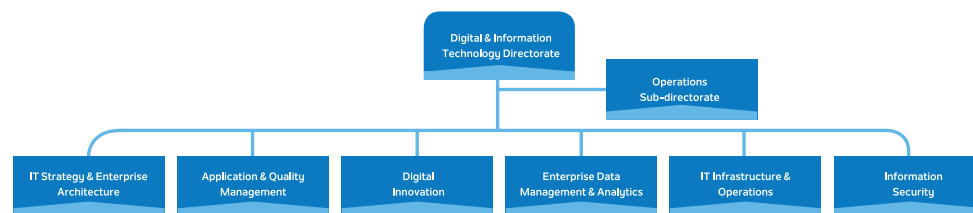
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Governance [GRI 3-3]

The Structure of the Information Technology Steering Committee [GRI 2-12]

BRI's commitment to cybersecurity governance involves active participation from the Board of Commissioners, Board of Directors, Chief Information Officer (CIO), risk management personnel, and IT management. Given the intrinsic link between information security, technology, and risk control strategies, cybersecurity remains a critical priority. An effective cybersecurity strategy must seamlessly integrate advanced technology, regulatory compliance, and a strong culture of cybersecurity awareness among both employees and customers.



This governance framework is formalized through the Information Technology Steering Committee, as stipulated in the Board of Directors' Decree No. 96-DIR/PPM/01/2024 on the Information Technology Steering Committee of PT Bank Rakyat Indonesia (Persero) Tbk. The decree defines the committee's objectives, structure, duties, authority, responsibilities, and operating procedures.

The Information Technology Steering Committee is responsible for providing strategic guidance and recommendations to the Board of Directors on the planning, governance, development, and operation of information technology. Continuous evaluation, regular updates to security protocols, and a commitment to innovation are essential for maintaining effective cybersecurity measures, particularly as the financial industry navigates an increasingly dynamic digital landscape. A proactive, adaptive, and collaborative approach to cybersecurity is therefore essential to safeguarding the integrity of financial systems and reinforcing public trust.

Membership Structure	Position Title	Voting Rights
Director of Digital & Information Technology	Chairman	✓
Network & Services Director	Substitute Chairman (also serving as Permanent Member)	✓
Division Head, IT Strategy & Governance	Secretary (also serving as Permanent Member)	—
1 Director of Risk Management 2 Director of Finance 3 SEVP, Operation 4 Division Head, IT Strategy & Governance 5 Division Head, Enterprise Data Management 6 Division Head, Application Management & Operation 7 Division Head, Digital Banking Development & Operation 8 Division Head, IT Infrastructure & Operation 9 Division Head, Information Security 10 Division Head, Operational Risk 11 Division Head, Digital Risk 12 Division Head, Distribution Network 13 Division Head, Planning, Budgeting, & Performance Management	Permanent Member	✓
1 Director or SEVP of Related Field 2 Division Head of Related Field	Non-Permanent Member	✓
Director of Compliance	Permanent Member	—



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Role of the Information Security Work Unit

To strengthen its information security framework, BRI has established a dedicated Information Security Unit. This unit is led by a Chief Information Security Officer (CISO), an experienced professional in the field of security, holding industry-recognized certifications such as Certified Information Systems Auditor (CISA) and Certified Information Systems Security Professional (CISSP). Reporting directly to the Director of Digital & Information Technology, this unit is responsible for the following key areas:

- Security Architecture Design;
- Operational Security;
- Cyber Risk and Cyber Intelligence;
- Data Loss Prevention & Fraud;
- Identity & Access Management;
- Management, Investigation, and Forensic Programs; and
- Security Governance.

In addition to the Chief Information Security Officer (CISO), BRI has also established a Cyber Security Incident Response Team (CSIRT) to ensure prompt and effective responses to cybersecurity incidents. The CSIRT is led by a CSIRT Coordinator who oversees several specialized teams including:

- CSIRT Coordinator (serves as the lead for all teams)
- IT Unit - Information Security Function
- IT Unit - Planning Function
- IT Unit - Application System Development Function
- IT Unit - Application System Operations Function
- IT Unit - Infrastructure and Operations Function
- IT Unit - Application System Service Quality Function
- Digital Risk Management Unit
- Services and Contact Center Unit
- Corporate Secretariat Unit
- Legal Unit



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Identify Key Opportunities and Risks

Effective cybersecurity risk assessment methodologies and the implementation of industry standards and best practices are critical for the banking industry to identify and mitigate cyber threats. Strengthening cybersecurity resilience requires leveraging advanced technologies and robust frameworks to protect customer assets and uphold trust in the digital financial ecosystem. These measures not only enhance customer satisfaction and experience, but also contribute to increased

market share, strengthened customer confidence, and an improved corporate image, reputation, and overall enterprise value. Conversely, the failure to implement adequate cybersecurity measures exposes financial institutions to heightened operational, reputational, regulatory, financial, and supply chain risks.

Key Opportunities and Risks		Potential Impact	Short Term	Medium Term	Long Term
Opportunity	Enhanced customer satisfaction and experience	Increased market share and customer confidence			✓
		Strengthened corporate image, reputation and overall enterprise value		✓	
	Strengthened customer protection through innovation and digital technology	Enhanced security of products and services and improved operational efficiency	✓		
Risk	Operational risk due to data breaches, ransomware attacks, and insider threats	Financial Losses to Customers Due to System Downtime, Fraud, Unauthorized Access, and Data Breaches	✓		
	Reputational risk due to cybersecurity incidents that could damage customer trust and the bank's reputation	Financial Losses to Customers and Erosion of Trust in the Bank and the broader Financial Industry	✓		
	Regulatory risk due to non-compliance with cybersecurity regulations and standards leading to penalties	Financial Losses Due to Fines and legal repercussions and Erosion of Trust in the Bank and the broader Financial Industry	✓		
	Financial risk of financial loss due to fraud, fines or recovery costs	Direct Financial Losses for Customers and diminished of Trust in the Bank and the broader Financial Industry	✓		
	Operational risk due to unreliability of supplier and third party services	Financial Losses for Customers Due to System Downtime, Fraud, unauthorized Access, and Data Breaches; Financial Losses for the bank from Compensation and remediation costs; and Erosion of Trust in the Bank and the broader Financial Industry			✓



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BRI's Commitment to Strengthening Information Security

Information management is an integral aspect of banking operations and is closely linked to potential risks, including unauthorized access and various forms of cyber threats. Recognizing the importance of information protection in maintaining trust and ensuring business continuity, BRI is committed to continuously strengthening the security of all managed information through a structured, comprehensive, and sustainable protection strategy.

This commitment is reflected in Circular Letter SE.37-DIR/ISC/09/2023, which affirms that BRI's Top Management is committed to the establishment, implementation, operation, monitoring, review, maintenance, and continuous improvement of information asset security through:

- 1 Establishing information security governance and information asset protection objectives that are aligned with BRI's strategic direction.
- 2 Providing adequate resources to support the implementation of information asset protection, including the establishment of individual responsibilities for information security across the entire workforce.
- 3 Continuously communicating with all relevant parties, including internal stakeholders and third parties, on the importance of meeting information asset protection objectives in accordance with Information Security Governance and applicable legal responsibilities, to ensure all parties understand and comply with the established information security requirements.
- 4 Ensuring and directing the implementation of risk management programs to support monitoring and responding to information security threats, as well as conducting continuous evaluations to continuously improve information security systems, so that information asset protection can achieve its intended objectives.
- 5 Developing strategies and conducting regular evaluations on information security compliance and personal data protection to ensure the integrity and protection of data are maintained.

Information Security Infrastructure and Processes [FN-CB-230a.2.]

BRI's cybersecurity management aligns with established policies and regulatory frameworks, including OJK Regulation No. 11/POJK.03/2022 on the Implementation of Information Technology by Commercial Banks; Bank Indonesia Regulation No. 2 of 2024 on Information System Security and Cyber Resilience for Payment System Operators, Money Market and Foreign Exchange Market Participants, as well as Other Parties Regulated and Supervised by Bank Indonesia; OJK Circular Letter No. 21/SEOJK.03/2017 on the Implementation of Risk Management in the Use of Information Technology by Commercial Banks; OJK Circular Letter No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks; National Cyber and Encryption Agency (BSSN) Regulation No. 1 of 2024 on Cyber Incident Management; Law of the Republic of Indonesia No. 27 of 2022 on Personal Data Protection; ISO 27001:2022; PCI-DSS; and NIST.

To ensure a structured approach to cybersecurity, BRI has developed the BRI Cybersecurity

Framework, which is integrated into the Enterprise Security Architecture (ESA). This framework follows the National Institute of Standards and Technology (NIST) Cybersecurity Framework and is continuously refined based on the latest cyber threat analysis. The Enterprise Security Architecture (ESA) is built on five pillars: Identify, Protect, Detect, Respond, and Recover, each addressing critical aspects of information security.

The Enterprise Security Architecture (ESA) is built on six pillars: Govern, Identify, Protect, Detect, Respond, and Recover, each addressing critical aspects of information security. Under the Govern pillar, BRI has established information security governance to manage cybersecurity risks. The Identify pillar focuses on conducting gap analyses, maturity assessments, and developing BRI's security roadmap. Under the Protect pillar, BRI implements advanced security technologies and governance measures.



Enhancing Employee Awareness and Capability in Information Security

To enhance awareness of information security among its employees, BRI regularly implements awareness programs through various formats and media, including:

- 1 Privacy Infographic: BRI has developed a series of infographics in the form of posters and publications on personal data protection for all employees. This initiative aims to raise awareness and embed a culture of data protection across all operational activities.
- 2 Privacy Podcast: BRI promotes data protection and privacy initiatives through an internal podcast program, covering various topics related to data privacy and security. A recent episode, "**Kata Data Talks – Privacy Paranoia: Debunking Data Privacy Myths,**" explored common misconceptions about data privacy.



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Strategy

- 3 Socialization and Internalization of a Personal Data Protection Culture: Awareness campaigns and internalization efforts are key components of BRI's privacy initiatives, conducted across headquarters and branch offices. These activities frequently feature external data protection experts, ensuring that employees receive accurate and up-to-date information.
- 4 Privacy Mini Quiz: To assess employees' understanding of personal data protection, BRI actively conducts interactive mini quizzes covering topics related to data processing within the organization. These quizzes serve as a tool to measure comprehension knowledge gained through privacy training and awareness initiatives.
- 5 Privacy Training: In preparation for the enforcement of Indonesia's Personal Data Protection Law (Law No. 27 of 2022), BRI collaborates with data protection experts, including the Ministry of Communication and Informatics, to provide specialized training for all employees within the BRI Group.
- 6 E-learning: Information security is integrated into BRI's e-learning curriculum, ensuring employees acquire the necessary knowledge and skills to safeguard data privacy effectively.
- 7 Phishing Awareness Email Campaigns: BRI conducts targeted email campaigns designed to test and enhance employees' awareness of phishing threats and cybersecurity risks.
- 8 BRI Group Privacy Readiness Workshop: To strengthen compliance with the Personal Data Protection Law (UU PDP), BRI organized a Privacy Readiness Workshop on May 3, 2023. Attended by representatives from the Ministry of Communication and Informatics of the Republic of Indonesia, the workshop provided BRI Group with a comprehensive understanding of legal obligations and the technical implementation of data protection measures across organizational units.

BRI has undertaken a range of initiatives to strengthen its cybersecurity posture including:

- 1 Developing a structured governance framework for responding to information security incidents, aligned with BRI's Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP), as outlined in the Circular Letter on Business Continuity Management. The BCP is tested annually with end-users participation.
- 2 Establishing the BRI Cybersecurity Framework, which is integrated into the Enterprise Security Architecture (ESA), and follows the National Institute of Standards and Technology (NIST) Cybersecurity Framework.
- 3 Conducting gap analysis, maturity assessments, and developing BRI's information security roadmap
- 4 Developing advanced information security technologies and governance practices.
- 5 Establishing a dedicated Security Operation Center (SOC) that continuously monitors cybersecurity threats 24/7, 365 days a year.
- 6 Utilizing threat intelligence services from internationally recognized providers.

- 7 Monitoring and addressing brand abuse threats through a brand protection program, which tracks unauthorized use of the BRI brand on social media.
- 8 Identifying system vulnerabilities and conducting independent security reviews, including vulnerability assessments, penetration tests, and simulated cyber-attacks (red team exercises).
- 9 Establishing a Cyber Security Incident Response Team (CSIRT) to respond swiftly to information security incidents.
- 10 Implementing communication protocols to ensure timely and transparent public disclosures of information security incidents.
- 11 Providing cybersecurity training for employees to prevent cybercrime threats.
- 12 Partnering with leading cybersecurity experts with global experience to conduct forensic reviews and cyber incident investigations.

Information Security Certification

Certification	Scope	Issuer	Validity Period
ISO 27001:2022	BRIAPI, Big Data, Managing Event & Cyber Threat Monitoring, Card Production, Spacecraft Operation, dan Data Center Facility	British Standards Institution (BSI)	October 31, 2025
ISO/IEC 20000	Surveillance Brinets Express, Brilink Mobile, BRIImo, Extend Scope Brispot	British Standards Institution (BSI)	December 19, 2024

Internal and External Verification

In accordance with SO.35-ASQ/12/2024 regarding the Internal Audit SOP in Module 2 on Information Technology Internal Audit Procedures, BRI's audit team regularly conducts internal audits for Cyber Resilience to assess the effectiveness of controls and compliance with applicable policies and procedures, including the Financial Services Authority (OJK) Circular Letter No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks and Bank Indonesia Regulation No. 2 of 2024 on Information System Security and Cyber Resilience for Payment System Operators, Money Market and Foreign Exchange Market Participants, as well as Other Parties Regulated and Supervised by Bank Indonesia. This audit covers key aspects such as the reliability of the cyber risk management framework, data protection implementation, encryption usage, system vulnerability testing, user access controls, as well as the periodic execution of security risk assessments and treatments. Evaluations are also carried out on technical documentation, including system configuration standards and network data flow diagrams.

To ensure the security of IT infrastructure and the information security management system, a maturity assessment was conducted by a third party in 2024. In addition, verification of Penetration Testing and Vulnerability Assessment was also carried out by external parties to evaluate the system's resilience against potential cyber threats.

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Risk Management

BRI manages cybersecurity risks by implementing a comprehensive approach that integrates both proactive and reactive measures to protect the bank's digital assets. Its cybersecurity strategy encompasses multiple layers of security, including firewalls, intrusion detection systems, and endpoint protection. The bank also prioritizes regular training programs to educate employees on phishing, social engineering, and security best practices. BRI leverages artificial intelligence and machine learning to monitor, detect, and mitigate cyber threats. The bank also emphasizes the design of a secure cybersecurity architecture and the development and rigorous testing of cybersecurity incident response plans, ensuring minimal damage and recovery time in the event of an incident. Additionally, BRI enforces third-party risk management, requiring vendors and partners to comply with the bank's cybersecurity standards.

Information Security Escalation Process

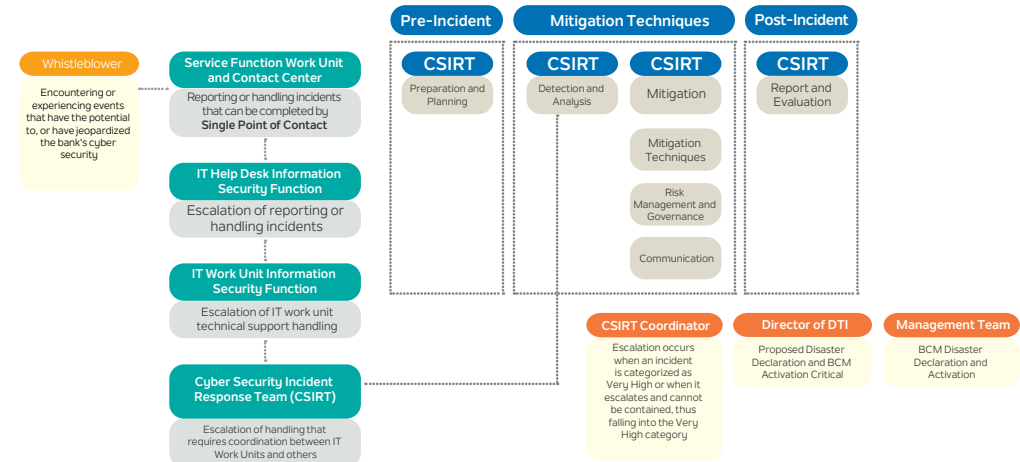
BRI has established a cybersecurity incident response framework, known as the BRI Cyber Security Incident Response Team (CSIRT), as outlined in the Cybersecurity Incident Management Policy. The escalation process for cybersecurity incidents within CSIRT is structured into four (4) distinct levels:

- Level 0 Escalation is managed by the Service Units and Contact Center, responsible for receiving cybersecurity incidents reports from both external and internal sources.
- Level 1 Escalation is handled by the Single Point of Contact Function (IT Service Desk), which formally reports cybersecurity incidents.
- Level 2 Escalation is executed by the Operations Function within each IT Unit, tasked with assessing and addressing cybersecurity incidents that require immediate attention and remediations.
- Level 3 Escalation is led by the CSIRT Coordinator, involving relevant Units to manage moderate to high-impact cybersecurity incidents, with broader authority across the organization.

BRI's cybersecurity incident response is structured into four (4) key activity groups: Preparation and Planning, Detection and Analysis, Mitigation, and Reporting and Evaluation. These groups function as interdependent components, ensuring an integrated incident response workflow within CSIRT. The structured workflow can be visually represented in the following diagram:

Handling Information Security Breaches

Cybersecurity measures play a critical role in preventing fraud within the banking sector. By implementing robust security controls such as data encryption and access restrictions, banks can protect sensitive customer information and mitigate the risk of fraudulent activities. However, employee involvement in cybersecurity is equally vital, as heightened awareness fosters proactive measures to counter cyber threats.



BRI has established a comprehensive cybersecurity framework, supported by dedicated programs and a specialized security team to manage potential information security breaches and incidents. The bank continuously strengthens its cybersecurity posture by assessing maturity and readiness level annually. To ensure service availability and minimize disruptions, BRI enforces a strict incident response timeline, with a maximum detection time of 90 minutes and a resolution/recovery time of 180 minutes for security incidents. These measures are designed to uphold the resilience and reliability of BRI's public-facing services.

Information security/cybersecurity breaches are considered disciplinary violations within BRI, as stipulated in the Circular Letter on Disciplinary Regulations. Employees found in violation may be subject to formal disciplinary action based on specific violation codes, including TSI-19 (failure to maintain the security of IT systems in accordance with regulations) and TSI-20 (failure to safeguard usernames, passwords, or other IT data access responsibilities). Sanctions for such violations may include performance evaluation score reductions (0.25–0.75), salary deductions (10–15%), and other penalties.

For more details on BRI's IT roadmap and cybersecurity strategy, as outlined by the Directorate of Digital and Information Technology, refer to BRI's 2024 Annual Report.



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Metric and Target

Cybersecurity Metrics and Targets within the Key Performance Indicators (KPI) of the Collegial Board of Directors [GRI 418-1] [FN-CB-230a.1] [FN-CB-230a.2]

Cybersecurity performance within the evaluation parameters for the President Director and the Board of Directors is assessed based on incidents of cybersecurity breaches. The risk of such breaches may stem from outdated technology, insufficient regulations and procedures, or human factors, whether intentional or unintentional. The achievement of cybersecurity targets is directly linked to customer trust, which plays a critical role in financial performance. This trust is reflected in BRI's financial statements, particularly through the growth in deposit and loan values, which reached IDR 1,360 trillion and IDR 1,215 trillion, respectively, in 2024.

No	Indicator	Unit	Achievement
1	Cybersecurity breach incidents	Incident	0

There have been no cybersecurity breach incidents that fall under any of those consequences.

Robust Cybersecurity Management

Cybersecurity breaches can have significant consequences, including operational disruptions, loss of customer trust, and potential regulatory sanctions, fines, or compensation claims from affected customers or regulatory bodies. To effectively monitor cybersecurity management, the following key metrics are utilized.

No	Indicator	Unit	Achievement
1	Incident Detection Time	Minutes	4
2	System Uptime	%	99.986
3	Vulnerability Remediation	Minutes	10
4	Penetration Testing Success	%	100
5	Percentage of personal data breach	%	0
6	Number of Affected Account Holders	Accounts	0

Regarding the aforementioned incident, vulnerability detection and remediation times were recorded at 4 minutes and 10 minutes, respectively, from the point of detection. Additionally, comprehensive penetration testing has been successfully conducted across all systems. Furthermore, system uptime has exceeded established targets, demonstrating robust and resilient operational performance.



Good Corporate Governance Implementation

BRI upholds an integrated governance framework guided by the principles of Good Corporate Governance (GCG). This approach functions as a risk mitigation measure within BRI's financial conglomerate, ensuring the effective implementation of governance practices while safeguarding the organization's long-term sustainability.



Four Pillars of IFRS Sustainability Disclosure Standards:

Governance

- Integrated Governance (Corporate Governance Policies and Principles)
- Governance Policies and Principles
- Governance Structure

Strategy

- Stakeholder Engagement
- BRIvolution 2.0
- Opportunities and Risks
- Corporate Culture
- Performance Management and Compensation System of the Board of Commissioners and Directors

Risk Management

- Risk Management Scenarios

Metric and Target

- Evaluation of the Performance of the Board of Commissioners
- Evaluation of the Board of Directors' Performance
- Sustainability-Based Incentives at BRI
- Key Performance Indicators (KPIs) and Targets for the Board of Directors regarding the Implementation of Good Corporate Governance
- Metrics and Targets of Good Corporate Governance Implementation according to the ASEAN Corporate Governance Scorecard



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Integrated Governance (Corporate Governance Policies and Principles)

BRI As part of its risk mitigation strategy within the BRI Financial Conglomerate, and to strengthen the implementation of good governance principles while ensuring the sustainability of business operations across its financial entities, BRI applies an integrated governance model based on Good Corporate Governance (GCG) principles.

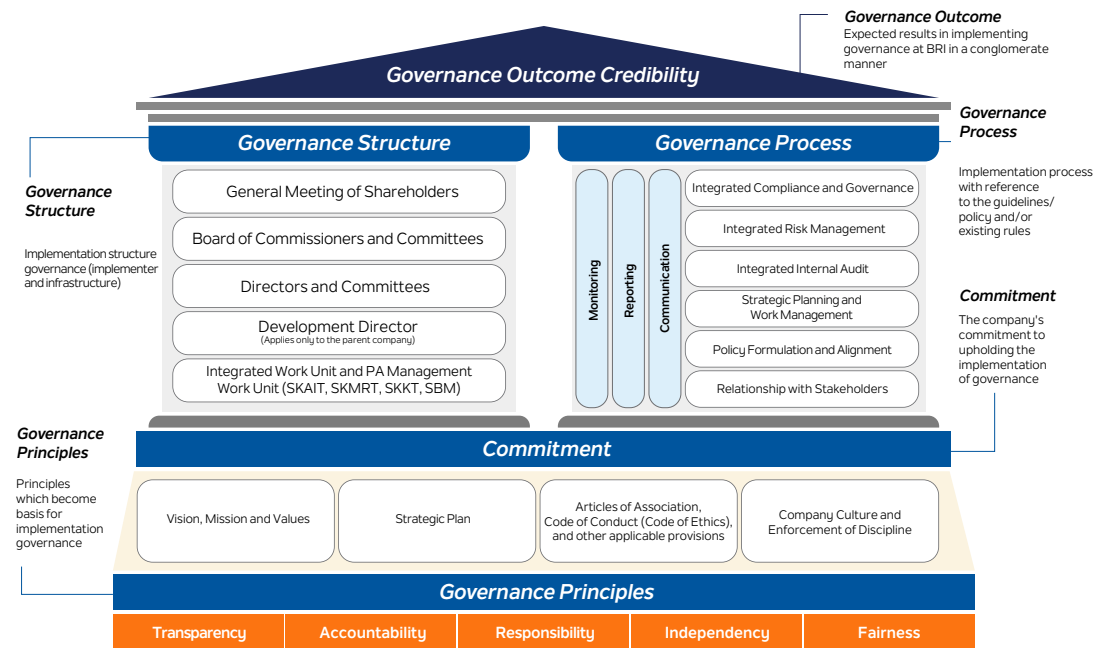
In 2024, BRI further refined its Integrated Governance framework, established a structured parenting style for managing subsidiary companies, and conducted comprehensive evaluations to assess the maturity level of integrated governance implementation, as well as the effectiveness of responsibility execution across all units within the BRI Financial Conglomerate.

Governance Policies and Principles

BRI upholds the principles of Good Corporate Governance (GCG), encompassing transparency, accountability, responsibility, independence, and fairness. In line with the principle of fairness, BRI is committed to fostering equitable and just treatment of all stakeholders, ensuring alignment with the benefits and contributions they provide to the company. ^[F.18]

The implementation of GCG at BRI serves the following objectives: ^[E.3]

- 1 Supporting the achievement of the company's vision and mission through enhanced performance;
- 2 Providing clear guidance for all BRI personnel in fulfilling their duties and responsibilities in accordance with their respective functions within the organization;
- 3 Strengthening shareholder and stakeholder confidence by ensuring professional management and oversight of the company;
- 4 Facilitating policy development and decision-making processes that adhere to GCG principles; and
- 5 Establishing BRI as a responsible corporate citizen.



Legal Foundation

POJK No. 18/POJK.03/2014 Implementation of Integrated Governance for Financial Conglomerates



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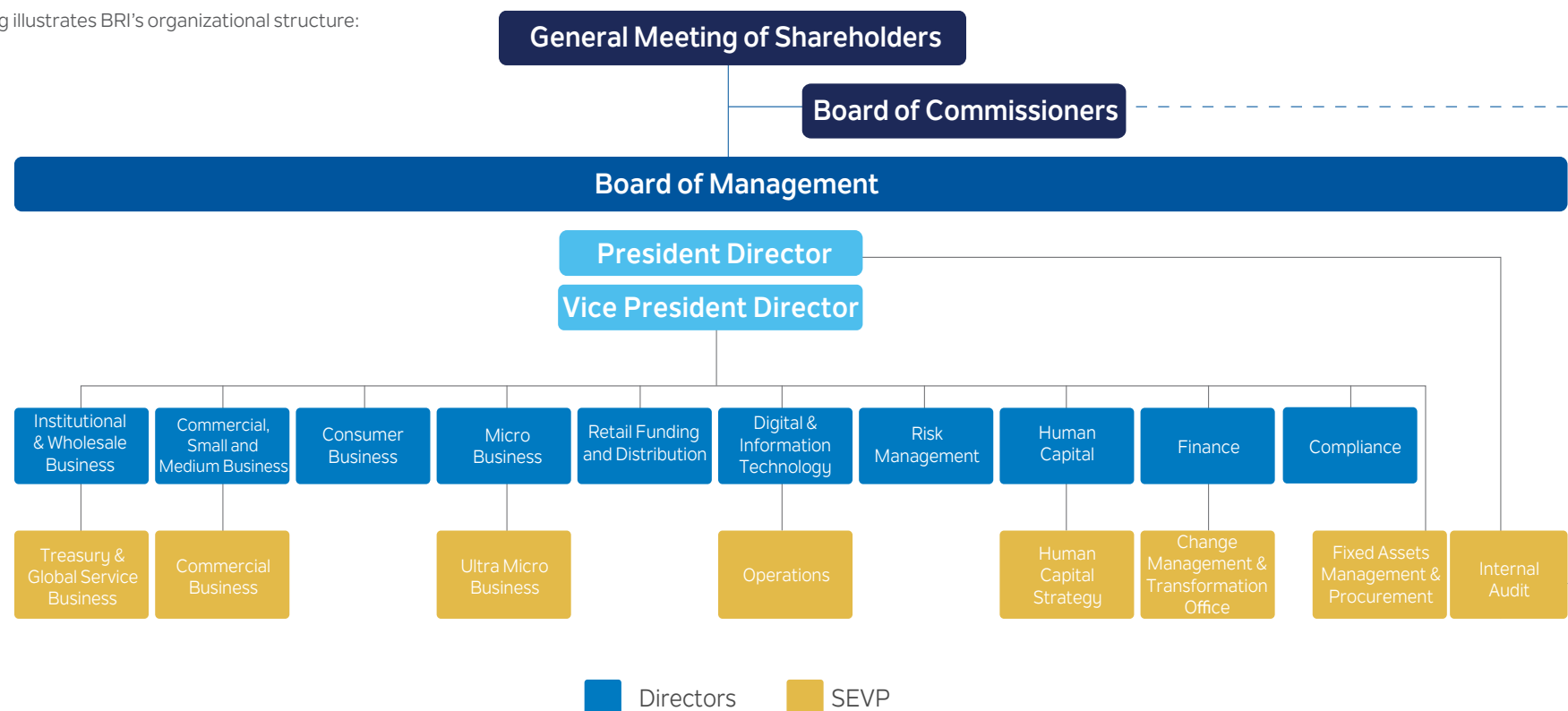
Governance Structure [\[GRI 2-9\]](#) [\[GRI 2-11\]](#)

BRI implements a two-tier governance structure that distinctly separates the roles of the Board of Commissioners and the Board of Directors. The Board of Commissioners, composed of non-executive directors, is responsible for supervisory functions, while the Board of Directors, consisting of executive directors, oversees the management of the company. As of December 31, 2024, the Board of Commissioners comprises 10 members, seven of whom are Independent Commissioners, while the Board of Directors consists of 12 members. Both boards are accountable to the General Meeting of Shareholders (GMS).

BRI's governance structure is composed of the following:

- 1 Main Organs.** These include the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors;
- 2 Supporting Organs.** These encompass various Committees under the Board of Commissioners such as the Audit Committee, Risk Management Monitoring Committee, Nomination and Remuneration Committee and Integrated Governance Committee, each responsible for specific governance functions. Additionally, the structure includes the Board of Directors' Committees and operational units that facilitate the effective implementation of Good Corporate Governance (GCG).

The following illustrates BRI's organizational structure:





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Board of Commissioner and Board of Directors [GRI 2-11]

Profile of the Board of Commissioners



Kartika Wirjoatmodjo

Position

President Commissioner

Tenure Start Date

July 3, 2020

Experience

- President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2020 - present)
- Deputy Minister of State-Owned Enterprises (2019 - present)
- Deputy Chairman of KADIN Indonesia for SOEs - Indonesian Chamber of Commerce and Industry (KADIN) (2021 - present)

Skills

Banking, Finance, Risk Management

Gender

Male



Rofikoh Rokhim

Deputy President Commissioner/
Independent Commissioner

November 30, 2021

- Deputy President Commissioner/ Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2021 - present)
- Company Appraisal and Trading Committee of the Indonesia Stock Exchange (2023 - present)
- Lecturer and Researcher at the Faculty of Economics and Business, University of Indonesia (2006 - present)

Finance, Economics, Management

Female



Rabin Indrajad Hattari

Commissioner

July 27, 2020

- Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2020 - present)
- Secretary of the Ministry of SOEs (2023 - present)
- Expert Staff for Industry at the Ministry of SOEs (2021 - 2023)

Economics, Statistics, Management

Male



Awan Nurmawan Nuh

Commissioner

December 8, 2023

- Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2023 - present)
- Inspector General, Ministry of Finance (2021 - present)
- Expert Staff for Tax Regulation and Law Enforcement (2016 - 2021)

Audit, Accounting, Taxation

Male



Dwi Ria Latifa

Independent Commissioner

January 20, 2021

- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2020 - present)
- President Commissioner of PT Bersua Utama Indonesia (2022-present)
- Chairperson of Dharma Wanita Persatuan (DWP) of the Indonesian Embassy in Cairo (2016 - 2020)

Law, Social Politics, Regulation

Female



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Profile of the Board of Commissioners



Heri Sunaryadi

Position

Independent Commissioner

Tenure Start Date

February 8, 2022

Experience

- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2021 – present)
- Independent Commissioner of Tower Bersama Group (2022-present)
- Board of Commissioners of PT Merdeka Copper Gold Tbk (2018-2021)

Skills

Capital Markets, Technology, Management

Gender

Male



Paripurna Poerwoko Sugarda

Independent Commissioner

August 8, 2022

- Independent Commissioner PT. Bank Rakyat Indonesia (Persero) Tbk. (2022-present)
- President Commissioner of PT Kaltim Methanol Industri (2022-present)
- Head of Asia Pacific Research Center, UGM (2020 present)

Law, Social Politics, Management

Male



Agus Riswanto

Independent Commissioner

August 8, 2022

- Independent Commissioner PT. Bank Rakyat Indonesia (Persero) Tbk. (2022-present)
- Expert Staff to the Attorney General of the Republic of Indonesia for Intelligence, the Office of the Attorney General of the Republic of Indonesia ((2018-2022)
- Director of Intel Cryptography and Production, the Office of the Attorney General of the Republic of Indonesia (2015-2018)

Law, Regulation, Intelligence

Male



Nurmaria Sarosa

Independent Commissioner

August 8, 2022

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

ESG, Logistics, Management

Female



Haryo Baskoro Wicaksono

Independent Commissioner

August 8, 2024

- Independent Commissioner PT Bank Rakyat Indonesia (Persero) Tbk. (2024-present);
- Commissioner at PT Transportasi Gas Indonesia (2023 - 2024);
- Head of Transformation & Subsidiaries - Bank Muamalat (2023);
- Head of Transformation & Corporate Strategy - Bank Bukopin Syariah (2023)

Governance, Risk Management, and Compliance (GRC); Management

Male



Hendrikus Ivo*

Independent Commissioner

August 29, 2019
*terminated from March 1, 2024

- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2019 - 2024)
- Senior Advisor to the Chairman of the Board of Commissioners of the Financial Services Authority (OJK) (2018)
- Deputy Commissioner for Investigation, Organization and Human Resources of the Financial Services Authority (OJK) (2017)

Banking, Law, Audit

Male

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	Sunarso	Catur Budi Harto	Supari	Amam Sukriyanto	Handayani	Agus Winardono
Position	President Director	Deputy President Director	Director of Micro Business	Director of Commercial, Small, and Medium Business	Director of Consumer Business	Director of Human Capital
Tenure Start Date	December 20, 2019	December 20, 2019	December 4, 2018	April 14, 2021	March 14, 2018	April 14, 2021
Experience	- President Director of PT Bank Rakyat Indonesia (Persero) Tbk (2019 – present) - Deputy President Director of PT Bank Rakyat Indonesia (Persero) Tbk (January 2019 – September 2019) - President Director of PT Pegadaian (Persero) (October 2017 – January 2019)	- Deputy President Director PT Bank Rakyat Indonesia (Persero) Tbk (2019-present) - Director of Small Business and Networks of PT Bank Negara Indonesia, Tbk (Persero) 2017-2019) - Director of PT Bank Tabungan Negara (Persero) Tbk (2016-2017)	- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2018-present) - SEVP Transformation PT Bank Rakyat Indonesia (Persero) Tbk (2017-2018) - SEVP Network Management PT Bank Rakyat Indonesia (Persero) Tbk (2017)	- Director PT Bank Rakyat Indonesia (Persero) Tbk (2021-present) - SEVP Fixed Assets Management & Procurement of PT Bank Rakyat Indonesia (Persero) Tbk (2020-2021) - Executive Vice President Corporate Secretary of PT Bank Rakyat Indonesia (Persero) Tbk (2020-2021)	- Director of PT Bank Rakyat Indonesia (Persero) Tbk(2017-present) - Director of PT Bank Tabungan Negara (Persero) Tbk (2016-2017) - Commercial Director of PT Garuda Indonesia Tbk (2014-2016)	- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2021 – present) - President Director PT Prima Karya Sarana Sejahtera (2020-2021) - Head of Internal Audit Jakarta Regional Office 2 PT Bank Rakyat Indonesia (Persero) Tbk (2020)
Skills	Wholesale Banking, Corporate Banking, Micro Banking, Risk Management, Administrasi Bisnis, Manajemen	Consumer Banking, Wholesale Banking, Risk Management, Manajemen	Micro Banking, Risk Management, Manajemen	Retail Banking, International Business Banking, Risk Management, Master Administrasi Bisnis Advance	Consumer Banking, Wholesale Banking, Risk Management, Manajemen	Human Capital, Risk Management, Ekonomi, Manajemen Keuangan
Gender	Male	Male	Male	Male	Female	Male



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Viviana Dyah Ayu Retno K.

Position

Finance Director

Tenure Start Date

April 14, 2021

Experience

- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2021 – present)
- Executive Vice President of Subsidiary Management of PT Bank Rakyat Indonesia (Persero) Tbk (2019–2021)
- Vice President of Desk Subsidiary Management of PT Bank Rakyat Indonesia (Persero) Tbk (2018–2019)

Skills

Risk Management, Finance & Strategic

Gender

Female



Andrijanto

Director of Retail Funding and Distribution

June 22, 2022

- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2022 – present)
- Head of Planning, Budgeting & Performance Management Division of PT Bank Rakyat Indonesia (Persero) Tbk (2021–2022)
- Head of Corporate Development & Strategy Division of PT Bank Rakyat Indonesia (Persero) Tbk (2019–2021)

Finance, Risk Management, Akuntansi

Male



Agus Sudiarto

Director of Risk Management

December 20, 2019

- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2019 – present)
- Senior Executive Vice President Special Asset Management of PT Bank Mandiri (Persero) Tbk
- President Director of Bank Syariah Mandiri (2014–2017)

Risk Management, Sharia Banking, Corporate Banking, Manajemen, Hukum

Male



Agus Noorsanto

Director of Wholesale and Institutional Business

December 20, 2019

- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2019–present)
- President Director of PT Bank Rakyat Indonesia Agroniaga, Tbk (2017–2019)
- Senior Executive Vice President Network and Services of PT Bank Rakyat Indonesia (Persero) Tbk (2016–2017)

Wholesale Banking, Corporate Banking, Risk Management, Manajemen, Akuntans

Male



Arga M. Nugraha

Director of Digital and Information Technology

April 14, 2021

- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2021 – present)
- Executive Vice President BRILink Network Division of PT Bank Rakyat Indonesia (Persero) Tbk (2020–2021)
- Deputy Head of E-Banking Division, Retail Payment Division, PT Bank Rakyat Indonesia (Persero) Tbk (2018–2020)

IT & Digital Banking, Risk Management, Manajemen

Male



Ahmad Solichin Lutfiyanto

Director of Compliance

April 1, 2021

- Director of PT Bank Rakyat Indonesia (Persero) Tbk (2018 – present)
- Head of Human Capital Policy and Development Division PT Bank Rakyat Indonesia (Persero) Tbk (2017–2018)
- Head of Transaction Banking Division of PT Bank Rakyat Indonesia (Persero) Tbk (2016–2017)

Risk Management, Governance, Risk Management, and Compliance (GRC), Wholesale Banking, Manajemen

Male



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Independence of the Board of Commissioners and Board of Directors ^[GRI 2-15]

To maintain the objectivity and independence of the Board of Commissioners in carrying out its supervisory function, BRI has established a policy defining the criteria for Independent Commissioners. At least 50% of the Board of Commissioners must consist of Independent Commissioners. Independent Commissioners must meet the requirements in accordance with OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, as follows:

- 1 Not having been employed by or holding authority and responsibility for planning, leading, controlling, or supervising the company's activities in the past 6 (six) months, except when being reappointed as an Independent Commissioner.
- 2 Not holding direct or indirect share ownership in the Company.
- 3 Not having affiliations with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders.
- 4 Not having any direct or indirect business relationships related to the Company's operations.

Additionally, affiliated parties, as defined by Law Number 4 of 2023 on the Development and Strengthening of the Financial Sector, include:

- 1 Commissioners, Directors, Officers, and Employees of the Bank.
- 2 Service providers to the Bank, including public accountants, appraisers, legal consultants, and other consultants.
- 3 Entities that control or are controlled by the Bank, either directly or indirectly; and/or
- 4 Parties deemed by the Financial Services Authority (OJK) to influence the Bank's management, either directly or indirectly. This includes individuals with familial relations by marriage or descent up to the second degree, both horizontally and vertically, with members of the Board of Commissioners, Board of Directors, or other key officials of the Bank.

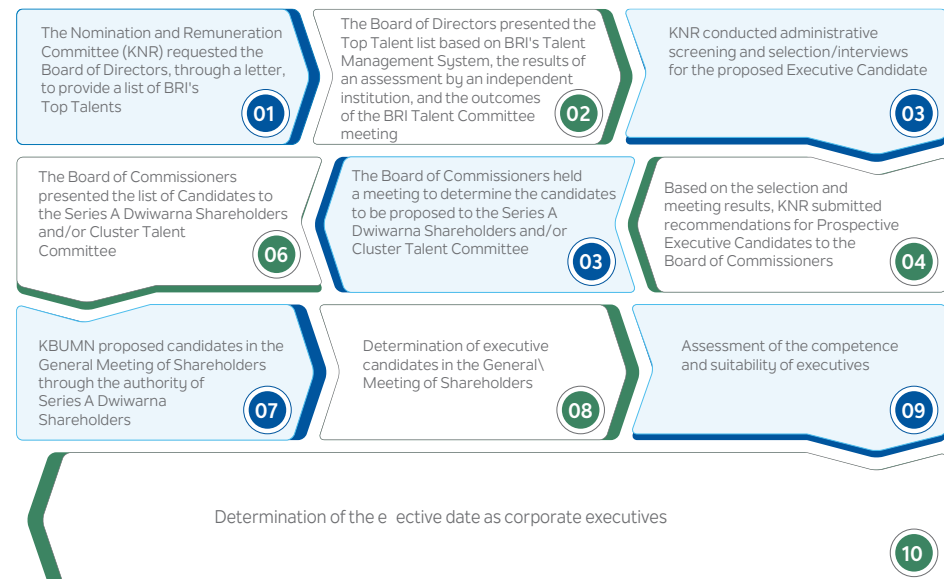
The criteria for Independent Commissioners adhere to applicable laws, regulations, and governance standards, including Law No. 8 of 1995 on the Indonesian Capital Market, as amended by Law No. 4 of 2023 on the Development and Strengthening of the Financial Sector; the Minister of State-Owned Enterprises Regulation on Governance Guidelines and Significant State-Owned Enterprise Activities; the Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Public Companies; POJK 17/2023 concerning the Implementation of Governance for Commercial Banks; the Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 on the Implementation of Good Corporate Governance for Commercial Banks; and the relevant national or international regulations and standards.

BRI's shareholding by the Board of Directors and non-independent members of the Board of Commissioners is incorporated as part of the remuneration components, in accordance with regulations set forth by the Ministry of State-Owned Enterprises of the Republic of Indonesia, aimed at ensuring sustainable performance. As of December 31, 2024, there is no significant share ownership by the Board of Directors, the Board of Commissioners, or shareholders within the BRI Group, as detailed in the section on Share Ownership of the Board of Directors and Board of Commissioners.

Effectiveness of the Board of Commissioners and Directors**Nomination Process for the Board of Commissioners and Directors** ^[GRI 2-10]

The appointment of the Board of Commissioners and Directors is conducted during the General Meeting of Shareholders (GMS). Upon appointment, members serve a one-term period of five years and may be reappointed for one additional term, not exceeding five years. The selection process for potential candidates for the Board of Commissioners and/or Directors is governed by the following regulations:

The nomination process for members of the Board of Commissioners and Directors is governed by Decree Letter NOKEP:07-KOM/BRI/07/2015, dated July 28, 2015, and adheres to the following general policies:





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The nomination process for members of the Board of Commissioners and Board of Directors was established through Decision Letter NOKEP:07-KOM/BRI/07/2015, dated 28 July 2015 with the following general policies:

- 1 The Board of Commissioners has the authority to propose candidates for the Board of Directors and/or the Board of Commissioners of the Bank.
- 2 The nomination process for the Board of Directors is conducted for potential candidates from within the Bank, specifically:
 - a. Directors whose terms are expiring but are eligible for reappointment as Directors.
 - b. Officials one level below the Board of Directors or officials with outstanding achievements.
 - c. Directors of subsidiaries or joint ventures.
- 3 The nomination process for the Board of Commissioners is conducted for potential candidates among the current members of the Board of Commissioners whose terms are expiring but are eligible for reappointment.
- 4 For potential candidates for the Board of Directors and/or the Board of Commissioners, excluding officials one level below the Board of Directors and Directors of subsidiaries, the nomination process is carried out collectively by a Team established by the Series A Dwiwarna Shareholders. This Team is responsible for identifying and nominating candidates for the Board of Directors and/or the Board of Commissioners to be presented at the General Meeting of Shareholders.
- 5 During the nomination process, the Committee is represented by the Committee Chair. If the Committee Chair is unavailable, one of the Independent Commissioners serving as a Committee member will assume the role.
- 6 This decision also grants the Committee Chair or Independent Commissioner the authority to:
 - Represent the Committee as a member of the Evaluation Team formed by the Series A Dwiwarna Shareholders.
 - Provide recommendations for candidates for the Board of Directors and/or the Board of Commissioners, ensuring compliance with integrity, competence, and financial reputation requirements.
- 7 The Committee Chair or the Independent Commissioner representing the Committee must avoid conflicts of interest and maintain their independence.

Diversity of the Board of Commissioners and the Board of Director ^{[GRI 3-3] [GRI 405-1]}

BRI's diversity policy for the composition of the Board of Commissioners and the Board of Directors aligns with Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Corporate Governance of Public Companies. The appointment of members to both boards is carried out with careful consideration of various factors including age, gender diversity, educational background, professional experience, integrity, dedication, and a strong understanding of corporate management, expertise in the relevant fields required for the organization, ability to allocate sufficient time to fulfil responsibilities, and compliance with all applicable laws and regulations.

As part of BRI's commitment to gender diversity in leadership, women represent 30% out of 10 members of the Board of Commissioners, and 16.67% of the Board of Directors. ^[GRI 2-10]

Board of Commissioners and Board of Directors Attendance at Meetings

Board of Commissioners Meetings

The implementation of Board of Commissioners meetings is governed by the Board of Commissioners' Guidelines and Rules of Procedure. These meetings include Internal Board of Commissioners Meetings and joint meetings with the Board of Directors. Internal meetings must be held regularly, at least once a month, while joint meetings with the Board of Directors are required at least once every four months. Meetings may also be convened at any time at the request of one or more members of the Board of Commissioners or upon the request of the Board of Directors, with a specified agenda. A meeting is considered valid and authorized to make binding decisions if attended or represented by more than half of the total members of the Board of Commissioners. Based on attendance records, the average attendance rate of the Board of Commissioners at these meetings is 99.55%.

Board of Directors Meetings

The policy governing Board of Directors meetings is outlined in the Board of Directors' Work Guidelines. The Board of Directors is required to convene meetings regularly, at least once a month. In addition to these meetings, joint meetings with the Board of Commissioners must be conducted at least once every four months. Board of Directors meetings are chaired by the President Director. In the event of the President Director's absence or inability to attend, the Vice President Director assumes the role of chair. A meeting is considered valid and authorized to make binding decisions if attended and/or represented by more than two-thirds (2/3) of the total members of the Board of Directors and/or the Board of Commissioners. Based on attendance records, the average attendance rate of the Board of Directors at these meetings is 97.44%. Comprehensive details regarding the attendance of the Board of Commissioners and Board of Directors meetings are available in BRI's 2024 Annual Report.

Mandate of the Board of Commissioners ^[GRI 2-15]

The mandates or concurrent positions held by members of the Board of Commissioners of BRI refer to the provisions outlined in Financial Services Authority Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks. Under this regulation, members of the Board of Commissioners are prohibited from holding concurrent positions as members of the Board of Directors, Board of Commissioners, or Executive Officers in financial institutions or financial companies, including both banking or non-banking entities. Additionally, they may not hold concurrent positions in more than one (1) non-financial institution or non-financial company, whether based domestically or abroad. In compliance with this regulation, all members of the Board of Commissioners of BRI hold fewer than four mandates.

Share Ownership ^{[GRI 2-19] [GRI 2-20]}

Share ownership by the Board of Directors reflects a commitment to responsible governance and long-term value creation. As per SE.09.c-DIR/KEP/03/2023 dated December 31, 2024, on Good Corporate Governance implementation, BRI encourages Directors to hold BRI shares during their tenure, supported by short-term (STI) and long-term incentives (LTI). As of December 31, 2024, the average shareholding of the Board of Commissioners was 1,300,200 shares per member, while the President Director held 5,658,656 shares, with an average of 4,226,472 shares per Director.



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Expertise of the Board of Commissioners and Board of Directors [\[GRI 2-17\]](#) [\[GRI 405-1\]](#)

Each member of the Board of Commissioners and Board of Directors of BRI brings a diverse background in experience, education, and expertise, enabling them to make informed and effective decisions. Additionally, BRI is committed to continuously enhancing the competencies and skills of its board members through a range of educational and training programs. [\[E.2\]](#) [\[GRI 2-17\]](#)

Board of Commissioners Skills Matrix

Skills	Kartika Wirjoatmodjo	Rofikoh Rokhim	Rabin Indrajad Hattari	Hendrikus Ivo*	Dwi Ria Latifa	Heri Sunaryadi	Paripurna Poerwoko Sugarda	Agus Riswanto	Nurmaria Sarosa	Awan Nurmawan Nuh	Haryo Baskoro Wicaksono
Banking	✓			✓							
Finance	✓	✓									
Risk Management	✓										
Economy		✓	✓								
Statistics			✓								
Law				✓	✓		✓	✓			
Auditing				✓						✓	
Social Politic					✓		✓				
Regulation					✓			✓			
Capital Market						✓					
Technology						✓					
Intellegence								✓			
ESG									✓		
Logistic									✓		
Accounting										✓	
Taxation										✓	
Management		✓	✓			✓	✓		✓		✓
Governance, Risk Management, and Compliance (GRC)											✓

*in office until March 1, 2024

Board of Directors Skills Matrix

Skills	Sunarso	Catur Budi Harto	Supari	Amam Sukriyanto	Handayani	Agus Winardono	Viviana Dyah Ayu Retno K.	Andrijanto	Agus Sudiarto	Agus Noorsanto	Arga M. Nugraha	Ahmad Solichin Lutfiyanto
Wholesale Banking	✓	✓			✓					✓		✓
Corporate Banking	✓								✓	✓		
Micro Banking	✓		✓									
Consumer Banking		✓			✓							
Retail Banking				✓								
International Business Banking				✓								
IT & Digital Banking											✓	
Sharia Banking									✓			
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Governance, Risk Management, and Compliance (GRC)												✓
Human Capital						✓						
Business Administration	✓											
Accounting								✓		✓		
Management	✓	✓	✓		✓				✓	✓	✓	✓
Law									✓			
Finance								✓				
Economy						✓						
Finance Management						✓						
Advanced Master of Business Administration				✓								
Finance & Strategic							✓					



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Corporate Governance Committee and Other Committees [GRI 2-13] [GRI 2-14] [GRI 2-15] [GRI 2-16]

[GRI 2-26]

Committees under the Board of Commissioners

Committee	Responsibility	Committee Chair
Audit Committee	Evaluate and ensure the implementation of internal control, supervision of the quality of financial statements, the implementation of the Internal Audit Unit (SKAI), integrated governance, compliance with regulations in the Company, as well as the effectiveness of independent auditors. In addition, the Audit Committee ensures the function of the Whistleblowing System (WBS) as a transparent means of complaint, supervises the implementation of social and environmental responsibility programs, and conducts an assessment of the Company's health level to ensure operations run in accordance with the principles of good governance and support the achievement of Company goals.	Vice President Commissioner / Independent Commissioner
Nomination and Remuneration Committee	Evaluate and ensure the implementation related to the Company's nomination and remuneration function is in accordance with regulations and good corporate governance principles.	Independent Commissioner
Risk Management Monitoring Committee	Evaluate and ensure that the company's risk management implementation continues to meet the adequacy of procedures and risk management methodologies, ensuring that the company's activities remain controlled within acceptable risk limits while maintaining profitability.	Independent Commissioner
Integrated Governance Committee	Evaluating and ensuring the implementation of comprehensive and effective governance that upholds the principles of transparency, accountability, responsibility, independence, professionalism, and fairness in an integrated manner across the Financial Conglomerate.	Independent Commissioner





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Committees under the Board of Directors

Committee	Responsibility	Committee Chair
Risk Management Committee	The Risk Management Committee is responsible the following duties: - Establishing the Risk Management Policy and its amendments, including the implementation of risk management policies, risk management strategies and contingency plans in response to abnormal external conditions. - Defining and updating the risk measurement methodology as needed. - Setting and revising risk limits. - Determining the bank's Risk Profile and Health Level, and implementing follow-up actions when necessary. - Defining corrective measures based on BRI's Individual capital analysis and stress testing. The Integrated Risk Management Committee is responsible the following duties and: - Establishing the Integrated Risk Management policy and its amendments. - Defining corrective measures based on the evaluation of Integrated Risk Management implementation, which includes: a. Integrated risk profile report. b. Individual risk profile report of BRI's financial conglomerate member subsidiaries. c. Integrated capital analysis. d. Integrated and or individual stress testing simulation and contingency plan.	President Director
Environmental, Social & Governance (ESG) Committee	- Approving and providing strategic direction on the results of reviews and evaluations regarding the implementation of policies and governance parameters for ESG and TJSL (CSR) initiatives, as prepared by the relevant Work Units and proposed by the Committee Support Team. - Determining work programs that qualify as ESG and TJSL (CSR) initiatives based on the recommendations of the Committee Support Team. - Approving and guiding the review and evaluation of work program implementation that align with ESG and TJSL (CSR) parameters, including the reporting of ESG-related data and information. - Reviewing and Approving ESG Rating reports and addressing investor concerns or feedback from other Third Parties regarding BRI's ESG and TJSL (CSR) performance and implementation. - Identifying and determining material issues based on the ESG Rating reports, Investor concerns or feedback from Third Parties regarding BRI's ESG and TJSL (CSR) performance. - Approving follow-up plans based on review and evaluation results, to be proposed as a new work program and implemented by the relevant Work Units. - Provide direction on ESG and TJSL (CSR) issues, including compliance with laws and regulations, alignment with global initiatives, adoption of best business practices, and other critical aspects related to ESG and TJSL (CSR) initiatives.	President Director
Lending Committee	Evaluate and or approve credit applications based on the amount and or type of credit specified by the Board of Directors.	Each credit committee comprises members from both the risk and business functions, with its structure and membership aligned with the applicable credit authority delegation
Asset & Liability Committee	- Establishing optimal asset and liability management strategies and policies by balancing potential risk, yield optimization, and cost efficiency. - Determining key financial parameters, including deposit interest rates, loan product interest rates, base lending rates (SBDK), fund transfer pricing (FTP) interest rates, and other pricing structures that directly impact net interest income (NII). ALCO may delegate authority to a designated party to determine these matters in accordance with ALCO's decision. - Defining the authority of the Deciding Officer in approving special interest rates for deposits, loans and/or other bank products. - Establishing the net open position (NOP) policy. - Monitoring asset and liability management to ensure alignment with decisions made in ALCO Meeting.	President Director



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Committee	Responsibility	Committee Chair
Information Technology Steering Committee	- Developing a Long-term Information Technology Strategic Plan aligned with the Bank's Corporate Plan and Business Plan. - Formulating key Information Technology policies, standards and procedures. - Ensuring alignment between approved Information Technology projects and BRI's ITSP. - Maintaining Conformity of the current technology architecture (baseline) with BRI's targeted Information Technology architecture to enhance business capabilities. - Ensuring Information Technology projects are executed in line with the agreed project plan. - Supporting the needs of management information systems. - Evaluating the effectiveness of risk mitigation measures related to IT investments, ensuring that these investments contribute to the Bank's business objectives. - Monitoring Information Technology performance and implementing measures for continuous improvement - Resolving IT related issues that cannot be effectively managed by the Information Technology User and Operator Work Unit, ensuring resolution is effective, efficient and timely. - Assessing the adequacy and allocation of IT resources to support the Bank.	Director of Digital Information Technology & Operations
Human Capital Committee	Human Capital Committee on Human Capital Planning & Policy: - Set priorities for development strategies, policy direction and quality improvement of BRI's human capital with reference to the Bank's Business Plan (RBB) and BRI's Corporate Plan. - Establish strategic policies in the field of human capital. - Determine the remuneration of the Board of Commissioners and Directors of Subsidiary Companies. Human Capital Committee on Talent: - Determination of Employee mutation (promotion, rotation, demotion), including determination of management of Subsidiary and Affiliated Companies (Talent Committee 1). - Determination of Talent Cluster, including identification and determination of top talent (Brilian Society Member) as determined by the Talent Committee. - Determination of Succession Plan for all positions. - Determination of Talent Pool based on Employee's field of expertise. - Determining the decision on Talent Review. Human Capital Committee on Ethics & Discipline: Decide cases of Disciplinary Violations by considering the recommendations given by the Examination Team according to the method or procedure stipulated in the provisions of the applicable Disciplinary Regulations.	Human Capital Committee for Human Capital Planning & Policy: President Director Human Capital Committee on Talent: - Talent Field 1 (for SEVP Level Employees, Corporate Band 1, Corporate Band 2, Class I Branch Managers, and Employees who will be assigned as Management of Subsidiary Companies): President Director. - Talent Field 2 (for Corporate Band 3 level employees): Human Capital Director. - Talent Division 3 (for Corporate Band 4, Corporate Band 5, Corporate Band 6, Corporate Band 7 employees with national scope among Work Units throughout Indonesia): Division Head, Human Capital Business Partner. - Talent Field 4 (for employees with Corporate Band 4, Corporate Band 5, Corporate Band 6, Corporate Band 7 in the Regional Office / Regional Audit Office and its Supervision and Regional Risk Management Department including the ranks of RMC, CRA, BRC and URC): - Regional CEO (for Employees with origin and destination of Work Unit which is Regional Office and its supervision and Regional Risk Management Department). - Regional Chief Audit (for employees whose origin and destination is the Regional Audit Office). - Regional CEO and Regional Chief Audit (Vice Chairman) for employees whose origin and destination are Regional Offices and Regional Audit Offices within the same Region. Human Capital Committee on Ethics & Discipline - Ethics and Discipline Committee 1 for Corporate Band 1 and Corporate Band 2 employees: President Director. - Ethics and Discipline Committee 2 for Corporate Band 3 level employees: Director of Human Capital. - Ethics and Discipline Committee 3 for Corporate Band 4 to Corporate Band 7 employees: Division Head, Human Capital Business Partner or Regional CEO or Regional Chief Audit.

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Committee	Responsibility	Committee Chair
	Human Capital Committee in the field of Performance Management: Human Capital Committee in the field of Performance Management: - Establish KPIs for Directorates, Sub-Directorates, BOD-1 Work Units (including Regional Offices), Branch Offices, Sub-Branch Offices and BRI Units. - Evaluate and determine the predicate of performance challenge and method used for BOD-1 Work Unit and Branch Office. - Determine the predicate of BOD-1 Work Unit (including Regional Office and Regional Audit Office) and Branch Office based on the predicate of performance challenge and method used that has been determined. - Evaluate and determine the individual Leadership Orientation predicate of BOD-1 Work Unit Leaders (including Regional CEO and Regional Chief Audit), UKLN General Managers and Branch Managers. - Determine individual performance scores and predicates of Corporate Band 1, Corporate Band 2, UKLN General Managers and Branch Managers.	Human Capital Committee Performance Management - Planning Sub Division 1 (for KPIs of Directorate, Sub-Directorate, Regional Office, Branch Office, KCP and BRI Unit): President Director - Planning Sub-Division 2 (for Division / Desk / Team BOD-1 KPIs): Director of Finance - Challenge Evaluation and Method Used 1 Sub-Division (for the performance of Regional Office, Regional Audit Office and Division / Desk / Team BOD-1): President Director - Sub Division of Challenge Evaluation and Method Used 2 (for Kanca Performance): Regional CEO - Sub Division of Leadership Orientation & Individual Performance Predicate 1 (for Leadership Orientation & Performance Predicate of BOD-I Work Unit Leader): President Director - Sub-Field of Leadership Orientation & Individual Performance Predicate 2 (for Leadership Orientation & Corporate Band 2 Worker Performance Predicate): Director or SEVP - Leadership Orientation Sub-Field & Individual Performance Predicate 3 (for Leadership Orientation & Branch Leader Performance Predicate): Regional CEO
	Human Capital Committee on Position Evaluation: Establishing Position Classes	Human Capital Committee on Position Evaluation: Director of Finance
Capital & Investment Committee	a. Related to Corporate Action: - Review the Corporate Action proposed by the Committee Support Team. - Establishing and recommending Corporate Actions for the Company and its Subsidiaries, which will then be submitted for approval to the President Director/Vice President Director through a Board of Directors Meeting or direct approval by the Board of Directors. - Evaluate Corporate Actions in Subsidiary Companies b. Related to the Management of Subsidiary Companies: - Determine the business plan and Work Plan and Budget (RKAP) of Subsidiary Companies, including key performance indicators and dividend plans of Subsidiary Companies. - Conduct performance review and analysis and provide recommendations related to the performance of Subsidiary Companies to be followed up by the Directors and Commissioners of Subsidiary Companies - Provide recommendations and decisions on synergies between Subsidiaries and BRI that are strategic in nature.	Director of Finance
Procurement Committee	- Carry out procurement decisions in a professional, honest manner and avoid conflicts of interest in granting procurement approval. - Give a decision to approve or reject procurement in accordance with the limit of its authority in the event that it is held through a Committee meeting. - Providing procurement decisions, through: - Minutes of the Board of Directors Meeting, or - Minutes of Procurement Committee Meeting, or - Circular Service Memorandum.	- Procurement Committee I (procurement value > IDR 200 Billion): Vice President Director. - Procurement Committee II (procurement value > IDR 100 Billion to IDR 200 Billion): Vice President Director. - Procurement Committee III (procurement value > IDR 30 Billion to IDR 100 Billion): SEVP Fixed Assets Management and Procurement. - Procurement Committee IV (procurement value > IDR 7.5 Billion to IDR 30 Billion): SEVP Fixed Assets Management and Procurement.



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Committee	Responsibility	Committee Chair
Product Committee	- Product planning must meet one of the following criteria: - A product that has never been offered by the Bank before. - Represents a development of an existing Bank Product that results in a material change, leading to increased risk exposure compared to the previously offered product. - Product discontinuation (in accordance with the Decree on BRI's Product Taxonomy List). - Evaluation of product issues that cannot be resolved at the Director/SEVP level.	- Product Committee 1 wholesale segment: Vice President Director - Product Committee 1 non-wholesale segment: Vice President Director - Product Committee 2 wholesale segment: Director of Finance - Product Committee 2 non-wholesale segment: Director of Finance
Project Management Office Steering Committee	- Provide direction at the corporate level on the strategy of projects in BRI - Make decisions on proposals for solving problems in project management that cannot be decided by the Division Head, Project Management Office. - Making decisions on proposals for budget reallocations between projects listed in the Project Work Plan and further guided by applicable regulations. - Make decisions on matters that have not been regulated in the Project Management Implementation Guidelines (PP PM) - Approve and authorize the proposed project after the Company's Budget Work Plan (RKAP) has been approved. - Give directions and decisions related to the acceleration of project completion - Establish criteria for projects monitored by the Project Management Office (PMO) - Decide which projects are included and which are excluded from PMO monitoring - Determining project prioritization to be implemented by the Project Owner Work Unit and Project Support Work Unit. - Make decisions related to the project, including approving, changing or canceling the project plan and implementation. - Provide direction on the results of the Post Implementation Review (PIR) that has been carried out as part of the lessons learned in the implementation of the next project.	Project Management Office Steering Committee: President Director/Deputy President Director. Thematic Project Management Office Steering Committee: Finance Director/SEVP Change Management & Transformation Office.
Credit Policy Committee	- Determining the Bank's Credit Policy (BCP), especially the formulation of the prudential principle in credit as stipulated in the OJK Guidelines for the Formulation of Bank Credit Policy (PPKPB) and other credit policies that require a decision from the Credit Policy Committee Meeting. - Supervise the implementation of the BCP and other credit policies to be carried out responsibly and sustainably and formulate alternatives and implementation solutions if there are obstacles - Conducting periodic reviews of the BRI BCP and other credit policies in accordance with the minimum period of policy review as contained in the BCP and other credit policies. - Conducting an evaluation of: - The correctness of the implementation of the authority to decide on credit or provision of funds. - The correctness of carrying out the process of granting credit or providing funds, the development and quality of credit provided to Parties Related to the Bank and certain large debtors. - Correct implementation of the provisions of the Maximum Lending Limit (BMPK). - Compliance with statutory provisions and other regulations in the implementation of lending. - Settlement of non-performing loans in accordance with what is stipulated in the BCP and other credit policies. - Adequacy of allowance for loan impairment (LLR) and write-off allowance. - Certain large debtors and loans on the list of Special Mention Loans. - Assessing the effectiveness of the credit internal control system - Submit periodic reports at least once a year to the Commissioner regarding: - The results of supervision over the implementation and execution of the BCP and other credit policies. - Results of evaluation of matters related to the fourth point. - Monitor and evaluate the development and quality of the credit or financing portfolio as a whole.	President Director

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Stakeholder Engagement

Stakeholder engagement is carried out to ensure open and transparent communication with shareholders, regulators, customers, and other stakeholders, fostering trust and strong relationships. This engagement also enhances compliance with laws, regulatory guidelines, and globally recognized governance practices. Detailed information on the processes and channels for stakeholder engagement can be found in the Stakeholder Engagement section of the introduction to this report.

BRI is committed to implementing Good Corporate Governance (GCG) principles as the foundation of its operations and strategic decision-making. GCG is applied through transparent, accountable governance that prioritizes the interests of all stakeholders, including customers, investors, regulators, and the broader community. By maintaining a robust risk management system and ensuring regulatory compliance, BRI aligns every aspect of its business with sustainability principles and sound governance. Consistent GCG implementation is a key factor in upholding public trust and enhancing BRI's competitiveness as a strong and reliable financial institution at both national and regional levels.

The application of GCG principles not only ensures that BRI operates with transparency and accountability but also serves as a fundamental pillar in supporting sustainable business strategies. With strong governance, BRI fulfills its role as a national development agent, contributing to economic growth, particularly through the empowerment of the Micro, Small, and Medium Enterprises (MSME) sector. BRI plays a strategic role in strengthening the MSME ecosystem by providing inclusive financial access, enhancing business competitiveness, and fostering a sustainable financial environment. This commitment aligns with BRI's objective of not only driving business growth but also safeguarding economic resilience within communities.

BRI integrates these priorities into its 2021-2025 corporate vision, aiming to become "The Most Valuable Banking Group in Southeast Asia" and the "Champion of Financial Inclusion." This aspiration is supported by the vision of each supporting directorate, ensuring the company's business growth remains solid and sustainable. By focusing on financial inclusion, BRI continues to develop various programs and innovations to expand banking access, particularly for MSMEs, which serve as the backbone of Indonesia's economy.

To realize its vision and mission, BRI has implemented the BRIVOLUTION 2.0 transformation strategy—an innovative approach to accelerating business growth and enhancing banking service efficiency. Through BRIVOLUTION 2.0, BRI not only strengthens its banking fundamentals but also promotes service digitalization, expands financial inclusion, and enhances synergy among entities within the group to foster sustainable growth. With this strategy, BRI remains committed to being a highly competitive, adaptable bank that delivers long-term value to all stakeholders.





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**BRIVolution 2.0** [A.1] [C.1] [GRI 2-12] [GRI 2-22] [GRI 2-23]

BRI regularly conducts reviews and evaluations of its vision and mission. In 2021, BRI organized a Board Retreat, attended by all senior management (Directors and SEVPs) as well as independent parties, to assess and refine the company's vision, mission, and key performance indicators. This process included an update to the company's vision and mission for 2025, which was subsequently approved by the Board of Directors and the Board of Commissioners.

As a result of his evaluation, BRI revised its Corporate Plan for 2021-2025, introducing BRIVOLUTION 2.0—a transformative initiative focused on positioning BRI as **"The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion"**. The plan sets financial targets of achieving a market capitalization of USD75 billion and 90% financial inclusion, supported by key strategic pillars, including becoming Digital First DNA, Home to the Best Talent, and fostering an Agile & Entrepreneurial Mindset.

Achieving these aspirations is pursued through a transformation scenario entitled BRIVOLUTION 2.0 which is pursued through three continuous phases, namely the initial phase in 2021 and 2022 with a focus on internal strengthening, the second phase of scale up and scope up of business coverage in 2023 and 2024, and the third phase of BRI's leadership and market dominance in the Southeast Asia region in 2025 and beyond.

BRIVOLUTION 2.0 is actualized through three (3) phases:

"Strengthen the core for growth"
2021-2022

Strengthen

In the "strengthening" stage, BRI devised strategies to strengthen its core business in all aspects to achieve future growth. Improvements in distribution networks, information technology, human resources, corporate culture, risk management and all business supporting elements were required to strengthen the foundations of BRI and its subsidiaries. BRI also managed to tackle the impact of the COVID-19 pandemic by implementing selective growth strategies, maintaining asset quality, and increasing efficiency.

"Scale up new growth engines and beyond banking"
2023-2024

Scale Up & Scope Up

In the "scaling-up and scoping-up" stage, BRI and its subsidiaries are focused on new levels of growth and expansion of scope, including product and service offerings through digitalization. In 2023, BRI realized this aspirational theme by prioritizing "strengthening of retail banking capabilities" by building a sustainable business ecosystem. In 2024, BRI has set the target of greater contributions from its subsidiaries compared to that of the previous years to achieve profitability targets. Also in 2024, BRI is committed to becoming a leader in banking transactions by developing digital products and services.

"Sustain top-tier position in Southeast Asia"
2025 Accelerate CASA Growth

Sustain

In the "sustaining" stage, BRI hopes to develop into a bigger and stronger company and to be able to maintain business in a sustainable manner. BRI has managed to realize its commitment as "The Most Valuable Banking group in Southeast Asia and Champion of Financial Inclusion." This milestone serves as an important foundation for BRI to continue to progress and continue to create economic and social value for every stakeholder.

Vision, Mission, and BRIVOLUTION 2.0 [C.1] [GRI 2-23]**VISION**

The most valuable banking group in Southeast Asia and champion of financial inclusion

MISSION**> Provide the Best**

To conduct the best banking activities by providing priority services to micro, small and medium segments, improving people's economy

> Provide Excellent Services

To provide excellent customer-centric service through professional human resources with a performance-driven culture, reliable and future ready information technology, and a productive conventional and digital work network, by applying the principles of operational and risk management excellence

> Provide Optimal Advantages

To give optimal profits and benefits to stakeholders by upholding the principles of sustainable finance and excellent good corporate governance practices



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To actualize the aspirations of BRIVOLUTION 2.0, BRI has established six key strategic initiatives:

1 Create New Growth Engines

Developing new business initiatives and models, including business ecosystems, hyperlocal micro-ecosystems, ultra-micro financing, and B2B SME ecosystems.

2 Accelerate CASA growth

Enhancing customer financial literacy, diversifying and innovating products offerings, and leveraging digital technology.

3 Enhance cross-sell to boost fee income

Expanding revenue streams through wealth management services, SME banking applications, cross-selling of subsidiary products, as well as increasing penetration of non-credit financial products, such as insurance, business financing, and pawning services.

4 Contain credit cost

Lowering and stabilizing credit business processes through initiatives such as credit process digitization, non-performing loan restructuring, decision support systems (DSS), and enhanced credit risk management.

5 Improve customer experience

Strengthening customer relationship management through a wide range of initiatives, including enhancing product quality and brand image, implementing targeted promotions, adopting financial technologies, optimizing financing strategies, and gaining deeper insights into consumer behavior and perceptions of digital financial services.

6 Adapt culture & capabilities

Empowering a team of initiators to facilitate BRI's transformation in daily operations, competency development, information technology, and risk management.

In 2023 and 2024, BRI continued to implement **BRIVOLUTION 2.0** (Corporate Plan 2021-2025) as its strategic roadmap, with a focus on Strengthening Retail Banking Capabilities and Improving Asset Quality in 2024. The year 2024 represents the expansion phase in BRI's three-stage transformation process: which began with strengthening the company's core business (2021-2022), followed by scaling up and expanding the BRI Group's business scope (2023-2024), and culminating in maintaining its top-tier status in Southeast Asia (2025). The execution of this long-term plan is monitored and evaluated annually, with findings discussed in meetings or forums with the Board of Directors. These evaluations serve as a foundation for adjusting and refining BRI's strategic direction, ensuring continuous growth in the years ahead. As part of its long-term sustainable strategy, BRI will commence the development of the Corporate Plan BRIVolution 3.0 in 2025, serving as BRI's Long-Term Plan (RJP) for the next period.





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Opportunities and Risks

The implementation of good corporate governance principles in BRI's operations creates opportunities to enhance investor confidence, strengthen corporate reputation, improve financial performance, and drive continuously innovate.

Opportunities and Risks		Potential Impact	Short Term	Medium Term	Long Term
Opportunities	Increased investor confidence.	- Access to capital. - Lower cost of capital. - Share price stability.			✓
	Strengthened company reputation.	- Competitive advantage in attracting new customers and retaining existing ones. - Good governance can build a strong and sustainable brand.			✓
	Improved financial performance.	- Good governance can improve operational efficiency. - Transparent information enables better decision-making and avoids losses.		✓	
	Good governance can encourage companies to continue to innovate.	Innovation can lead to new products and services that can open up new market opportunities and adapt to changes in the business environment.		✓	
Risks	Strategic risk due to short-term profit motives that can jeopardize stability.	Decisions made are not objective, can lead to financial losses, and damage public trust.			✓
	Reputation risk due to non-compliance with governance-related regulations that cause distrust of the bank and the financial industry in general.	Loss of market due to public distrust.		✓	
	Regulatory risk due to non-compliance with governance-related regulations that result in fines or penalties to the bank by regulators.	Fines or sanctions related to non-compliance.		✓	
	Operational risk due to internal control failure, fraud and conflict of interest.	Financial loss and reputational damage.		✓	
	Environmental, social and governance (ESG) risks due to environmental impacts, social responsibility and governance practices.	Financial loss, reputational damage, and weakened investor confidence.		✓	

The short term covers 1-5 years, the medium term spans 5-10 years, and the long term extends beyond 10 years.



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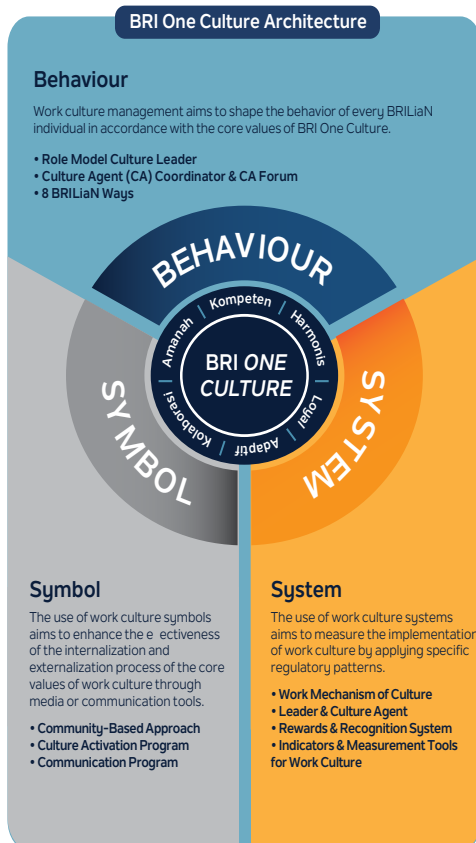
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Corporate Culture [F.1] [2-23]

BRI upholds its corporate culture through BRI One Culture, a guiding framework that serves as the foundation for the BRILiaN workforce in achieving the company's vision and mission. This culture is built on three core values: AKHLAK, BRILiaN Belief, and BRILiaN Ways.



Main Values: AKHLAK

BRI's core values align with the Circular Letter of the Minister of SOEs Number SE-7 / MBU / 07/2020, which defines the Core Values for Human Resources of State-Owned Enterprises (BUMN), known as AKHLAK. AKHLAK is an acronym representing Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif, and it includes values as follows.

A K H L A K

Amanah

Trustworthy, fulfilling promises and commitments, responsible for duties, decisions, and actions, and adhering to moral and ethical values.

Kompeten

Relevant abilities and skills in the field of work, continuous learning, and improvement toward optimal and innovative results.

Harmonis

Maintain good relations with fellow SOEs, customers, partners, and other stakeholders, respect differences and diversity, and create a conducive and healthy working atmosphere

Loyal

Loyal and obedient to the state, organization, and superiors, upholding common interests, and avoiding conflicts of interest and actions that are detrimental to SOEs

Adaptif

Able to adapt to environmental changes, challenges, and opportunities, be open and flexible, and take measured and responsible risks

Kolaboratif

Cooperate with teams, work units, or other SOEs to achieve common goals, share knowledge and experience, and provide support and assistance as needed

BRILiaN Ways

BRILiaN Ways serves as a code of conduct that guides all BRI employees. It consists of the following principles:

- 01 BRILiaN upholds honesty, sincerity, and compliance with regulations;
- 02 BRILiaN is capable and reliable, continuously learning and developing both themselves and others (continuous learner);
- 03 BRILiaN works diligently with full responsibility, striving for the best performance;
- 04 BRILiaN fosters productive collaboration;
- 05 BRILiaN is open-minded and respectful of diversity;
- 06 BRILiaN is proactive, adaptive, and innovative, with a strong focus on sustainable growth;
- 07 BRILiaN is empathetic, understanding customer needs and delivering services beyond expectations; and
- 08 BRILiaN is caring for the community and the environment.

BRILiaN Belief

BRILiaN Belief underscores that BRILiaN individuals must uphold integrity and professionalism in fulfilling their responsibilities, fostering mutual respect and trust. This commitment drives the development of innovative BRI Group services, rooted in a customer-centric approach, ensuring added value for customers, society, and stakeholders.



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Culture Squad

Internalizing corporate culture is essential for optimizing BRI's corporate culture management and implementing BRI One Culture within work units. To achieve this, BRI has established the Culture Squad, which consists of key roles: Culture Leader (CL), Culture Accelerator (CAR), Culture Agent (CA), and Culture Agent Coordinator (CAK). These roles are designed to drive the successful execution of the culture implementation program, fostering behaviors that create value and support sustainable performance improvement.

The Culture Squad serves as a role model within work units, acting as Ambassadors of BRILiaN Ways to encourage effective collective behavior aligned with performance targets. Culture Leaders play a

crucial role in overseeing the Culture Activation Program (CAP) as a leading initiative to support Key Performance Indicators (KPIs).

Culture Leaders and Culture Accelerators are responsible for fostering positive communication, building trust, and encouraging feedback to enhance unit performance. The Culture Squad ensures employees' engagement in internalizing cultural programs through strong and consistent monitoring.

Additionally, the Culture Squad acts as an intermediary for internal communication, effectively conveying management while understanding the organizational climate to drive improved company performance.

Culture Squad Duties and Responsibilities, among others:

Culture Leader (CL)	Culture Accelerator (CAR)	Culture Agent (CA)	Culture Agent Coordinator (CAK)
- Develop strategic initiatives to achieve performance goals by addressing behavioral challenges and serving as role models for Culture Accelerator (CA). - Ensure the selection of qualified CAs/CAKs in each unit based on established criteria. - Support and guide CAs/CAKs in implementing cultural programs to drive positive behavioral transformations. - Monitor and evaluate the effectiveness of cultural programs across work units. - Encourage and promote the active participation of all BRILiaN individuals in cultural initiatives.	- Act as a role model to support and oversee the internalization of culture, fostering behavioral changes that drive performance improvement. - Serve as a communication facilitator between CAK/CA and CL, while initiating and managing cross-functional collaboration. - Take responsibility for the selection and appointment of CA/CAK in work units. - Support, monitor, and evaluate the success of cultural programs and ensure the active participation of all BRILiaN personnel in cultural initiatives.	- Initiate the development of cultural programs to support work unit performance goals. - Actively socialize and ensure understanding of cultural programs among BRILiaN personnel within the work unit. - Implement and monitor the success of cultural programs within the work unit. - Coordinate with CL, CAR, and CAK to effectively execute cultural initiatives. - Serve as a BRILiaN Ways ambassador, guiding all employees in adopting BRILiaN Ways behavioral standards.	Coordinate with CAs and ensure understanding and mastery of cultural programs across all functions in the work unit, including business, operations, support, risk, and others.



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Performance Management and Compensation System of the Board of Commissioners and Directors [\[GRI 2-18\]](#) [\[GRI 2-19\]](#) [\[GRI 2-20\]](#)

As a financial institution committed to sound corporate governance, BRI ensures that the performance management and compensation system for the Board of Commissioners and Board of Directors is designed to promote effective, accountable leadership oriented toward sustainable growth.

Remuneration Policy for the Board of Commissioners and Board of Directors [\[GRI 2-18\]](#) [\[GRI 2-19\]](#) [\[GRI 2-20\]](#) [\[GRI 2-21\]](#)

The remuneration policy for the Board of Commissioners and the Board of Directors is formulated in accordance with the Financial Services Authority (OJK) Regulation No. 45/POJK.03/2015 and OJK Circular Letter No. 40/SEOJK.03/2016 on the Implementation of Governance in the Provision of Remuneration for Commercial Banks, OJK Regulation No. 18/POJK.03/2016 on the Implementation of Risk Management for Commercial Banks, OJK Regulation No. 17 of 2023 on the Implementation of Governance for Commercial Banks, and the Ministry of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 on the Governance and Human Resources of State-Owned Enterprises.

Fixed Remuneration

The fixed remuneration components include salary/honorarium, allowances, facilities, and other fixed elements provided to all members of the Board of Commissioners and Board of Directors in accordance with their duties, authorities, and responsibilities. The proportion of fixed remuneration is structured as follows: the Vice President Director receives 90% of the President Director's remuneration, while other Board of Directors members receive 85%. The President Commissioner receives 45% of the President Director's remuneration, the Vice President Commissioner receives 42.5%, and other Board of Commissioners members receive 90% of the President Commissioner's remuneration.

Variable Remuneration

When awarding variable remuneration, the company adheres to the principle of prudent risk-taking, linking performance measurement with risk assessment. Variable remuneration includes bonuses and performance-based incentives (tantiem), which may be awarded in cash or shares. The allocation of variable remuneration is based on performance achievements, classified as follows:

- **Short-Term Incentives (STI)**

Short-Term Incentives (STI) are performance-based incentives granted to the Board of Commissioners and the Board of Directors, as approved by the General Meeting of Shareholders (GMS) during the annual report ratification. STI serves as a motivation to achieve optimal annual performance. The amount of STI is determined based on the achievement of annual performance results, in alignment with the established collegial Key Performance Indicators (KPI) and the company's short-term objectives.

- **Long-Term Incentives (LTI)**

Long-Term Incentives (LTI) are performance-based incentives granted to the Board of Commissioners and Board of Directors in accordance with the resolution of the General Meeting of Shareholders (GMS) during the approval of the annual report. The purpose of LTI is to drive sustainable growth and ensure continuous risk management. The LTI amount is determined based on the achievement of additional long-term KPI targets, which are contractually agreed upon for a specific period with the approval of the GMS/Series A Dwiwarna Shareholder. This remuneration serves as a strategic measure to support the company's long-term vision, mission, and strategy. LTI payments to the Board of Commissioners and Board of Directors are deferred for three years, with 20% of the total incentive subject to deferral, in accordance with the mechanism set by the GMS/Series A Dwiwarna Shareholder.

LTI that have vested after the performance period (fourth year) are subject to a two-year holding period for Non-Independent Directors and Board of Commissioners members who are still in office. However, this requirement does not apply to Independent Commissioners or Non-Independent Directors and Board of Commissioners members whose terms have ended.

The performance targets for the Board of Directors and Board of Commissioners under the LTI scheme include:

- 1 Total Shareholder Return (TSR).
- 2 Return on Equity (ROE).
- 3 Non-Performing Loan (NPL).

Directors and Commissioners operating under the supervision of the Financial Services Authority (OJK) must obtain OJK's fit and proper assessment approval. They become eligible for LTI from the date of appointment in the GMS (retroactively) based on a three-year annual performance measurement (January–December).

Variable remuneration is awarded in the form of shares for the Board of Directors and Non-Independent Commissioners, while Independent Commissioners receive cash-based remuneration. In specific circumstances, the company reserves the right to defer (malus) or reclaim (clawback) previously paid variable remuneration for individuals identified as Material Risk Takers (MRT).

Deferral (Malus) Conditions for Deferred Tantiem Payments:

- 1 A legally proven abuse of position and/or authority, or criminal acts by the recipient, resulting in financial loss to the company.
- 2 Restatement of the company's financial statements that served as the basis for tantiem allocation.
- 3 A risk rating of 4 (Moderate to High) or worse in the last quarter before the tantiem disbursement.
- 4 Failure to achieve profit and dividend commitments as stipulated in the Corporate Plan/Long-Term Plan.



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- 5 The GMS rejecting the accountability of the Board of Directors and/or Board of Commissioners for the financial year in question.
- 6 Other considerations deemed significant by the GMS.

Clawback Conditions for Paid Tantiem:

- 1 A legally proven abuse of position and/or authority, or criminal acts by the recipient, resulting in financial loss to the company.
- 2 Restatement of the company's financial statements that served as the basis for tantiem allocation
- 3 A risk rating of 4 (Moderate to High) or worse in the last quarter before the tantiem disbursement.
- 4 The GMS rejecting the accountability of the Board of Directors and/or Board of Commissioners for the financial year in question.
- 5 Other considerations deemed significant by the GMS.

Through a structured remuneration framework, BRI remains committed to providing fair and competitive compensation that rewards both short-term performance achievements and long-term sustainability goals. This policy upholds strong corporate governance principles with a transparent oversight system, ensuring that all stakeholders meet eligibility requirements and adhere to clearly defined and consistently applied regulations. Detailed information on the performance management and compensation system for the Board of Commissioners and Board of Directors can be found in BRI's 2024 Annual Report.

The management of good corporate governance (GCG) performance relates to accountability, transparency, and ethical decision-making in bank operations so that BRI becomes a company that grows sustainably and is trusted by stakeholders. This is reflected in BRI's policies in managing risks related to the organization and governing body.





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Risk Management

Risk Management Scenarios

In the realm of corporate governance, BRI continuously navigates the evolving dynamics of markets and regulatory landscape. To address these challenges, BRI has developed a comprehensive risk management scenario that encompasses the following key aspects.

- **Refinement of the accountability framework;** strengthening roles and responsibilities across the Board of Directors, executives, and employees to ensure clear decision-making accountability.
- **Diversity and inclusion;** promoting diversity within the Board of Commissioners and Board of Directors to encourage varied perspectives and enhance the quality of decision-making.
- **Integration of sustainability;** embedding ESG (Environmental, Social, and Governance) principles into governance practices to effectively manage environmental, social, and governance risks and opportunities.
- **Transparency Initiatives;** ensuring regular disclosure of financial performance, risk management practices, and governance policies.
- **Technology adoption;** leveraging digital tools such as governance platforms and data analytics, to enhance decision-making processes and compliance controls.





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Evaluation of the Performance of the Board of Commissioners ^[GRI 2-18]

The Board of Commissioners develops an annual work plan at the beginning of each year and conducts a self-assessment at least once a year, based on the Board's achievements and pre-established key performance indicators (KPIs). The results of this evaluation are reported in the annual General Meeting of Shareholders (GMS).

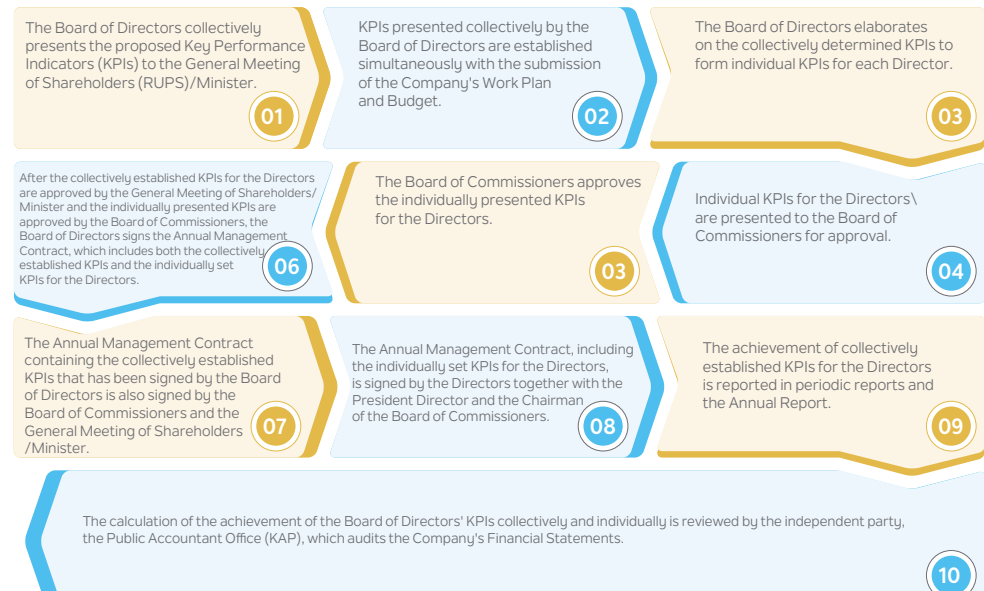
At BRI, the performance evaluation of the Board of Commissioners is conducted internally, without the involvement of third parties, and is based on the following regulations:

- OJK Regulation No. 17 of 2023 on the Implementation of Governance for Commercial Banks,
- OJK Circular Letter No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks,
- Financial Services Authority Regulation No. 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Companies,
- OJK Circular Letter No. 32/SEOJK.04/2015 on the Guidelines for Corporate Governance of Public Companies,
- OJK Regulation No. 4/POJK.03/2016 on the Health Assessment of Commercial Banks

The results of the review and self-assessment of the Board of Commissioners and its Committees indicate that all work plans set at the beginning of 2024 were successfully completed (100%) in accordance with the established targets. Detailed information regarding the evaluation of the Board of Commissioners can be found in the BRI 2024 Annual Report.

Evaluation of the Board of Directors' Performance ^[GRI 2-18]

Performance evaluation is conducted based on the Collegial KPIs in accordance with Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 on Management Contracts and Annual Management Contracts for Directors of State-Owned Enterprises. The Board of Directors' performance is assessed by the Board of Commissioners and Shareholders through the General Meeting of Shareholders (GMS) mechanism. Additionally, the evaluation of the Board of Directors' Collegial KPIs has undergone a review process by the Public Accounting Firm. The performance evaluation process of the Board of Directors' performance is carried out through the following stages.



Integrating Sustainability KPIs into Management-Level Remuneration

To ensure effective ESG implementation and the achievement of BRI's sustainability objectives, Sustainability-related Key Performance Indicators (KPIs) have been integrated across multiple layers of management. These KPIs cascade from the CEO and the Board of Directors down to senior leaders and ESG managers. The attainment of these KPIs is a key factor in determining variable remuneration and incentive allocations for both management and employees. At the collegial level, climate-related KPIs constitute 15% of the overall assessment, alongside two other sub-KPIs under the "Increased Investment" category. The table below outlines five sustainability topics deemed materially significant.



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Sustainability Topic	KPI Owner	Linkage of KPI to Variable Remuneration
ESG Ratings	Chief Executive Officer	A part of 15% of CEO's annual performance evaluation is linked to his performance regarding ESG Ratings
	Members of the Board of Directors	A part of 15% of Members of the BOD's annual performance evaluation is linked to their performance regarding ESG Ratings
	ESG Division Head	8% of ESG Division Head's annual KPI is linked to the company's performance regarding ESG Ratings
Sustainable Financing (Green and Social Loan)	Chief Executive Officer	A part of 15% of CEO's annual performance evaluation is linked to his performance regarding the disbursement of Sustainable Financing (Green and Social Loan)
	Members of the Board of Directors	A part of 15% of Members of the BOD's annual performance evaluation is linked to their performance regarding the disbursement of Sustainable Financing (Green and Social Loan)
Emission Reduction (Scope 1 & Scope 2)	ESG Division Head	10% of ESG Division Head's annual performance evaluation is linked to the company's emission reduction for Scope 1 and Scope 2 emission
Implementation of Green Network Initiatives	Distribution Network Division Head	4% of Distribution Network Division Head's annual performance evaluation is linked to the reduction of Scope 1 and Scope 2 emission reduction through the Implementation of Green Network Initiatives
Financed Emission Reduction	ESG Division Head	8% of ESG Division Head's annual performance evaluation is linked to the company's financed emission reduction
Implementation of Climate Risk Management & Scenario Analysis (CRMS)	ESG Division Head	10% of ESG Division Head's annual performance evaluation is linked to the implementation of CRMS

Key Performance Indicators (KPIs) and Targets for the Board of Directors regarding the Implementation of Good Corporate Governance

The performance evaluation of the President Director and the Board of Directors in relation to the implementation of good corporate governance is assessed based on three key parameters, which are reflected in the Board of Directors' collegial KPIs. These parameters include financial metrics, investment growth, and talent development.

No	Parameter	2024
1	ESG Rating	MSCI Rating: A
2	Average diversity in nominated talent	Young: 19.15% Woman: 23.40%
3	Consolidated PPOP (Profit Before Provision and Operating Profit)	IDR 116.8 Trillion
4	Total amount of Shareholder Return (TSR)	12.50%
5	Consolidated ROE Tier 1	21.14%
6	CAR (Capital Adequacy Ratio - Bank Only)	24.41%
7	Average Growth of Total Deposit (Bank Only)	9.57%
8	Average Growth of Total Loan (Bank Only)	9.16%

The implementation of good corporate governance is measured through key indicators linked to performance targets, including ESG ratings, talent development (the ratio of nominated female and young talents, as well as employee productivity), and operational risk, including the credit risk of disbursed loans (LAR) and its coverage. Additionally, financial targets such as Total Shareholder Return, consolidated pre-provision operating profit (PPOP), consolidated Tier 1 return on investment, and capital adequacy ratio are considered. The performance of good corporate governance is also directly related to the Bank's financial metrics, including total deposit growth to IDR 1,360 Trillion, total loans amounting to IDR 1,215 Trillion, and consolidated PPOP reaching IDR 116.8 Trillion.



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Metrics and Targets of Good Corporate Governance Implementation according to the ACGS

The ASEAN Corporate Governance Scorecard (ACGS) serves as a benchmark for corporate governance implementation, based on principles established by the Organization for Economic Cooperation and Development (OECD). BRI evaluates its corporate governance practices in accordance with this standard to ensure alignment with globally recognized best practices.

Assessment Methodology

The assessment of corporate governance standards for publicly listed companies' (PLCs) is conducted based on publicly available and accessible information, including annual reports, corporate websites, notices, and circulars. All information used for evaluation must be in English, with a cut-off date of August 31, 2021.

The assessment framework consists of five key aspects, categorized into the following sections within the ASEAN Corporate Governance Scorecard:

- Part A: Rights of Shareholders
- Part B: Equitable Treatment of Shareholders
- Part C: Role of Stakeholders
- Part D: Disclosure and Transparency
- Part E: Responsibility of the Board

Bonus points and penalties are assigned based on performance across these five assessment areas.

Assessment Result

Scorecard Level 1	Total Item	Item(s) Not Applicable	Items Adopted	Adoption Rate
Part A	21	1	28	90.00%
Part B	16	1	13	92.86%
Part C	13	0	13	100.00%
Part D	32	0	31	96.88%
Part E	65	0	57	87.69%
Overall Score (Level 1 & 2):			109.85	





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BRI Green Initiative

In addition to its climate change mitigation and adaptation efforts, BRI has implemented a range of green initiatives in collaboration with stakeholders to reduce the impacts of climate change. These initiatives include energy and water conservation, emission reduction from banking products and services, sustainable asset management, waste management, responsible consumption practices, and reforestation activities. BRI's commitment to environmental sustainability has been widely recognized and appreciated by stakeholders. Notably, in 2024, BRI did not receive any complaints related to environmental management. ^[F.16]

BRI Menanam ^[F.12]



BRI has launched a variety of environmental preservation programs in collaboration with local communities, one of which is the BRI Menanam initiative. This program actively engages communities in ecosystem restoration through urban farming, focusing on developing local resources by aligning planting activities with the agroecological conditions of each region. The initiative aims to generate economic, environmental, and social benefits for communities.

The program involves a diverse range of stakeholders, particularly micro-entrepreneur customers, including Kredit Usaha Rakyat clients, members of the Membina Ekonomi Keluarga Sejahtera (Mekaaar) program, and village-owned enterprises. These groups receive tree seedlings as part of their loan disbursement process, with planting activities carried out across BRILiaN villages throughout Indonesia. The seedlings are carefully selected for their carbon absorption capacity and economic value, including avocado, durian, and mango. By December 2024, the program had distributed 1,138,333 horticultural seedlings to micro-customers and BRILiaN villages, contributing to an estimated carbon absorption of 985,449 kgCO₂e.

Beyond tree planting, BRI Menanam serves as a climate change adaptation strategy, actively absorbing carbon and pollutant emissions while mitigating air pollution. Additionally, it promotes community empowerment by supporting the cultivation of economically valuable plants. The initiative is implemented as part of BRI's microfinance support efforts and corporate social responsibility framework.



Zero Waste to Landfill ^[F.5] ^[F.13] ^[F.14] ^[F.15] ^[GRI 3-3] ^[GRI 306-1] ^[GRI 306-2]

The Zero-Waste to Landfill Program is an integral component of BRI's waste management and monitoring system, covering a comprehensive range of activities, including waste sorting, disposal, collection, transportation, and processing. Designed for implementation across all BRI workplaces, the program aims to achieve emission avoidance.

This initiative serves as an effective waste management model for office settings, focusing on minimizing waste generation and accumulation within BRI premises. Waste produced is reused or recycled, ensuring that no waste is sent to landfills (TPA) or contributes to environmental pollution. This effort aligns with BRI's broader sustainability commitments and its goal of reducing environmental impact. ^[B.3]

In 2024, BRI successfully recycled 703,560 kg of waste, contributing to potential emissions avoidance of 524,180 kg CO₂e. Furthermore, BRI actively promotes various waste reduction initiatives, such as encouraging employees to use personal dining and drinking utensils, significantly reducing plastic waste from food and beverage packaging. Throughout the reporting period, no hazardous or special waste (B3) was generated, and no waste spills or leakages occurred. ^[F.15] ^[F.12] ^[B.3]



Planted
1,138,333
trees

Absorbing
985,449
kgCO₂e emissions

Equivalent to 470,471 liters of fuel

Equivalent to 246 vehicles operating for a year

Equivalent to 215 households using electricity for a year



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BRI Green Initiative

Emission Avoidance from Products and Services ^[F.12]

One of BRI's key emission avoidance initiatives involves encouraging customers to maximize the use of digital platforms, thereby reducing the carbon footprint associated with travel, transportation, and other activities required for in-person transactions at branch offices or ATMs.

By analyzing transaction behaviors across branch offices and digital platforms, and aligning with the ISO 14064 methodology on Greenhouse Gases, BRI can estimate the amount of emissions avoided through the increased adoption of digital banking solutions:

Type of Service	Frequency (in thousand)	Emission Avoidance (kgCO2e)
BRIimo	4,309,334	782,697
Merchant BRI	509,526	92,544
Qlola	14,223	2,583
BRILink	1,204,251	218,726

Data collection was carried out through the distribution of digital questionnaires to customers, aiming to gather comprehensive insights into customer demographics, the average distance to BRI ATMs or branch offices, the types of vehicles used, the fuel efficiency of the most commonly used vehicles, and the utilization of smartphones for daily transactions.

Green and Smart Building ^[F.12]

BRI integrates green building concepts across all owned and operated properties. In 2024, two buildings achieved green building certification from the Green Building Council Indonesia. BRILiaN Medan Tower follows BRILiaN Tower which was awarded Greenship Gold Certification (version 1.2) in 2023 by the Green Building Council Indonesia.

Energy Use ^{[F.6] [F.7] [GRI 302-1] [GRI 302-2] [GRI 302-3] [GRI 302-4]}

BRI operates in the absence of specific regulations governing energy use for commercial banks. However, the bank has proactively implemented various measures to reduce energy consumption across its operations. These efforts are aimed at enhancing efficiency, supporting environmental sustainability, and minimizing Scope 1 and Scope 2 emissions to the greatest extent possible. ^[GRI 3-3]

BRI conducted an energy assessment at its Headquarters and designated 2022 as the baseline year for its energy reduction plan. Several initiatives have been introduced, including optimizing electricity usage, fostering an energy-conscious workplace culture, adopting energy-efficient technologies such as LED lighting, optimizing elevator operations, and reducing fuel consumption by enforcing vehicle

age restrictions and regular maintenance. Additionally, BRI currently operates 796 eco-friendly vehicles (including motorcycles and cars) as part of its efforts to reduce emissions and transition to low-carbon economic activities. ^[F.7] BRI focuses on managing energy consumption within its own operations, therefore, this report does not disclose energy usage beyond BRI's direct activities ^[GRI 302-2]

In 2024, the total energy consumption reached 2,848,795,079 MJ, sourced from electricity usage and vehicle fuel consumption, exclusively for office operations. Electricity is supplied entirely by PT PLN (Persero), while operational vehicles utilize a combination of fossil fuel and electricity. As PT PLN (Persero) has not yet provided specific details on the energy mix used for electricity production, this report does not present consolidated data on energy consumption from renewable versus non-renewable energy sources. ^[GRI 302-1]

Description	Unit	2022	2023	2024
Total Fuel Consumption ^[GRI 302-1]	Liter	44,922,960	42,927,942	42,521,434
Electricity Consumption	kWh	404,925,311	403,192,231	383,878,408
Total Energy Consumption Within the Organization	MJ	3,074,957,680	2,919,627,648	2,848,795,079
Energy Intensity by Number of Offices	MJ/office/year	374,584	376,483	376,426
Energy Intensity by Number of Employees	MJ/office/year	26,078	24,271	23,620

Energy calculations and conversion factors in this process follow the IPCC (1998) methodology, as adopted by the Indonesian government through the Greenhouse Gas (GHG) Emission Inventory for the Energy Sector guidelines published by the Ministry of Energy and Mineral Resources (2020).

To enhance transparency and accuracy in energy tracking, BRI has initiated the recording of energy usage across all working units. Additionally, the bank has implemented various initiatives aimed at fostering behavioral and operational improvements, including the adoption of digital technologies to optimize energy efficiency and intensity. As of 2024, BRI has not yet calculated energy reductions or savings for its services and products sold, although it has conducted calculations for financed emissions.

^{[GRI 302-4] [GRI 302-5]}

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Water Usage ^[F.8]

BRI does not monitor liquid waste within its business processes, as its operations do not generate significant liquid waste, nor is waste management a core aspect of its business activities. In 2024, BRI measured water consumption at its Head Office, recording a water consumption intensity of 16.25 m³ per employee (including outsourced employees). This reflects an 18.24% reduction compared to 2023, when consumption stood at 19.93 m³ per employee.

Paperless Campaign ^{[F.5] [GRI 306-2]}

BRI's digitalization initiatives have enhanced efficiency in terms of time, cost, and paper usage, while also providing customers with seamless access to banking services anytime and anywhere. Below are some of the paperless applications implemented by BRI:

- 1 E-Tax: A tax reporting application for customers, making BRI the first banking institution in Indonesia to adopt such a solution;
- 2 E-Form: A digital service application that replaces paper-based processes for front-line employees across BRI work units;
- 3 E-Statement: A service that provides account information to customers via their registered email addresses;
- 4 New Account Swap: Enables customers to link loan and checking products without requiring separate accounts;
- 5 Paperless ATMs: ATMs that do not print transaction receipts, significantly reducing paper usage in banking transactions;
- 6 BRISPOT: An Android-based, internet-connected application that facilitates quick and paperless microloan approvals;
- 7 MY BRI: A mobile application that enables paperless consumer loan approvals, streamlining the lending process;
- 8 BRISStars: An internal platform featuring e-office functionalities for online correspondence and HR-related activities;
- 9 BRISMART: An online learning management system that supports internal training and professional development;
- 10 BRIOPRA (BRI Digital Operation Risk Management Information System): A comprehensive risk identification and management platform with modules for Risk and Control Self-Assessment (RCSA), Key Risk Indicators (KRI), Incident Management (IM), MR Forums, and Maturity Management;

- 11 BRISIM (BRI Digital Management Information System): A web-based data and information monitoring platform accessible via mobile devices, allowing employees to track their performance remotely;
- 12 BRIMEN (BRI Document Management System): An electronic credit document storage system that centralizes and standardizes document management for improved efficiency and accessibility; and
- 13 BRIimo: BRI's mobile banking super app, providing customers with access to banking products and services anytime and anywhere.

Through these digitization initiatives, BRI has successfully reduced paper consumption in its operations. According to the 2024 financial report, paper usage per employee decreased by 26.2%

Minimizing Electronic Waste ^{[F.12] [GRI 306-2]}

To ensure sustainable consumption and production patterns by minimizing electronic waste, BRI utilizes digital data erasure technology for the decommissioning of information technology assets. This technology enables BRI to securely decommission IT devices containing physical data storage media, such as computers, laptops, servers, automated teller machines (ATMs), and other similar equipment. The data on these devices is erased digitally and securely to prevent data breaches, ensuring that the equipment remains in like-new condition and has the potential for reuse by third parties, such as through auctions or social assistance programs.

Types of Electronic Waste

PC



541

Server



1,104

ATM



1,397

Laptop



172

Total Electronic Waste

7 Ton



Total Emissions Avoided

480 TonCO₂eq





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Equal Employment Opportunities

BRI is committed to fostering an inclusive and equitable workplace by upholding the principles of equality, diversity, and non-discrimination in career development. [\[GRI 3-3\]](#)

The bank ensures that all employees have equal opportunities, regardless of gender, age, ethnicity, religion, race, or any other discriminatory factors. BRI has established a comprehensive anti-discrimination policy encompassing all aspects of human resource management, including recruitment, career development, and remuneration. [\[F.18\]](#)

In alignment with this commitment, BRI has implemented the Respectful Workplace Policy to uphold a culture of mutual respect and compliance with the Minister of State-Owned Enterprises Circular No. SE-3/MBU/04/2022 of 2022 on the Policy of Mutual Respect in the Workplace within State-Owned Enterprises. [\[GRI 3-3\]](#)

Principle of Respectful Workplace Policy

Recognizing and respecting differences in a diverse work environment with various ethnic backgrounds, races, nationalities, skin colors, ages, religions, genders, disabilities, viewpoints, or other individual characteristics and points of view, to encourage a productive work environment.

A guarantee from work unit leaders that no employee is treated differently because of their personal characteristics, and has equal and fair access to company facilities and infrastructure.

Create and build a work environment with respect for each other and no discrimination, violence or harassment in any form.

This policy is designed to cultivate a workplace environment that upholds mutual respect and is free from discrimination, exclusion, restriction, bullying, harassment, and all forms of violence, both mental and physical. By fostering an inclusive, supportive, and productive work atmosphere, the policy reinforces the Company's commitment to sustainability and the protection of human rights. [\[GRI 3-3\]](#)

BRI has issued internal regulations through the Board of Directors' Letter No. B.1221-DIR/HCS/07/2022 on the Respectful Workplace Policy. This directive outlines key points, including:

- 1 Definitions of a respectful workplace, discrimination, violence, and harassment;
- 2 Criteria for acts of discrimination, violence, and harassment;
- 3 Principles of a respectful workplace; and
- 4 Preventive measures, handling procedures, and monitoring mechanisms.

BRI underscores the critical role of leaders as role models in fostering a conducive work environment that enhances employee productivity.

The bank maintains a zero-tolerance policy against all forms of harassment, both sexual and non-sexual, as well as discrimination in the workplace or any work-related activities. As part of its firm stance, BRI has established a Whistleblowing System (WBS) to report and address violations. Such behaviors are deemed unacceptable and fundamentally incompatible with BRI's core values, which emphasize inclusivity and the creation of a safe working environment for all employees. [\[GRI 3-3\]](#)

Workforce Composition [\[GRI 2-28\]](#)

All employee regulations at BRI comply with Labor Law No. 13 of 2003 and have incorporated the provisions of Government Regulation in Lieu of Law (Perpu) No. 2 of 2022 on Job Creation, which took effect on December 30, 2022. The Collective Labor Agreement (PKB) is reviewed and updated every two years to clearly define the rights and responsibilities of the company, labor unions, and employees, ensuring the maintenance of harmonious working relations while upholding the principles of healthy industrial relations. [\[GRI 3-3\]](#)[\[GRI 2-30\]](#)[\[GRI 407-1\]](#)

As of December 31, 2024, BRI employs 81,848 individuals, consisting of 59,495 permanent employees (72.69%), 22,244 contract employees (27.18%), and 109 trainees (0.13%). All employees work full-time, with no part-time workers or unguaranteed working hours. Among permanent employees, 39,176 (65.85%) are members of the BRI Workers' Union, which is exclusively composed of permanent employees. However, the outcomes of labor negotiations apply to all BRI employees, regardless of union membership.



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In terms of gender distribution, 58.81% of BRI employees are male, while 41.19% are female. Regarding educational background, the majority (96%) hold a Bachelor's degree or a Diploma. Employee data from 2022 to 2024 has been compiled using the headcount method by the Human Capital Business Partner 2 Division and is presented in the data table on page [188](#). [\[B.1\]](#) [\[C.3\]](#) [\[F.18\]](#) [\[GRI 2-1\]](#) [\[GRI 2-7\]](#) [\[GRI 2-8\]](#) [\[GRI 2-30\]](#) [\[GRI 401-1\]](#)

Support for Female Workers [\[F.18\]](#) [\[GRI 2-23\]](#)

BRI is committed to providing equal opportunities to all employees, regardless of gender. In 2023, the proportion of female employees increased across all job levels, with women receiving the same opportunities as men to hold managerial positions. By 2024, 25.23% of employees in junior, middle, and senior management roles are women.

To further support gender equality, BRI actively provides development platforms that empower female employees to enhance their skills and advance their careers within the professional setting. Gender equality is a key commitment for BRI, in alignment with other State-Owned Enterprises (SOEs). In addition to promoting gender balance, BRI is dedicated to fostering inclusive diversity, supporting employees from various backgrounds, including different experiences, ages, abilities, perspectives, and ways of thinking. Currently, BRI employs 33,717 women. [\[F.18\]](#)

As part of this commitment, BRI introduced the BRILiaN Women Leaders Indonesia (BWLI) program to contribute to the Ministry of SOEs' efforts to increase the representation of women in leadership roles within the BRI Group. This initiative also supports the Ministry's target of achieving 25% female leadership in SOE executive positions by 2024. BWLI is BRI's internal leadership development program specifically designed for existing female leaders within the organization, serving as a structured learning platform that provides leadership training, capacity building, and networking opportunities among selected women leaders in BRI. The program also acts as a forum to foster inclusive leadership and strengthen the role of women in driving organizational transformation.

BRI Data Community: Growing Together Through Shared Insights

BRI fosters employee development on data literacy and analytical capabilities through the BRI Data Community, a platform that promotes collaboration and networking across units. The initiative encourages team-based learning and peer-to-peer knowledge sharing, enabling employees to strengthen both technical and soft skills through joint projects and discussions.

The program also features Learning from the Expert sessions, where professionals share insights on data-driven innovation, as well as competitions and challenges that enhance analytical skills, creativity, and teamwork. These activities reinforce BRI's commitment to cultivating a culture of continuous learning and innovation across the organization.





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Employees with Disabilities ^[F.18]

BRI is committed to providing equal opportunities for persons with disabilities (PwDs) to actively participate in its business activities by aligning job roles and responsibilities with their individual skills and competencies.

To further empower PwDs, BRI has introduced the BRI Sahabat Disabilitas training and apprenticeship program, equipping them with the necessary skills and competencies to successfully enter the workforce.

In addition to fostering inclusivity, BRI is dedicated to ensuring the comfort and safety of its PWD employees by providing assistive equipment and tailored physical and non-physical facilities. The bank also offers training and capacity-building programs, alongside a Talent Development System-based career management framework, to support professional growth and career advancement of employees with disabilities.

Employee Potential Development Initiatives

Effective human resource development cultivates a positive work environment, strengthens organizational commitment, and enhances job satisfaction. By improving employee performance, increasing workplace engagement, and reducing turnover, it plays a vital role in driving the company's overall success.

Performance Bootcamp Program: Coaching and Mentoring as an Effort to Improve Employee Performance

BRI has established a structured performance management framework to improve employee performance and ensure alignment with corporate objectives while maintaining motivation and organizational effectiveness. Employees whose results fall below the required standards receive focused support through the Performance Bootcamp program, which provides buddy assistance, targeted training, mentoring, coaching, and counseling.

Through this program, coaching is applied to help employees develop their own solutions to performance challenges or new responsibilities, while mentoring offers guidance from senior colleagues to support professional growth. These methods equip employees with the skills and networks needed to enhance their contributions, while those who remain under the standard after the Bootcamp are subject to follow-up actions in accordance with company policy.

Employee Recruitment

To attract and develop top young talent across Indonesia, BRI has established several strategic recruitment and development programs.

- 1 **BRILiaN Scholarship Program (BSP)**: An early recruitment initiative designed to identify and nurture talented young individuals, serving as a character-building platform before they officially join BRI.
- 2 **BRILiaN Creativity Contest (BCCP)**: A competition where participants showcase innovative ideas, either individually or in teams, that can contribute positively to both the nation and BRI. This initiative helps BRI identify top talent through their creativity and problem-solving abilities.
- 3 **BRILiaN Internship Program (BIP)**: A structured internship program providing hands-on training experiences for high school/vocational school graduates, university students, or fresh graduates, while also supporting BRI's operational units.
- 4 **BRILiaN Future Leader Program (BFLP)**: A recruitment and educational program designed to attract high-potential candidates from external sources and prepare them for future leadership roles.
- 5 **BRILiaN Next Leader Program (BNLP)**: A leadership pipeline program dedicated to internal BRI employees with high potential, equipping them with the necessary skills to become future company leaders.
- 6 **BRILiaN Banking Officer Program (BBOP)**: A recruitment and training initiative aimed at preparing new employees at the assistant level, sourced both externally and internally, ensuring they meet BRI's operational standards and values.
- 7 **BRILiaN Relationship Manager Program (BRMP)**: A targeted recruitment and development program for employees in marketing roles at Corporate Band 6 or Junior Manager levels, designed to maximize performance while aligning with BRI's operational standards and core values.
- 8 **BRILiaN Specialist Hiring Program (BSHP)**: A specialized recruitment initiative targeting professionals with expertise in specific fields, ensuring BRI acquires the right talent to meet its evolving business needs.

Digital Transition at BRI

BRI continues to shift from manual processes to digital systems across business operations, customer service, and human capital functions. To ensure a smooth transition, regular employee communication and training accompany the rollout of any new systems or major updates on existing systems.

In 2024, BRI strengthened its Human Capital Services System through the implementation of BRILiaN ID and Multi-Factor Authentication (MFA), ensuring the security of employee data as well as other work- and company-related information. Additionally, training on SAP Income & Expense Management (IEM) was provided to employee representatives to improve budget management effectiveness across units.



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Fair Compensation and Social Protection [\[F.18\]](#) [\[F.20\]](#) [\[GRI 3-3\]](#) [\[GRI 405-2\]](#)

BRI recognizes that career development and performance evaluation are essential to driving employee growth and supporting organizational goals. Through structured evaluations and continuous feedback, BRI aligns individual progress with long-term business objectives. Employee performance is reviewed semi-annually and annually through both individual-based (Individual KPI) and team-based (Division KPI) assessments. These evaluations are further enhanced by continuous feedback mechanisms through Courageous Performance Dialogue (CPD). By integrating these elements, BRI provides a structured platform for in-depth discussions on individual and team achievements, as well as areas for improvement, ensuring alignment between organizational strategies and long-term goals. [\[FS-4\]](#)

In 2024, 100% of BRI employees received training, performance evaluations, and career development reviews. [\[GRI 403-3\]](#)

To ensure fair and competitive compensation, BRI provides wages at or above cost-of-living benchmarks, considering regional minimum wages (UMR) across operational areas. In 2024, the average salary of BRI's entry-level positions was 1.09 times the applicable minimum wage. Maintaining adequate and competitive remuneration is a core principle across all job levels, including entry-level positions. [\[GRI 202-1\]](#) [\[F.20\]](#)

This commitment to fair remuneration is governed through internal policy, specifically outlined in Remuneration Policy No. SE.36-DIR/HCS/12/2024, issued on December 30, 2024. The remuneration strategy is aligned with banking industry best practices and benchmarked against market standards. BRI regularly participates in Total Reward Surveys conducted by independent consultants to ensure alignment with evolving market conditions. [\[GRI 2-19\]](#)

To uphold competitive remuneration principles, BRI collaborates with independent consultants for salary benchmarking and surveys. There are no conflicts of interest between BRI and its remuneration consultants, and the company strictly adheres to all applicable regulations governing the remuneration system. [\[GRI 2-20\]](#) The remuneration structure consists of both fixed and variable pay, rewarding employees based on job weight and competencies while supporting talent retention and performance.

As evidence of its commitment to equitable compensation, BRI maintains an annual total compensation ratio of 25.42, representing the ratio between the highest individual annual salary and the median total annual salary of employees. In 2024, the total compensation for the highest-paid individual increased by 20.87%, while the median total compensation for employees (excluding the highest-paid individual) rose by 15.53%. This contributed to an overall annual total compensation growth of 77% compared to the previous year. Additionally, approximately 11.69% of BRI employees—totalling 9,569 individuals—received promotions in 2024. [\[GRI 2-21\]](#)

BRI upholds the principle of equal pay for equal work, with compensation determined by objective factors such as individual performance, job responsibilities, and tenure—regardless of gender. In implementing this principle, BRI routinely monitors remuneration patterns across job levels to ensure fairness and equality. Furthermore, in the process of evaluating remuneration policies, BRI considers merit-based aspects such as individual performance score and market competitiveness through regular survey, without reference to gender. These efforts are undertaken to foster a merit-based, equitable, and sustainable work environment. [\[GRI 405-2\]](#)

In addition to remuneration, BRI provides benefits and protections beyond government programs. This includes BRILife for social protection, DPLK BRI for financial security, and OHS programs to ensure workplace safety. The table below outlines the full scope of coverage for both permanent (PKWTT) and non-permanent (PKWT) employees:

Benefit Type	Program Name	Program Coverage	Permanent Employees	Non-Permanent Employees
Life Insurance	- National Life Insurance (BPJS Ketenagakerjaan) - BRI Life Insurance	Work Accident Insurance, Death Insurance, Grief Benefit, Life Insurance & Workers Personal Accident	Yes	As per the Agreement Contents
Health Insurance	- National Life Insurance (BPJS Kesehatan) - BRI Life Supplementary Health Coverage	National Health Insurance and Workers' Health Insurance	Yes	As per the Agreement Contents
Disability and Incapacity Coverage	- National Life Insurance (BPJS Ketenagakerjaan) - BRI Life Accident Coverage	Workers' Accident, Life Insurance & Personal Accident Insurance	Yes	As per the Agreement Contents
Maternity Leave	Maternity Leave	Female employees are entitled to a fully paid maternity leave for a maximum duration of 3 months	Yes	As per the Agreement Contents
Supplementary Pension Program	Defined Contribution Pension Plan (DPLK BRI)	Retirement savings with diversified investment options	Yes	As per the Agreement Contents



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Long-Term Incentives for Employees ^[F.18]

To foster a sense of ownership among employees, BRI offers both long-term incentives through stock ownership programs: namely the Employee Stock Allocation Program (ESA) and the Employee Stock Option Plan (ESOP), which have been in place since 2016.

1 Employee Stock Allocation (ESA)

The ESA program is a stock ownership initiative distributed in four stages to all employees who meet specific eligibility criteria set by BRI. These criteria include length of service, individual performance, and track record in fulfilling responsibilities.

2 Employee Stock Option Plan (ESOP)

The ESOP program grants employees the opportunity to purchase company stock at a special price. It is offered to employees at specific levels who are recognized as High Potential Talent and Value Creators within BRI.

Program	Total Shares 2023	Additions in 2024
Employee Stock Allocation (ESA)	959,959,300	7,758,700
Employee Stock Option Plan (ESOP)	148,926,100	0

Promoting Lifelong Learning for Employee Development ^[F.22]

BRI is committed to continuous employee development, implementing a range of policies and programs designed to provide learning opportunities, enhance competencies, and support career progression. Development initiatives focus on strengthening both technical (hard) and interpersonal (soft) skills, ensuring employees are equipped with the necessary skills to excel in their roles or fields. In terms of career development, BRI offers structured programs such as promotions and rotations, aligning employees' career aspirations with organization's needs. BRI's career management framework is built on principles that emphasize aligning job requirements with employee capabilities, competency-based evaluations, and strategic career movement, fostering long-term growth. To reinforce its commitment to employee development, BRI established the BRI Corporate University in 2015, with six campuses strategically located across Indonesia. The institution is officially accredited as a corporate training provider (Lembaga Pelatihan Kerja, LPK) by the Ministry of Manpower and Transmigration. In addition to its training programs, BRI Corporate University oversees the Professional Certification Institute

(LSP), founded in 2019. Notably, it became the first LSP in the Indonesian banking industry to receive licensing from the National Professional Certification Agency (BNSP) under Decree No. KEP.0351/BNSP/II/2020, certifying employees' professional competencies in accordance with national standards

^{[GRI 3-3] [GRI G4 FS4]}

To anticipate and meet future competency demands, BRI has established various talent development programs aimed at equipping employees with critical skills and expertise to adapt to evolving industry challenges while driving organizational growth. Key initiatives include: ^[GRI 404-2]

Program Name	Description	Participants in 2024
BRILiaN Leadership Development Program (BLDP)	BRI has implemented a comprehensive and continuous leadership development program to prepare employees as Great Leaders. This program focuses on enhancing leadership capabilities while emphasizing key areas such as character building, national insight, global perspective, business and banking expertise, and technological proficiency.	2,246 Person
BRILiaN Bright Scholarship Program (BBSP)	BRI offers a fully funded Master's degree (S2) program for permanent employees through the BRI Bright Scholarship Program (BBSP). This initiative is designed for top-performing talents, selected based on their annual performance evaluations. The program provides opportunities for world-class education, global exposure, and professional networking at 30 of the world's top universities.	9 Employee
BRILiaN Women Leader Indonesia (BWLII)	Internal development programs that support BRI women leaders by providing a platform for leadership learning and networking.	25 Person
BRILiaN Specialist Development Program (BSDP)	BRI implements the Technical Competency Development Program, aimed at enhancing employees' specialized knowledge and skills. This initiative is designed to equip employees with industry-specific expertise, ensuring they meet the competency requirements needed to become subject matter experts. The program aligns individual expertise with the company's strategic and operational needs.	81,703 Person



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Employees will be provided with development programs tailored to their specific needs, considering their corporate title, role, or talent cluster. Based on Corporate Title: Employees will participate in leadership development programs focusing on character building, national insights, global perspectives, business acumen, and technological proficiency. These programs are designed to prepare employees for advancement to higher corporate titles. Based on Role: Employees will receive specialized training to equip them with the knowledge and skills required for their respective roles. Based on Talent Cluster, Employees identified as top talent will undergo specialized training programs tailored to prepare them for more complex and strategic roles.

BRI's employee education and training programs are conducted through a combination of internal training and collaborations with accredited, competent, and experienced external educational service providers. This approach underscores the bank's commitment to delivering high-quality learning facilities, strengthening employee competencies through comprehensive and impactful development programs.

Enhancing Understanding of Sustainable Finance and Climate Risk [E.2] [F.1] [GRI 2-24] [GRI 404-2] [GRI G4 FS4]

To strengthen employees' understanding of sustainable finance, BRI has integrated sustainable finance concepts into its e-learning curriculum. As part of this initiative, an overview of sustainable finance is included as a module in BRISMArt e-learning, providing employees with accessible learning resources. In 2024, a total of 39,460 employees participated in online sustainable finance literacy training, achieving an impressive completion rate of 99.91% on average. BRI also delivers e-learning modules that raise employee awareness on operational emission reduction efforts and community-based climate resilience. Additionally, BRI has rolled out risk to enhance capacity in identifying, assessing, and managing climate related financial risks across business lines. These trainings support the Bank's broader climate strategy by equipping employees with knowledge to implement environmentally conscious initiatives across business units and local communities.

Employee Engagement

Employee Engagement Survey

BRI is committed to fostering a conducive work environment, including by regularly measuring employee engagement through the Employee Engagement Survey (EES). Conducted across all employee levels, the EES assesses perceptions, aspirations, and overall engagement through a 1-to-4 scoring scale, reflecting pride in being part of BRI, willingness to stay, and commitment to perform. The results serve as a basis for enhancing human resource management and strengthening employees connection with the organization.

BRI's employee engagement framework evaluates the quality of several critical aspects, including:

- 1 understanding of the company's vision, mission, goals, and strategies, and their influence on employee motivation;

- 2 leadership credibility;
- 3 internal communication and collaboration; and
- 4 employee well-being, encompassing empowerment, a safe and comfortable work environment, opportunities for learning and growth, fair compensation and benefits, recognition and appreciation, work-life balance, and overall job satisfaction.

Description	2024
Employee Engagement	3.51 / 4.00
Survey Scope	73.4%

Employee engagement plays a key role in driving job satisfaction. One key indicator of employee satisfaction is the turnover rate. In 2024, BRI achieved a turnover rate of 1.29%, demonstrating strong employee retention and reinforcing its positive performance in comparison to industry average.

Engagement Between Employee Representatives and Management

To uphold inclusive industrial relations, BRI also maintains structured engagement with workers' representatives through regular communication and consultation. This includes active participation in the Bipartite Cooperation Forum, which serves as a platform for ongoing dialogue between employee representatives and management. Additionally, formal engagement with labor unions is conducted at least once every two years during the Collective Labor Agreement (PKB) negotiation process. These interactions reinforce BRI's commitment to transparency, mutual respect, and the continuous improvement of working conditions.

Mechanism for Managing Employee Complaints

Employee complaints, including those related to discrimination, exclusion, restriction, sexual and non-sexual harassment, bullying, and other forms of violence, are handled through employee disciplinary procedures. Any perpetrators who cause harm to employees will be subject to employment regulations and, if proven guilty, may face sanctions up to and including termination of employment.

Employees have access to multiple internal communication channels to voice their concerns, including the Human Capital Call Center, BRI HC Assistant, and the BASIC menu on the BRISars app, all managed by Human Capital, as well as the company's whistleblower system (WBS). Through these channels, employees can submit questions, complaints, suggestions, and concerns in a safe and structured manner.

Additionally, employees have the option to receive coaching from internal BRI coaches or counseling with external professional counselors when needed. BRI ensures strict confidentiality for all data and information shared during coaching and counseling sessions. [GRI 2-26]



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Occupational Health and Safety [F.1] [F.21] [GRI 2-24] [GRI 404-2] [GRI G4 FS4]

Occupational Health and Safety Management [F.21] [GRI 3-3] [GRI 403-1] [GRI 403-8]

BRI is committed to ensuring employee health and safety through the Occupational Health and Safety Management System (SMK3), which is implemented across all work units. The Business Continuity Management (BCM) & Occupational Health and Safety (K3) Department, under the Operational Risk Division (ORD), is responsible for formulating, improving, and implementing SMK3 policies. The Division Head of ORD holds the primary responsibility for the implementation, supervision, and overall effectiveness of OHS initiatives.

BRI's SMK3 policy is established by the Board of Directors through Circular Letter No. SE.58-DIR/ORD/11/2022 Book 4, which outlined key aspects of the Occupational Health and Safety Management System. BRI actively engages employees in the development and refinement of SMK3 policy. The policy framework includes:

- 1 Compliance with government regulations and ISO 45001:2018 standards for the Occupational Health and Safety Management System (OHSMS).
- 2 Application to both employees and non-employees, including building management personnel and suppliers operating within BRI's work environment.
- 3 Mitigation and risk control measures related to operational activities, including workplace accidents (KAK) and occupational diseases (PAK). The policy also integrates health and safety measures into the procurement process for goods and services.
- 4 Establishment of the Occupational Health and Safety Management System (SMK3) coordination, including:
 - The Occupational Health and Safety Committee (P2K3), comprising management and employee representatives, in compliance with regulatory requirements and approved by the Department of Manpower.
 - The Emergency Response Team.

The policy is derived in the systems and procedures regulated by provision No. SO.35-ORD/06/2022. The SMK3 aspects regulated in the SOP include the following elements:

- 1 Establishment of an Emergency Response Team in each Work Unit in stages:
 - a Conducting OHS socialization and emergency response trials on a regular basis.
 - b Emergency Response Trial at least once in 1 (one) year.
- 2 Review and improvement of SMK3 performance is carried out to ensure the suitability and effectiveness of SMK3 implementation. The review is conducted on planning, implementation, monitoring and evaluation activities. The results of the review are used to make improvements and improve SMK3 performance.

- 3 OHS monitoring and evaluation is carried out periodically through inspection, measurement, testing, and internal audit activities on the implementation of SMK3.
- 4 Internalization of OHS culture to ensure that workers understand that SMK3 is the right and obligation of workers. Internalization methods include:
 - a Face-to-face training, webinars, online learning; and/or
 - b Other communication media (letters, infographics, videos, podcasts, and others).
 - c Emergency Response Trial at least once in 1 (one) year.
- 5 Prevention and control of operational activity risks such as occupational accidents and occupational diseases including in the procurement process of company goods and services.





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Promotion of OHS and Emergency Response Culture [\[GRI 403-2\]](#) [\[GRI 403-4\]](#) [\[GRI 403-5\]](#)

BRI conducts regular safety awareness programs training sessions to ensure that all employees are well-versed in safety protocols, enabling them to proactively identify and mitigate potential hazards.

Beyond conducting risk assessments, BRI invests in comprehensive safety measures to reduce workplace risks. This includes portable fire extinguishers (APAR), OHS boxes in every room corner, first aid stations, BRIMEDIKA clinics, and rubber boats in areas highly susceptible to flooding. The executive management's strong commitment to OHS reflected in risk awareness programs, reinforcing a culture of safety, regulatory compliance, and workplace well-being.

Regarding disaster risk management, BRI regularly conducts emergency preparedness drills and awareness programs based on specific risks associated with each work area. This includes ensuring that all employees are familiar with the Emergency Response Plan and that designated response teams, such as the Crisis Management Team (CMT), Emergency Safety Committee (ESCC), Building Management (BM) Sentra BRI Headquarters, and Floor Wardens, are adequately trained to respond to emergencies or disasters.

To foster a culture of safety awareness and emergency preparedness, BRI continues to promote risk awareness through various communication channels, including official notices, standing banners, infographics, videos, webinars, and training sessions, conducted both in-person and virtually.

To ensure compliance with Occupational Health and Safety Management System (SMK3) regulations, BRI underwent SMK3 certification in August 2023. Based on an assessment conducted by PT MSI, BRI achieved a score of 94.26%, earning the "Satisfactory" designation. This certification is valid for three years, until 2026. As a result of this outstanding achievement, BRI is entitled to receive the SMK3 Gold Certification.

Employee Well-being and Mental Health Management [\[GRI 403-6\]](#)

BRILiaN Communities

BRI is dedicated to supporting employee well-being and mental health, fostering a work culture that enhances engagement, productivity, and loyalty in alignment with its Core Values of AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif). [\[GRI 3-3\]](#)

BRILiaN Community is an innovative approach to community management, designed to strengthen collaboration and engagement among BRILiaN employees. By fostering informal communication, the initiative contributes to a healthy and productive work environment, to ultimately supporting business performance.

The key objectives of the BRILiaN Community are:

- To support work-life balance, enhance collaboration, and promote employee engagement in creating a positive and productive workplace.
- To serve as a communication platform where leaders can share company insights and employees can voice their aspirations.
- To manage activities and databases for BRILiaN talents in Sports, Arts, Social, and Religious fields.
- BRILiaN Community members can take on influential roles, leading positive campaigns to enhance BRI's corporate image, products/services, employer branding, and build relationships with external partners.

The platform provides BRILiaN employees with opportunities to connect, share, and learn together, fostering a culture of collaboration, innovation, and holistic well-being within BRI's workplace. To reinforce employee engagement, BRI provides facilities and infrastructure to support community activities, ensuring that employees feel valued, motivated, and competent. This sense of inclusion translates into enhanced performance and productivity, directly contributing to the company's success.

Beyond serving as an outlet for hobbies, the BRILiaN Community empowers Insan BRILiaN to participate in prestigious competitions, achieve accolades, and bring recognition to BRI. These community-based initiatives are managed across regional and branch offices, ensuring broad accessibility and engagement for all Insan BRILiaN within BRI.



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Family-Friendly Workplace ^[F.21]

Support for Maternity and Childcare

BRI is committed to supporting female employees through comprehensive policies and facilities related to maternity and childcare. The bank provides three months of fully paid maternity leave, allowing female employees to focus on postpartum recovery and childcare. Additionally, male employees are granted up to three days of paid paternity leave following the birth of their child.

To further promote work-life balance, BRI offers dedicated lactation rooms and daycare facilities, ensuring that employees can effectively manage their professional responsibilities while prioritizing their family's well-being.

Leave Policies and Other Time Off

BRI provides leave and other time off entitlements in full compliance with applicable labor regulations, ensuring that employee rights are aligned with the Collective Labor Agreement (PKB) and labor laws. Employees are entitled to paid annual leave, which includes mandatory leave (a minimum of five consecutive days as part of their annual leave allocation). To encourage employees to take adequate rest while recognizing their service, BRI implements a Mandatory Block Leave program that requires employees to take at least five consecutive working days of leave within each calendar year. If no leave plan is submitted, the system automatically enforces the block leave in the second semester of the year.

As part of this policy, BRI provides not only regular salary payments during leave but also an additional block leave incentive, making the paid annual leave a form of compensated rest that rewards employees beyond their monthly wages. This approach reinforces both regulatory compliance and employee well-being through structured time-off and tangible recognition. Additionally, BRI grants paid time off entitlement for specific purposes, such as marriage, menstrual leave, and caregiving responsibilities for sick or deceased family members.

Work Arrangement Policies

BRI has implemented a remote working policy, allowing employees the flexibility to work from a distance without the requirement to be physically present in the office or attend face-to-face meetings. To support this initiative, BRI provides dedicated remote working locations (BRIWork) for employees. BRIWork locations are available at RO Jakarta 3 Building, Bintaro Branch, Bekasi Sub-branch, and Dewi Sartika Bogor Branch. Additionally, BRI has introduced flexible working hours for units and divisions with regular intensive work periods.





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BRILiaN Wellbeing ^{[GRI 403-3][GRI 403-4][GRI 403-6][GRI 403-7]}

In alignment with the Employee Well-being Policy of the Ministry of State-Owned Enterprises (BUMN) and its commitment to enhancing the well-being of BRILiaN personnel across all work units, BRI actively fosters a healthy and productive work environment with a strong emphasis on physical well-being. To support this initiative, BRI has established employee communities as platforms for employees to pursue hobbies, adopt a healthy lifestyle, and enhance overall business performance.

Physical Aspects **"Happy Physic"**

The Physical Health and Safety management program ensures that BRI Group Employees have access to resources and opportunities to maintain their physical health and well-being.

Examples of Activities:

- Periodic General Medical Check-ups
- Wellness Programs (e.g., health shows, podcasts)

Social Aspects **"Happy Social"**

This program enhances BRI Group Employees interpersonal skills, enabling them to build positive relationships within the workplace and society. The goal is to foster job satisfaction, maintain healthy professional and personal interactions, and cultivate a positive work culture.

Examples of Activities:

- Management of BRILiaN Community with dedicated budgets allocated up to regional level

Mental Aspect **"Happy Mind"**

The Mental Health Management Program supports BRI Group Employees psychological resilience, helping them manage information, emotions, desires, and pressures in a balanced and healthy manner.

Examples of Activities:

- Mental Health Podcast Series
- Counseling Portal viaBASIC in BRISTAR

Financial Aspect **"Happy Financial"**

The Financial health management program equips BRI Group Employees with the knowledge and skills to effectively manage personal finances, ensuring a productive life free from financial stress.

Examples of Activities:

- Financial Health Podcast Series

BRI provides comprehensive mental health support to employees through the BASIC (BRILiaN Assistance Center), which offers a range of employee assistance services, including general consultations, coaching, counseling, financial guidance, health consultations, and access to a wellness center. This initiative promotes holistic well-being, addressing physical, mental, social, and financial health. The BASIC program includes support for physical health and workplace safety, mental health and emotional well-being, building and maintaining healthy personal and professional relationships, as well as personal financial management, ensuring employees can lead productive lives free from financial stress.

To further cultivate positive workplace interactions, BRI has established the BRILiaN Community, comprising 28 employee groups across various interest areas, including sports (BRILiaN Sport Community), arts (BRILiaN ART Community), and social and religious activities (BRILiaN Social & Religion Community).

Working Hour Management

Attendance System of Employee Working Hours

BRI has implemented an attendance system that captures employees' clock-in and clock-out data across all operational units, integrated with the payroll platform. The system serves as a mechanism to monitor employee working hours in line with company policies and labor practices requirements.

Procedures for Overtime Work

To regulate additional working hours, BRI applies a structured overtime mechanism supported by employee application system, ensuring proper authorization and fair compensation.

Pension Program ^[GRI 401-2]

BRI remains committed to the well-being of its employees, including their financial security in retirement, and provides preparatory programs for employees approaching retirement, by providing comprehensive preparation programs designed to equip them with the mental readiness, knowledge, insights, and practical skills needed for a smooth transition into post-retirement life. Additionally, BRI's retirement preparation program includes entrepreneurship training for retirees who have successfully established their own businesses. ^[GRI 3-3, 404-2]

In addition to providing training programs, BRI ensures fair post-employment benefits as part of employees' retirement preparation. The assessment process for estimated liabilities related to post-employment and long-term employee benefits includes service awards, extended leave, retirement programs, post-employment BPJS Kesehatan coverage, and other benefits. Employee benefits are determined based on company regulations and the minimum requirements of Law No. 13 of 2003 on Manpower to ensure compliance and adequacy. Participation in the retirement program is mandatory for all employees, with contributions sourced from both the company (70%) and employees (30%). ^[GRI 201-3]

The Projected Unit Credit method is used to determine post-employment and long-term employee benefits. As of December 31, 2024, the total employee benefit liability amounted to IDR 16.21 trillion, comprising various components such as the remeasurement of defined benefit pension liabilities totaling IDR 1.55 trillion and the remeasurement of old-age benefit liabilities amounting to IDR 94.69 billion. BRI engages independent actuarial services to assess defined benefit obligations and other pension programs. ^[GRI 201-3]

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Sustainability Culture Program

In 2024, BRI launched the Sustainability Culture Program (SCP) as an initiative to enhance sustainability awareness among BRILiaN employees. The program focuses on three key pillars: environmental, social, and governance, which are evaluated through specific indicators integrated into the daily activities of BRILiaN individuals.

In the environmental aspect, BRILiaN employees are encouraged to actively contribute to managing activities that generate greenhouse gas emissions, with key indicators including operational vehicle management and energy efficiency. In the social aspect, the program emphasizes Human Capital Development, measured through indicators such as education and training. In the governance aspect, SCP highlights the importance of understanding company systems and procedures, as well as evaluating compliance and potential violations that could impact good corporate governance.

The SCP is implemented year round, targeting both headquarter employees and those in branch and operational units outside the headquarters. Through periodic monitoring, BRI ensures that SCP is effectively executed and generates a positive impact by fostering a strong culture of sustainability awareness among BRILiaN employees.

BRILiaN Duta Lingkungan (Environmental Ambassador) and BRI Green Team

The BRI Green Team is a dedicated group of selected Insan BRILiaN responsible for promoting and monitoring the implementation of the Green Campaign Project across all work units. Their primary objective is to raise awareness of sustainability issues among BRI employees while ensuring alignment with the company's sustainability culture programs. This initiative plays a key role in driving the achievement of sustainability parameters and indicators, encompassing both the Head Office and regional offices throughout Indonesia. In 2024, a total of 124 Insan BRILiaN were selected to join the BRI Green Team, consisting of 68 members from the Head Office and 56 from regional offices.

From this group, two outstanding members are appointed as BRILiaN Environmental Ambassadors (Duta Lingkungan to further champion sustainability initiatives within the organization). To ensure the effectiveness of their role, BRI Green Team members undergo a comprehensive capacity-building program, designed to enhance their knowledge of the company's sustainability principles. These training programs cover critical topics such as energy efficiency, zero waste to landfill initiatives, worker education and training, and anti-corruption practices.





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Promoting Respect for Human Rights

BRI recognizes the significant impact of banking activities on human rights, both directly and indirectly. As a result, the bank adopts a proactive approach to human rights, focusing on risk management, reputation enhancement, and contributing to sustainable global development.

Human Rights Governance

BRI is committed to upholding human rights across its entire business supply chain by integrating business-related human rights risks—such as forced labor, human trafficking, child labor, freedom of association, collective bargaining rights, fair remuneration, equality and non-discrimination, Privacy Protection, Sustainable Operating Environment and Occupational Health and Safety (OHS)—into its risk management framework and Environmental, Social, and Governance (ESG) initiatives. This commitment is reinforced through regular human rights due diligence across the Company's business operations. [\[GRI 3-3\]\[FN-CB-410a.2\]](#)

To further strengthen its dedication to human rights, BRI adheres to the ten principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs on BHR), also known as the Ten Principles of the UN Global Compact (UNGC). This commitment extends to safeguarding human rights across BRI's operational and business activities, including labor practices, business partnerships, and supply chain management. The following are six of the ten UNGC principles related to human rights (Principles 1 and 2) and labor standards (Principles 3, 4, 5, and 6).

For more details on BRI's commitment to the United Nations Guiding Principles on Business and Human Rights, please refer to page [167](#).

The implementation of human rights policies across all operational activities at BRI is governed by the Human Rights in Employment Policy, the Respectful Workplace Policy (RWP), and the Occupational Health and Safety (OHS) Policy. These policies cover various relevant aspects for both BRI employees and the company's suppliers and partners. Each policy is designed to ensure that human rights principles are upheld and consistently applied, not only within the organization but also throughout the supply chain and in business partnerships.

Human Rights Training and Awareness Initiatives

To communicate impacts to stakeholders, BRI implements several key actions:

- 1 Conducting periodic sessions to improve employees' understanding and awareness of human rights principles.
- 2 Sharing human rights practices and their impact through various channels, aligned with BRI's corporate communication standards.
- 3 Providing detailed human rights reports to external stakeholders through sustainability disclosures.

Human Rights Assessment and Due Diligence

BRI is committed to upholding human rights across all its business processes by adopting a precautionary approach. This approach entails proactively managing the potential impacts of its

operations on human rights throughout the company's value chain. To achieve this, BRI conducts rigorous human rights due diligence, identifying and assessing potential impacts and risks stemming from its operational activities, value chain processes, business-related engagements, and new business relationships, including mergers and acquisitions. [\[F-19\]\[GRI 3-3\]\[GRI 408-1\]](#)

As part of its social responsibility, BRI places a strong emphasis on protecting vulnerable groups during the human rights due diligence process. This involves identifying and evaluating potential human rights risks not only within its direct operations but also across its broader value chain and associated business activities. By prioritizing these efforts, BRI reinforces its commitment to fostering a business ecosystem that respects, protects and promotes human rights, particularly for those most at risk.

Rights Holder	Vulnerable Group	Risks related to human rights	
 Employee	- Female workers - Non-permanent workers - Workers with disabilities - Migrant Workers	- Discrimination - Health and Safety - Freedom of Association - Diversity, Equity and Inclusion	- Remuneration - Human Capital Development - Work Life Balance - Harassment
 Suppliers/ third parties	- Supplier labor - Female workers - Child labor	- Harassment - Health & Safety - Employee Privacy - Forced Labour - Policy - Diversity, Equity and Inclusion	- Discrimination - Child Labor - Collection Bargaining - Local Communities - Freedom of Association

Human rights assessments play a vital role in preventing and mitigating potential harm to individuals across all operational activities. Since 2023, BRI has integrated human rights assessments into both its internal and external business operations. These assessments are conducted periodically, based on organizational priorities and needs, to identify risks associated with human rights practices. During the assessment process, BRI systematically maps the frequency (likelihood) and impact (severity) of each identified risk, enabling a comprehensive evaluation of both inherent and residual risks. In 2024, a total of 52,127 employees and 99 suppliers participated in the human rights assessment. Through these evaluations, BRI identified key human rights risks and established structured mitigation and remediation procedures to address them effectively.

The human rights due diligence process, covering both internal operations and external business engagements, is guided by Director's Letter No. B.1470-DIR/ESG/07/2023, issued on July 13, 2023, regarding PT. Bank Rakyat Indonesia (Persero) Tbk.'s Human Rights Policy. This process is conducted through a structured framework comprising: 1) Human Rights Commitment; 2) Impact



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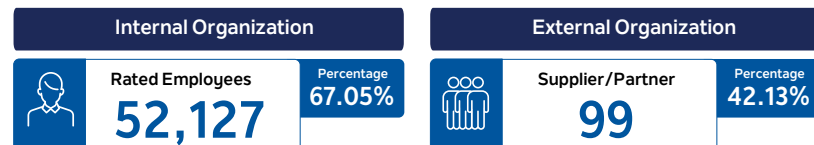
and Risk Identification; 3) Impact and Risk Assessment; 4) Mitigation and Remediation; and 5) Impact Communication.

To reinforce its commitment, BRI conducted a human rights due diligence process using the self-assessment method established by the Ministry of Law and Human Rights of the Republic of Indonesia, facilitated through the PRISMA application. As a result of this assessment, BRI achieved a Green categorization for human rights implementation, signifying compliance with the Standard Indicators for Business Risk Assessment and Human Rights.

Human Rights Assessment

In 2024, BRI conducted a human rights self-assessment for both employees and suppliers. Through this assessment, BRI identified key human rights risks and established structured mitigation and remediation procedures to address these risks effectively.

The following are the results of the human rights self-assessment for employees and suppliers: [\[GRI 3-3\]](#)



Human Rights Management Monitoring

Human rights risk mapping through due diligence is conducted systematically and periodically to ensure its continued relevance over time. This process is followed by ongoing monitoring to assess implementation effectiveness. Through risk mapping, BRI identifies key areas that require attention to uphold human rights compliance both internally and externally. [\[GRI 3-3\]](#)

As part of this process, BRI assesses various human rights issues, including forced labor, human trafficking, child labor, freedom of association, collective bargaining rights, fair remuneration, non-discrimination, and other fundamental rights. This comprehensive approach enables BRI to identify critical factors necessary for ensuring human rights fulfillment across both its internal operations and external engagements.

Within its operational environment, BRI is committed to preventing human trafficking, forced labor, and child labor. The bank prioritizes fostering a safe, inclusive, and supportive workplace for all employees by safeguarding fundamental labor rights, providing opportunities for professional development, and promoting diversity, equality, and inclusion. Additionally, BRI has established clear regulations to prevent discrimination and harassment while ensuring employees' rights to freedom of association, including participation in trade unions. Employee privacy is also strictly protected as part of BRI's commitment to ethical workplace practices.

Beyond its internal operations, BRI upholds responsible business practices by carefully selecting suppliers, business partners, and loan clients who demonstrate commitment to ethical and sustainable operations. To reinforce this, BRI has developed a Supply Chain Policy and established business partner criteria that encompass ethical business conduct, human rights and labor rights compliance, environmental responsibility, data privacy, workplace health and safety, and supplier diversity. Additionally, risk assessments and supplier compliance evaluations are conducted regularly to ensure adherence to BRI's human rights policies and standards. [\[3-3\]](#)

Human Rights Mitigation and Remediation

BRI has implemented proactive measures to prevent human rights violations across all business units. These measures are designed to uphold human rights principles within its operational and business activities.

In alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs), BRI has established clear standards and procedures to address human rights issues and facilitate the remediation of adverse impacts. The remediation process includes: [\[2-26\]](#)

- apologies;
- restitution;
- rehabilitation;
- assurance of non-repetition;
- financial and non-financial compensation to prevent future violations; and
- legal remedies.

To further reinforce its commitment, BRI has established a whistleblowing system (WBS) as a confidential platform for reporting human rights risks, concerns, or incidents. This system safeguards the identities of whistleblowers and all involved parties. Reports related to human rights violations can be submitted by BRI employees, customers, business partners, or other external stakeholders through designated reporting channels.

Whistleblowing System



SMS/Whatsapp: 0811 8200 600

Email: whistleblower@corp.bri.co.idWebsite: <https://whistleblowing-system.bri.co.id>

PO BOX 1895 JKP 10900

All reports accompanied by relevant evidence are thoroughly investigated. If validated, appropriate sanctions are imposed in accordance with BRI's policies. From 2021 to 2024, no cases of discrimination were reported within BRI, and therefore, no corrective actions were required. Additionally, no reports or incidents were identified concerning human trafficking, child labor, forced labor, or violations of the right to freedom of association or collective bargaining, either within BRI's operations or its supply chain. [\[F-19\]](#)

[\[GRI 406-1\]](#) [\[GRI 408-1\]](#) [\[GRI 409-1\]](#)

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Social and Environmental Responsibility (TJSL): People and Communities Around BRI

BRI's Social and Environmental Responsibility (TJSL) initiatives are an integral part of the company's strategic operations. Beyond supporting vulnerable groups, these programs play a crucial role in strengthening financial and economic resilience within communities, contributing to long-term business sustainability and enhancing stability in the financial industry. Additionally, BRI's TJSL initiatives foster stakeholder engagement, raise public awareness and expand access to banking services. These efforts not only drive positive social impact but also reinforce BRI's position as a trusted financial partner, aligning with the company's business objectives.



Social and Environmental Responsibility Through BRI Peduli

BRI Peduli TJSL serves as a key instrument in implementing social and environmental responsibility programs, aimed at preventing, mitigating, and reducing the operational impacts of the company while maximizing its positive contributions to the economic, social, and environmental sectors in support of sustainable development goals. Furthermore, these TJSL initiatives align with and reinforce the global commitment to achieving the 17 Sustainable Development Goals (SDGs). ^{[F.23][F.25]}

Adopting a sustainability-driven approach, BRI Peduli TJSL integrates the concept of long-term value creation (Creating Shared Value) for both society and the company. Through empowerment programs, capacity-building initiatives, and strategic infrastructure development, BRI strives to foster economic self-sufficiency while enhancing public awareness of its role in sustainable finance.

In accordance with the Ministry of State-Owned Enterprises (BUMN) regulations, BRI's TJSL programs are strategically focused on three key pillars: Education, Environmental Stewardship, and the Development of Micro and Small Enterprises (PUMK). The management of BRI Peduli TJSL follows a systematic and integrated approach, ensuring the effective execution of programs through a structured process encompassing planning, implementation, monitoring, and reporting.

Governance of Social and Environmental Responsibility

BRI's strategy for implementing the BRI Peduli TJSL program. ^[GRI 3-3]

Vision

To be a leader in corporate social responsibility practices, delivering sustainable value and meaningful benefits to stakeholders

Mission

- Implement corporate social responsibility initiatives that align with BRI's business objectives through good governance, strategic planning, and impactful sustainable management
- Create blended value for BRI and its stakeholders
- Strengthen BRI's reputation and stakeholder trust

Pillar

The implementation of BRI Peduli TJSL is built on three core pillars: Social Pillar, Economic Pillar, and Environmental Pillar. These three pillars are guided by the Legal Pillar



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 Social	 Economic	 Environment	 Legal
Social Pillar aims to promote the fulfillment of human rights in a fair and equitable manner while enhancing community welfare	Economic Pillar focuses on sustainable economic growth by fostering job creation, business opportunities, innovation, inclusive industries, adequate infrastructure, and access to affordable clean energy, supported by strategic partnerships.	Environmental Pillar is dedicated to sustainable natural resource management and environment conservation as the foundation for all life.	Legal and Governance Pillar ensures legal certainty and promotes effective, transparent, accountable, and participatory governance, fostering security stability, and the rule of law.
Initiatives: - Infrastructure and public facilities support - Education and public health programs - Scholarships for outstanding students, university students and journalists - Public nutrition improvement and stunting prevention - Emergency disaster response assistance - Women's group empowerment programs - Support for disability assistance facilities	Initiatives: - Capacity and skills development for MSME - Support for business group equipment - Assistance with Halal certification for MSMEs - Development of local tourism	Initiatives: - Nature preservation and environmental conservation program - Integrated and responsible waste management - Public awareness campaigns on environmental cleanliness - Ecosystem management and urban farming - Sustainable clean water and sanitation management for communities - Assistance for uninhabitable housing (RTLH)	
Beneficiaries: General Public, Vulnerable Groups, Students and Teachers, Women's Groups, Persons with Disabilities	Beneficiaries: MSME (Micro, Small, and Medium Enterprises)	Beneficiaries: General Public	

Program Planning

The planning of the BRI Peduli TJSL program is guided by the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: PER-01/MBU/03/2023 dated March 3, 2023, concerning Special Assignments and Corporate Social and Environmental Responsibility Programs for State-Owned Enterprises. These regulations have been incorporated into BRI's internal policies through Circular Letter Number: SE. 24-DIR/CSC/06/2023 dated June 22, 2023, which outlines the Implementation of Corporate Social and Environmental Responsibility Programs of PT Bank Rakyat Indonesia (Persero) Tbk.

In designing its TJSL initiatives, BRI prioritizes efficiency and effectiveness, ensuring that programs are strategically implemented, well-targeted, and impactful. The planning process is based on the following key aspects: [\[GRI 3-3, 413-1, 413-2\]](#)

- 1 Assessment of impact and risks associated with the company's activities
- 2 Identification of community needs and emerging potentials opportunities
- 3 Consideration of local advantages and wisdom
- 4 Sustainability orientation and long-term impact analysis
- 5 Alignment with sustainable development goals and strategic focus areas

BRI actively engages its employees in TJSL programs, reflecting its commitment to empowering communities across its operational units. To ensure the effective implementation and long-term success of the BRI Peduli TJSL, the bank has developed a strategic roadmap that serves as a guiding framework to enhance the program's impact and relevance. This roadmap outlines key social and environmental priorities, with a primary focus on three priority areas: Education, Environment, and MSME Development. These three focus areas serve as the foundation for BRI Peduli TJSL initiatives.



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Monitoring dan Evaluation

Communication with the community regarding BRI Peduli TJSL programs begins at the planning stage and continues through socialization, engagement with community leaders, program implementation and service delivery, ongoing program monitoring and evaluation, and the assessment of program impacts and sustainability. To ensure the effectiveness and continuous improvement of its TJSL initiatives, BRI conducts regular monitoring and evaluation activities, measuring the program's impact using the Social Return on Investment (SROI) approach and assessing beneficiary satisfaction through the Community Satisfaction Index (IKM). ^{[GRI 2-25, 3-3, 413-1, 413-2] [F.23]}

Program Name	SROI Ratio	IKM			
		Importance Index	Category	Performance Index	Category
Development of Culinary Tourism at Tomohon Market	11.32	98.00	Very Important	94.77	Very Satisfied
Empowerment of the Belvie Women's Group	11.26	89.86	Very Important	88.08	Very Satisfied
Homestay Assistance in Mandalika	9.86	89.12	Very Important	88.23	Very Satisfied
Business Equipment Assistance in Kampung and Ujung Labuan Bajo	8.07	94.12	Very Important	89.99	Very Satisfied
Halal Certification Training in Banten	7.60	89.70	Very Important	88.81	Very Satisfied
"Ini Sekolahku" Program in Central Maluku	7.02	90.00	Very Important	88.91	Very Satisfied
PBRI Menanam Grow & Green Muara Gembong	5.85	85.00	Important	85.37	Satisfied
Sewing Machine Assistance for the Maumere Women's Group	4.31	91.56	Very Important	89.62	Very Satisfied

Throughout 2024, there were no formal complaints or complaints from the public regarding the impact of BRI activities. ^[F.24]

In implementing the BRI Peduli Program, BRI has earned recognition from various stakeholders, receiving the following awards for its TJSL initiatives in 2024: ^[F.10]

Category	Organizer/Award	Program	Month of Receipt
Developing Biodiversity	IGA (Indonesia Green Award)	BRINita (BRI Bertani di Kota)	January 2024
Establishing Integrated Waste Management Flagship	IGA (Indonesia Green Award)	Waste Management - YOK KITA GAS	January 2024
CSR Unggulan	BISRA 2024	BRINita (BRI Bertani di Kota), YOK KITA GAS dan Grow & Green	February 2024
TOP CSR 2024	TOP CSR 2024	BRI Peduli	February 2024
Nusantara Award CSR	La tofi - Nusantara CSR Award	Yok Kita Gas, Brinita, Grow n Green, Ini Sekolahku dan AURA	June 2024
TJSL & CSR Award	BUMN Track	Program Yok Kita GAS	July 2024
Lestari Award	Kompas	Yok Kita Gas dan Brinita	July 2024
CSV Award	Tras n CO - Latofi	Yok Kita Gas	September 2024
Best CSR Award	Warta Ekonomi	BRI Peduli	September 2024
CSR Untuk Negeri	Merdeka.com	BRI Peduli	September 2024
Investor Trust	Majalah Investor	Yayasan Bening Saguling	October 2024



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Social Pillar

Fulfillment of Quality Basic Human Rights in a Just and Equal Manner

1 BRI Peduli Program "Ini Sekolahku"

As part of its commitment to creating shared value in the education sector, BRI continued the BRI Peduli TJSL program, "Ini Sekolahku", in 2024. Many school buildings, especially in remote areas, remain in suboptimal condition, making it challenging to provide a conducive learning environment. However, proper school infrastructure is essential for improving the quality of teaching and learning activities. Through the "Ini Sekolahku" program, BRI provides support for the construction and renovation of school buildings and educational facilities in eight schools facing inadequate conditions. This initiative aims to create a more comfortable and effective learning environment, ultimately contributing to the development of high-quality students.



2 AURA (Aspire to Uplift, Revive, and Achieve) Program

BRI believes that women have the potential to play a greater role in social and economic life. Through the AURA program, BRI empowers women's business groups, supporting them in developing their entrepreneurial skills. Implemented across 17 BRI Regional Offices, BRI assisted 17 Women's Business Groups selected based on predetermined criteria. The businesses supported under this program span various industries, including Food and Beverage Industry, Plantation Agriculture, Horticultural Farming, Textile and Apparel Industry and other MSMEs.

As part of the AURA program, BRI provides training and business equipment to support Women's Business Group in sustaining and expanding their businesses. This initiative reinforces BRI's commitment to enhancing women's roles in economic and social life.



3 "Cegah Stunting itu Penting" For National Nutrition Day 2024

Stunting is a condition of impaired growth and development in children under five, caused by prolonged malnutrition, recurrent infections, and inadequate early-life stimulation. Contributing factors include adolescent and maternal health, infant feeding practices, economic conditions, cultural norms, and environmental factors such as sanitation and healthcare access. Stunting is a key target of the Sustainable Development Goals (SDGs), specifically Goal 2, which aims to eradicate hunger, eliminate all forms of malnutrition by 2030, and achieve food security.

In commemoration of National Nutrition Day 2024, BRI launched the "Preventing Stunting is Important" program, providing nutritious food packages for toddlers and medical equipment to 24 community health centers (puskesmas/posyandu) across Denpasar, Manado, Jakarta, Makassar, and Jayapura. This program underscores BRI's commitment to supporting the realization of Golden Indonesia 2045.





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Economic Pillar

Creating Inclusive Job Opportunities, Businesses, and Industries

1 Tomohon Market Culinary Tourism Development

Tomohon Market, located in Tomohon City, is a traditional market that plays a crucial role in meeting the daily needs of the local community. What sets this market apart is its unique range of products, including stalls selling unconventional meat products, which have gained widespread recognition. This distinctive feature attracts both local and international tourists, significantly contributing to the region's economic activity.

As part of its support for local economic development, BRI has facilitated the construction of a dedicated culinary area within Tomohon market, providing vendors and visitors with a cleaner and more comfortable environment. Strategically located next to Beriman Terminal Tomohon, this new culinary hub enhances accessibility and strengthens food tourism in the area. This initiative is expected to stimulate economic activity and ultimately enhance the well-being of the Tomohon Market community.



2 Coffee Farmer Group Equipment Assistance in Jepara

Coffee is one of Indonesia's leading commodities, renowned for its diverse varieties cultivated across different regions. In addition to being managed by large-scale industries, many micro, small, and medium enterprises (MSMEs) are actively involved in coffee processing for local consumption. However, many MSMEs lack access to adequate facilities and infrastructure, limiting their ability to expand and compete in the market. To address this challenge, BRI, through its BRI Peduli TJSL program has provided targeted support to *Kelompok Tani Kopi Tempur Roban Djoyo* in Jepara. As part of this initiative, BRI supplied a coffee roasting machine to enhance production capacity, helping local coffee farmers and entrepreneurs better meet market demands.



3 Homestay Construction Assistance in Mandalika

BRI is committed to supporting the development of local tourism, particularly in Mandalika, one of Indonesia's priority destinations. Mandalika has become an increasingly popular tourist destination, with significant progress in infrastructure development to support the growing tourism sector.

Through the BRI Peduli TJSL program, BRI actively contributes to tourism development in Mandalika by providing assistance for the construction of homestays for visitors. This support is directed towards the Kuta Mandalika Village government and the managers of these homestays.

By enhancing accommodation options and improving tourism infrastructure, this initiative promotes economic empowerment, fosters sustainable tourism, and helps improve the livelihoods of the local community.





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Environment Pillar

Sustainable Ecosystem Management and Preservation

1 BRI Peduli Program for Productive Tree Planting

The BRI Menanam Grow & Green Program is a long-term collaborative initiative involving environmental activist groups, foundations, and local communities. This program reflects BRI's commitment to mitigating global warming and climate change through large-scale tree-planting activities.

Under this initiative, BRI provides seedlings, while foundations and farmer groups oversee land preparation, seed planting, and ongoing tree growth monitoring and data collection.

Throughout 2024, BRI has successfully planted 10,000 mangrove trees in Muara Gembong, Bekasi, and 5,000 casuarina trees in Kradenan and Gesik Harjo villages, Tuban. The tree management process is conducted in collaboration with Bakaumu, an environmental foundation responsible for regular monitoring and maintenance.

Beyond its environmental impact, this tree-planting initiative also serves as a potential educational tourism attraction, contributing to local economic situation and community engagement in environmental conservation.



2 BRI Peduli Yok Kita GAS (Gerakan Kelola Sampah) Waste Management Journey

Waste remains a persistent environmental challenge in many communities, exacerbated by inadequate waste management practices and a low public awareness. Through the Yok Kita GAS Program, BRI is actively addressing this issue by promoting integrated waste management solutions that follow systematic, comprehensive, and sustainable principles while also emphasizing community empowerment and financial literacy. This program is aligned with BRI's business processes, creating added value for both the company and local communities.

It has been successfully implemented in 41 Waste Banks and 5 markets across various regions, equipping participants with training in waste sorting and management, governance and institutional strengthening, financial literacy education, and waste bank business management support. Additionally, BRI provides waste management equipment, including organic waste shredders and communal maggot bins.

By implementing this program, BRI is contributing to environmental preservation while also supporting the government's target of achieving Indonesia Net Zero Emissions by 2050.



3 BRI Menanam Grow & Green Mangrove Planting Program

In 2024, BRI launched a productive tree-planting initiative aimed at stimulating local economic growth. Various economically valuable tree species were planted, including durian, aren (sugar palm), coffee, mango, nutmeg, and other fruit-bearing and high-value trees. By the end of 2024, a total of 45,300 trees had been planted through a collaborative effort involving BRI, local foundations, and surrounding communities. This initiative not only promotes reforestation but also enables long-term economic benefits for local residents. With proper maintenance and harvesting, these trees will provide sustainable income sources, strengthening community livelihoods while contributing to environmental conservation.





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Risk management serves as a fundamental pillar of governance in commercial banking, ensuring operational stability and sustainability amid market uncertainties and increasingly complex, dynamic environments. A well-structured risk management framework enables banks to identify, assess, and mitigate risks across various business activities, including credit, liquidity, and operational risks.

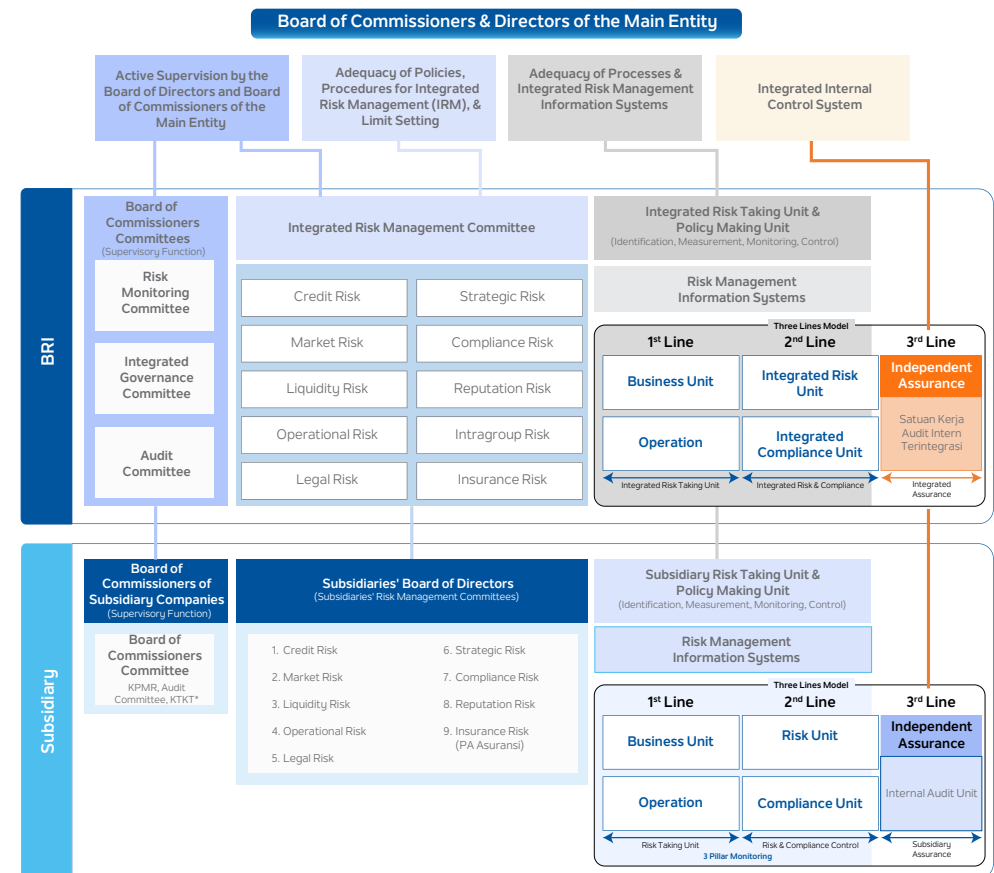
For BRI, risk management is not merely a protective measure but a strategy imperative that enhances operational performance and strengthens market competitiveness. This approach supports the bank's commitment to long-term sustainability and growth in the financial sector. BRI prioritizes transparent risk management disclosures to foster stakeholder trust and maximize corporate value. To this end, the bank has established a robust governance framework that continuously adapts to evolving risks, reinforcing its resilience and capacity to navigate challenges in an increasingly dynamic financial landscape.

Risk Governance

The Board of Commissioners and the Board of Directors at BRI are responsible for ensuring the effective implementation of risk management across the organization. They play a pivotal role in supporting and overseeing its execution across all operational units. Specifically, the Director of Risk Management is entrusted with the comprehensive monitoring and control of risks at the bank-wide level.

The Board of Commissioners evaluates the risk management policies and implementation carried out by the Board of Directors, ensuring that BRI's activities and risk exposures are effectively managed. To fulfill this oversight responsibility, the Board of Commissioners is supported by the Risk Monitoring Committee (KPMR), the Integrated Governance Committee, and the Audit Committee. These committees play a vital role in ensuring that risk management processes, procedures, and methodologies are robust and aligned with industry best practices. This approach enables the bank to maintain risk exposures within acceptable thresholds while enhancing organizational value.

Both the Board of Commissioners and KPMR members possess the necessary competencies and expertise, including Risk Management certification, in compliance with regulatory requirements. BRI remains committed to strengthening the capabilities of the Board of Commissioners through specialized training programs and continuous professional development in risk management. ^[2-12]





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Risk Monitoring Committee (KPMR)

The Risk Monitoring Committee supports the Board of Commissioners in evaluating and ensuring that risk management practices adhere to established procedures and methodologies. This oversight ensures that BRI's activities remain within acceptable risk limits, reinforcing effective control over the bank's operations.

Risk Management Committee (KMR)

The Risk Management Committee is responsible for formulating and revising Risk Management Policies, including overseeing the implementation of risk management strategies and contingency plans. This committee ensures proactive risk management, particularly in response to abnormal external conditions.

Risk Management Work Unit (SKMR)

The Risk Management Work Unit (SKMR) is an independent division dedicated to executing risk management processes. It operates separately from the Operational Work Unit (UKO), Internal Audit Work Unit (SKAI), and Compliance Work Unit.

Internal Audit Work Unit (SKAI)

The Internal Audit Work Unit (SKAI) is responsible for assessing and enhancing the effectiveness of risk management, internal controls, and governance processes within the organization.

Risk Management Process

Each operational work unit at BRI is responsible for implementing the risk management process through an internal control system integrated into their operational and business activities. This process encompasses key stages, including risk identification, measurement, monitoring, and risk control. Risk management is executed continuously through three lines model, where risk-taking units serve as the first line, compliance and risk management units provide oversight as the second line, and the internal audit unit ensures independent assurance as the third line.

To ensure effective coordination and compliance with regulatory requirements, BRI's Board of Directors has established a risk management function at every organizational level, including the Head Office (Division/Desk/Team), Regional Offices, Special Branch Offices, Branch Offices, Sub-Branch Offices, BRI Units, Cash Offices, BRI Priority Service Centers, and Overseas Work Units (UKLN).

Operational risk management is conducted in alignment with BRI's governance framework, which upholds regulatory standards and industry best practices. The measurement and assessment of operational risks are conducted through various methodologies, including Risk and Control Self-Assessment (RCSA), New Bank Product Risk Management Assessment (PBB), Loss Event Database (LED), Key Risk Indicator (KRI) Monitoring, Risk Assessment Plan (RAP), and Disaster Threat Risk Assessment (PRAB).

Operational risk management reports are submitted periodically to management, unit leaders, and other relevant stakeholders to facilitate continuous monitoring and risk mitigation. The Operational Risk Division (ORD) is responsible for preparing both mandatory and internal operational risk reports to ensure ongoing oversight and improvement.

The scope and format of operational risk management reports include, among others, the bank's operational risk profile, regional risk profile, Operational Risk News (OPEN), and analysis reports of UAI (Unit Audit Internal) risk. In cases where UAI (Unit Audit Internal) verification results indicate potential fraud, the report is escalated to the RCEO (Regional Chief Executive Officer) and the ORD Division for further investigation and appropriate action.

Stress-Testing Simulation [\[FN-CB-550a.2\]](#)

Stress testing is a critical risk assessment tool employed by BRI to measure potential losses under abnormal and extreme market conditions. BRI regularly conducts stress-testing simulations at least once per quarter to assess vulnerabilities that may not be apparent under normal conditions but could pose significant risks during extreme scenarios. This process utilizes specific scenarios to evaluate the sensitivity of BRI's financial performance to changes in risk factors and to assess their impacts on various portfolios, including:

- 1 Stress testing for Credit Risk evaluates the potential for default under adverse economic conditions (Credit Risk Stress Testing).
- 2 Stress testing for Market Risk analyzes the impact of fluctuations in interest rates and exchange rates (Market Risk Stress Testing).
- 3 Stress testing for Liquidity Risk assesses potential liquidity constraints arising from stress conditions (Liquidity Risk Stress Test).

Beyond portfolio analysis, this simulation also plays a vital role in managing systemic risk within BRI. The results are utilized to assess the adequacy of the bank's capital buffers and liquidity levels, ensuring resilience against macroeconomic shocks. These insights are integral to capital planning, long-term strategic development, and the overall management of BRI's business activities.

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Risk Review and Audit

BRI identifies key risk indicators across all risk categories and establishes risk limits that reflect the organization's acceptable risk level (risk appetite). The determination of risk appetite is formalized through a Risk Appetite Statement (RAS), which incorporates quantitative, qualitative, and zero-tolerance parameters aligned with BRI's business objectives and strategic goals. The RAS and risk limit parameters are regularly reviewed and updated at the corporate level (bank-wide) to ensure they remain relevant and consistent with evolving business conditions and the dynamic risk landscape.

As mandated by Financial Services Authority Regulation No. 18/POJK.03/2016 on the Implementation of Risk Management for Commercial Banks, the Internal Audit Unit (SKAI) is required to conduct a comprehensive risk management review annually. This process ensures that all risk assessments—including credit risk, market risk, liquidity risk, operational risk, legal risk, reputational risk, strategic risk, and compliance risk—are conducted in full compliance with regulatory standards. Additionally, SKAI performs regular audit across all organizational levels within BRI. Audit reports are systematically submitted to the President Director and the Audit Committee, with a copy provided to the Compliance Director.

BRI also conducts self-assessments of its risk profile. In the fourth quarter of 2024, the results indicated that BRI's risk rating remained at a Low to Moderate level. This assessment reflects BRI's success in maintaining effective risk management practices, ensuring resilience amid business growth and increasing competition in Indonesia's banking sector.



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Emerging Risk Identification

The bank is exposed to various identified risks that are anticipated to impact its future business. Based on the assessment, BRI is expected to encounter two categories of risk in both the short and long term horizons.

Category	Risk	Definition and Description of Risk	Risk Impact	Preventive Measures
1 Geopolitic	Global Geopolitical Uncertainty	- Indonesia is navigating an environment of geopolitical uncertainty, particularly due to ongoing conflicts in Eastern Europe and the Middle East, which have disrupted supply chains for essential goods and energy commodities, potentially contributing to rising global inflation. . - Furthermore, China's economic recovery has been slower than anticipated, driven by weakened industrial activity and consumer demand. This slowdown is largely attributed to an ongoing property crisis, low consumer confidence, and high unemployment rates among the working-age population.	The combination of these challenges has a negative impact on the pace of global economic recovery in 2024.	- To mitigate sensitivity to global macroeconomic volatility and minimize associated risks, BRI has implemented a series of strategic measures, including reducing exposure to financial instruments vulnerable to interest rate and exchange rate fluctuations. These initiatives encompass managing interest rate risk in the banking book, addressing maturity gaps, overseeing depositor and debtor concentration, managing net open foreign exchange positions, and optimizing trading and investment asset portfolios in response to market conditions.. - From a governance perspective, BRI regularly conducts comprehensive portfolio assessments through stress testing, covering solvency, credit, market, and liquidity risks, to ensure financial resilience. Additionally, the bank monitors its risk appetite statement, maintains a contingency funding plan, and continuously updates its recovery plan.
	Prolonged Tight Monetary Policy	Monetary policies implemented by central banks worldwide are expected to remain restrictive for an extended period, a condition referred to as high for longer.	This prolonged tightening may result in declining exports, stagnant economic growth, rising inflation, and capital outflows. Additionally, it could lead to a drop in government bond prices, Rupiah depreciation, a decline in the Jakarta Composite Index (IHSG), and adjustments in fiscal and monetary policies by the government and Bank Indonesia, including the potential for benchmark interest rate hikes.	- Proactively managing interest rate risk and monitoring credit quality to mitigate potential defaults during tight monetary policies. - Leveraging policy instruments like Loan to Value (LTV) limits to maintain financial stability and control excessive financing risks. - Ensuring sufficient access to liquidity through diversified funding sources and effective liquidity management to address fluctuations caused by tight monetary policies.
2 Technology	Cybersecurity Risk	The advancement of digital technology has increased cybersecurity threats, including viruses, hacking, data breaches, malware, and other risks.	The rapid advancement of digital technologies has heightened cybersecurity threats, including viruses, hacking, data breaches, malware, and other risks. These threats pose significant disruptions to the bank's financial performance and operations, potentially leading to fraud, financial losses, and data breaches, all of which can undermine customer trust and confidence in digital banking services. Consequently, these challenges may impede the adoption of financial technology innovations and hinder financial inclusive efforts, while also exposing the bank to potential regulatory penalties for failing to meet customer protection obligations.	- The development of governance for information security incident response in line with BRI's Disaster Recovery Plan (DRP), Business Continuity Plan (BCP) and cybersecurity framework called BRI Cybersecurity Framework. This framework is organized into an enterprise security architecture (ESA, Enterprise Security Architecture) that refers to the National Institute of Standards and Technology (NIST) Cybersecurity Framework. - Establishment of a Cybersecurity Incident Response Team (CSIRT) to respond to information security problems or incidents. - Establishment of a special function or section in the form of a Security Operation Center (SOC) that monitors cyber threats continuously (24 hours, every week, for 365 days). - Implementation of various information security technologies and security governance, including the use of threat intelligence services, brand monitoring and protection to monitor the misuse of the BRI brand on social media. - Implementation of vulnerability assessments and reviews of BRI's information security independently in the form of vulnerability penetration tests and cyber attack simulations. - Collaborating with cybersecurity experts who have global experience in responding to incidents to conduct forensic reviews and cyber incident investigations. - Provision of communication protocols to inform the public of information security incidents.
	Misuse of Artificial Intelligence (AI)	The implementation of e-KYC technology for digital verification and authentication enhances customer convenience in their interactions with the bank.	The potential misuse of identity falsification through deep-face technology in the e-KYC process poses significant risks, including fraud, financial losses, and erosion of customer trust and loyalty. Such threats can hinder the adoption of financial technology innovations and impede efforts to advance financial inclusion.	- To mitigate these risks, BRI conducts regular updates and reviews of its e-KYC technology and algorithms to enhance their effectiveness in detecting visual and audio manipulation technologies, including deepfake technology. - Additionally, the bank continuously monitors customer transaction behaviors to detect and prevent money laundering and other financial crimes. - As part of its broader strategy to mitigate the misuse of AI technologies, BRI actively educates employees, customers, and stakeholders on the responsible and ethical use of Artificial Intelligence.



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Risk Culture

BRI systematically identifies and measures risks through the Risk Control Self-Assessment (RCSA) process, conducted at the beginning of each semester. This process incorporates key performance indicators (KPIs), management inputs, upcoming business plans, historical operational risk incident data, and control weakness evaluations. As a qualitative and predictive operational risk management tool, RCSA utilizes impact and likelihood dimensions as the foundation for risk identification and measurement. Its primary objective is to enable employees to proactively identify and report potential risks across the organization.

The RCSA implementation extends across BRI's Head Office, Regional Offices, Special Branch Offices, Overseas Branch Offices, and Branch Offices, encompassing BRI Units, Sub-Branch Offices, and Priority Service Centers. Furthermore, risk management metrics are embedded within the KPIs of employees involved in risk management functions across BRI Units, as well as within the KPIs of the Board of Directors.

Internalization of a Risk-Aware Culture

Risk culture is a fundamental component of workforce transformation under the BRIVOLUTION 2.0 initiative, reinforcing the principle of "protect yourself, protect your colleagues, and protect BRI". This commitment is embedded in the Culture Activation Program (CAP), which mandates three key activities across all work unit:

- 1 **Protect Your Password**
 - All employees are responsible for maintaining the confidentiality of passwords, PINs, and sensitive data.
 - Employees must never share their passwords or PINs with others.
- 2 **Verify Documents**

Customer and debtor documents must be validated to ensure compliance with regulatory requirements. Data input into applications according to the source documents and established document management procedures.
- 3 **Report Fraud Indications**

100% of fraud-related deviations must be reported to the BRC/URC and promptly addressed.

To strengthen the internalization of a risk-aware culture, BRI implements a structured program of routine self-learning activities, instructions, and continuous socialization efforts across all levels of the organization. Further details on the implementation of the risk culture initiatives can be found in BRI's 2024 Annual Report.



Integrity in the Workplace: BRI's Commitment to Business Ethics

Integrity is a fundamental value that every BRI employee must uphold in the workplace. A strong commitment to integrity enhances the company performance, drives innovation, and fosters a professional work culture. It is nurtured through a supportive work environment, robust management and controls, and inspirational leadership.

Bank and BRILian Individual Code of Ethics

BRI's Code of Ethics [GRI 2-23] [GRI 3-3]

The principles of good corporate governance are outlined in the BRI Board of Directors Circular and Book 6 of the BRI Code of Ethics, which provides policies and guidelines for implementing the company's ethical standards. The Code of Ethics is structured into two key components: the Bank's Code of Ethics and the BRILian Individual Code of Ethics. The Bank's Code of Ethics serves as a framework for corporate business ethics and conduct, while the BRILian Individual Code of Ethics established ethical standards and behavioural guidelines for employees at an individual level. [2-23] [2-24]

Bank's Code of Ethics	BRILian Individual Code of Ethics
- Compliance with laws and regulations, including the implementation of Anti-money laundering (AML), counter-terrorism financing (CFT), and counter-proliferation of weapons of mass destruction (WMD) measures. - Fair treatment and adherence to mutual respect policy in the workplace interactions among BRI employees. - Protection of customer data and confidentiality of personal information. - Commitment to fair competition, anti-monopoly practices, and equitable treatment of business partners. - Value creation for stakeholder by safeguarding shareholder rights, ensuring transparency, maintaining open communication. - Integrity and accuracy in bank reporting. - Respect for human rights, proactive climate action, and strict neutrality in political activities. - Ethical conduct in corporate operations across the BRI Group. - Prevention and Control of gratuities, bribery, and corruption.	- Compliance with laws, regulatory policies, and internal bank regulations. - Protection of the bank's assets, ensuring information security, preventing insider trading, and reporting violations through the Whistleblowing System (WBS). - Fair treatment of customers and safeguarding the confidentiality of customer data. - Ethical relationships with competitors and business partners. - Relationship with Colleagues, (including BRI Group Employees): complying with respectful workplace policies. - Relationship with regulators; - Active participation in social and environmental responsibility; - Strict control over gratuities, bribery, and corruption.

Comprehensive information on BRI's ethical policies, including anti-corruption and anti-bribery measures, non-discrimination, information confidentiality, conflict of interest management, anti-monopoly and fair competition principles, as well as policies on money laundering, human trafficking, environmental responsibility, health and safety, and the Whistleblowing System (WBS) is available at https://www.ir-bri.com/esg/code_of_conduct.html. [GRI 206-1]

BRI's Commitment to Support Climate Change Policy

As a signatory to the Paris Agreement, Indonesia continues to enhance its climate change mitigation efforts, including setting a national Net Zero Emissions (NZE) target by 2060 or earlier, as outlined in its Enhanced Nationally Determined Contribution (ENDC). One of the key approaches to achieving this NZE target is the effective management of greenhouse gas (GHG) emissions. In alignment with national commitments, BRI has developed a climate adaptation and mitigation plan, setting its NZE target for 2050 based on the Science Based Targets initiative (SBTi). BRI is also the first financial institution in Indonesia to have a Near-Term Target validated by SBTi, aligning with the Paris Agreement's goal of limiting global temperature rise to 1.5 degree Celsius.

BRI Support in Climate Change Association and Advocacy

Achieving the NZE target requires collaboration and support from various stakeholders, including businesses, academia, non-governmental organizations (NGOs), the government, and regulators. As Indonesia's first financial institution to commit to the NZE target through Science Based Target Initiatives (SBTi), BRI actively supports and participates in industry associations that promote climate change mitigation initiatives. In parallel, the Republic of Indonesia's Ministry of Trade has established KADIN (Indonesian Chamber of Commerce and Industry) as a platform for business players to engage in communication, information exchange, representation, consultancy, and advocacy. BRI is a member of PERBANAS (Perhimpunan Bank-Bank Nasional Indonesia), one of the KADIN registered associations representing Indonesia's National Banks.

As a member of Perbanas, BRI actively participates in climate change policy evaluations to ensure alignment with preventive and mitigation strategies. Evaluations conducted within PERBANAS indicate that the organization's policies are consistent with the climate change prevention commitments outlined in the Paris Agreement.

Membership Management System

For each new association participation registered with KADIN, BRI ensures that the association's objectives align with the Paris Agreement's goal of reducing global warming. To uphold this commitment, BRI takes the following measures:

- Appointing a representative or work unit to oversee and represent BRI's involvement in the association.
- Engaging in discussion and communication with the association.
- Ensuring that the association's policies and initiatives do not contradict the commitments outlined in the Paris Agreement.
- Conducting a participant review if any of the association's strategies or policies are found to be misaligned with the Paris Agreement goals.



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Review and Monitoring System

BRI follows a structured approach to reviewing and monitoring its participation in an association to ensure their objectives and policies align with the Paris Agreement's goals. This process begins with a thorough examination of the association's publications, followed by discussion and, if necessary, surveys to gain deeper insights into its commitments and activities. BRI adopts a neutral stance on political matters and refrains from engaging in public policy lobbying at either the national or global level.

Review and Monitoring Process:



Handling System for Inconsistent Climate Positions

If an association's policies contradict climate change mitigation efforts, BRI, as a member, will actively encourage the association to implement necessary changes. Once revisions are made, BRI will assess the updated policies against the Paris Agreement's objectives. Should the association fail to adjust its policies in accordance with these objectives, BRI reserves the right to terminate its membership.

Accountability System

BRI regularly publishes sustainability reports aligned with the Paris Agreement, showcasing its commitment to mitigating the impacts of climate change.

Association Name	Registered in KADIN	Comply with the Paris Agreement
Perhimpunan Bank-Bank Nasional Indonesia (PERBANAS)	Yes	Yes

Code of Ethics System and Procedures

The BRI Code of Ethics applies to all BRI individuals at every level of the organization's structure. This includes the Board of Directors, the Board of Commissioners, and all employees, who are required to familiarize themselves with, understand, and adhere to the Code of Ethics in compliance with applicable regulations. The Compliance Director, in collaboration with the Compliance Division and the Regional Office RRM Team, is responsible for ensuring the internalization of the Code of Ethics across the organization.



BRI mandates that the Board of Directors, Board of Commissioners, and all employees sign an Anti-Fraud Statement annually during the BRILiaN Improvement Forum. Additionally, an integrity pact is signed during the procurement of goods and services, involving the procurement organizing committee, relevant work units, vendors, and business partners. [2-23][2-24]

Furthermore, all BRI individuals are required to submit an annual BRI Code of Ethics Declaration and disclose any conflicts of interest through the BRISTARS application or other designated platforms.

The Code of Ethics is disseminated and communicated to BRI's internal and external stakeholders. The commitment of the Board of Directors and the Board of Commissioners, serving as role models in implementing BRI's Code of Ethics, plays a crucial role in its successful adoption across all BRI personnel. To ensure effective implementation, BRI also conveys the company's Code of Ethics through: [2-23][2-24]

- the BRI official website (www.ir-bri.com/esg/code_of_conduct.html) which is publicly available to business partners;
- A dedicated Landing page on the BRISTARS application;
- Collective Labor Agreement between the BRI Workers' Union and BRI Management; [407-1]
- Posters, videos, and other internal media displayed within company offices.

Sanctions for Violating the Code of Ethics

Sanctions and investigation procedures for violations of the Code of Ethics are integral part of BRI's employee discipline regulations. The imposition of sanctions is determined based on the severity of the violation, categorized as minor, moderate, or serious, and may impact remuneration and individual performance assessments.

Disciplinary sanctions for Code of Ethics violations are classified into the following categories:

1 Developmental Measures

- Verbal Warning;
- Written Guidance;
- Written Warning; and
- Written Reprimand.

2 Position Sanctions

- Demotion by 1 Job Grade (TJ 1);
- Demotion by 2 Job Grades (TJ 2); and
- Termination of Employment (PHK).

Throughout 2024, 46 reported indications of violations were investigated and successfully resolved. However, during this reporting period, no reports were submitted by the public, including those related to environmental issues. Additionally, there were no legal settlements or contracts terminations with business partners, and no significant cases of non-compliance with laws and regulations resulted in fines or non-moneter. [GRI 2-27][GRI 206-1][205-3][FN-CB-510a.1]



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External Verification

The due diligence and precautionary principles are fundamental components of BRI's Code of Ethics. To ensure its alignment with ethical and regulatory standards, BRI conducts independent third-party reviews, including certification processes. Additionally, BRI integrates international best practices within its Code of Ethics, such as the United Nations (UN) Guiding Principles on Business and Human Rights. ^[GRI 2-23]

BRI obtained ISO 37001:2016 Anti-Bribery Management System certification for the procurement of goods and services in 2020. In 2024, BRI successfully maintained this certification through the recertification process, reaffirming its dedication to upholding integrity and preventing bribery within its procurement activities.

Certification Name	Issuer	Validity Period
ISO 37301 Compliance Management System	British Standard Institution	2023-2025
ISO 37001 Anti-Bribery Management System	British Standard Institution	2023-2026
ISO 9001 Quality Management System	British Standard Institution	2023-2026

BRILian's Relationship with Business Partners

BRI's partner management encompasses the registration, selection, supervision, and performance evaluation of business partners. This process adheres to the Director's Circular on the Procurement of Goods and/or Services, specifically Book II on BRI's Vendor Management.

BRI has developed an integrated partner management application linked with BRISmile, covering the entire lifecycle from registration, selection, supervision, maintenance, to performance evaluation. This system provides BRI with a comprehensive data foundation to support the procurement of goods and services. ^{[FS1][FS5][205-2]}

As part of its ethical procurement practices, an integrity pact is signed at each stage of the procurement process by the Procurement Committee, Procurement Team, end users, vendors, and the decision-making officers. ^{[3-3][FS1][FS3][FS5][F.19][205-2][408-1]}

In 2024, BRI conducted social and environmental screening for 337 partners during the supplier selection process. This assessment included compliance with human rights provisions, the prohibition of child labor, and the signing of an integrity pact related to anti-bribery measures. ^{[2-6][204-1][FS3][B.3][B.1e][3-3][FS1][FS3][FS5][F.19][205-2][408-1]}

This process is an integral part of BRI's fixed asset management and procurement policy, as well as its vendor registration requirements. Partners who successfully meet these criteria are issued a Certificate of Registration (SKT).

Policy control is maintained through regular audits of goods and services procurement conducted by both internal and external auditors. Additionally, to encourage participation from BRI's partners, an Anti-Bribery Survey is conducted as part of an educational initiative, covering topics such as BRI's vision and mission, ISO 37001:2016 certification, and partner evaluations. BRI also organizes communication forums where partners can provide feedback and recommendations for continuous improvements in the procurement process. ^[FS9]



Procedures for Preventing Criminal Activities

Anti-Money Laundering (AML), Counter Financing of Terrorism (CFT), and Counter Financing of Weapons of Mass Destruction Proliferation (CFWMDP)

The responsibility for implementing the AML, CFT, and CFWMDP programs is managed by a dedicated unit, the Special Work Unit (SWU), which operates various levels within the organization. At BRI Headquarters, these programs are overseen by the Compliance Division, a structural unit within the BRI organizational framework. The Compliance Division is responsible for executing these programs and reports directly to the Compliance Director.

BRI is committed to full compliance with all applicable laws, regulations, and provisions related to the prevention of money laundering and terrorism financing. This commitment is reflected in the AML & CFT program, which has been formally approved by the Board of Directors and the Board of Commissioners. The program includes a comprehensive framework of policies, procedures, internal controls, and systems designed to align with the Republic of Indonesia's laws on the Prevention of Money Laundering and Terrorism Financing, as well as Bank Indonesia and Financial Services Authority (OJK) Regulations. To ensure proper record-keeping and compliance, BRI has established a document retention period of five years for records related to AML, CFT, and CFWMDP programs.

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The procedures for implementing AML, CFT, and CFWMDP include:

Customer Due Diligence (CDD)	The customer due diligence procedures (CDD) procedures involve a rigorous process to ensure compliance and identify potential risks. These procedures include policies for client acceptance and identification, covering prospective clients, existing clients, and walk-in clients. They also encompass data and information requests, collection of supporting documents, and the verification process to confirm the identity of prospective clients and beneficial owners.
Enhanced Due Diligence (EDD)	The Enhanced Due Diligence (EDD) procedures involve additional in-depth risk assessments, particularly for trust services and trust management, as well as high-risk categories.
Politically Exposed Persons (PEPs)	BRI also implements client classification measures, including the designation of Politically Exposed Persons (PEPs) and the categorization of prospective clients, existing clients, and walk-in clients based on their risk level for money laundering and/or terrorism financing.
Non-face-to-face CDD	For non-face-to-face due diligence, client verification is conducted using biometric authentication, such as facial recognition and eyeballing technology. Supporting documents required for this process include identity documents and signature samples.
Management of Business Relationships with Prospective Clients, Clients, and Walk-in Clients, as well as Transaction	Additional procedures cover the suspension or temporary cessation of transactions, rejection, cancellation, and/or termination of business relationships with prospective clients when necessary. In such cases, any remaining client funds are returned.
Updating and Monitoring	BRI carries out ongoing monitoring of prospective client profiles, client transaction activities, and compliance with the Terrorist and Terrorist Organization List (DTTOT) and the Proliferation Financing of Weapons of Mass Destruction List (DPPSPM).
Cross Border Correspondent Banking	Management of Cross Border Correspondent Banking and accounts payable.
Fund Transfers	Fund transfer procedures, including requests for information and reporting on fund transfers.

Senior officials at BRI are authorized to make decisions regarding the continuation or termination of business relationships and/or transactions with clients, walk-in clients (WIC), or beneficial ownership (BO) under high-risk criteria, including PEPs.

The implementation of AML, CFT, and WMD Proliferation Financing (PPSPM) is subject to oversight and monitoring by the Financial Services Authority (OJK). In addition, BRI conducts an independent examination annually to assess and ensure the effectiveness of its AML, CFT, and PPSPM programs. The most recent examination was successfully conducted in September 2024.



Prevention of Green Financial Crime

BRI has implemented concrete measures to prevent financial crimes related to environmental issues. The AML, CFT, and CFWMDP policies at BRI incorporate provisions for identifying suspicious transactions linked to green financial crime. BRI has developed transaction alert parameters within the AML CFT 3.1 system to identify potentially suspicious financial activities related to environmental crimes. Additionally, BRI has established a Green Finance Crime Task Force, comprising the Compliance Division and other relevant divisions, to facilitate the exchange of information regarding customers suspected of or associated with green financial crime transactions or activities.



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Anti-Money Laundering and Counter Financing of Terrorism Program

To prevent the misuse of BRI as a medium or destination for money laundering and terrorism financing, BRI implements pre-employee screening as part of its Know Your Employee (KYE) policy. The bank continues to enhance its AML-CFT program, at both the internal and group levels. Some of the key enhancements implemented include:

- 1 Advancing suspicious transaction monitoring systems by leveraging information technology and artificial intelligence (AI). This includes AI-driven Monitoring Transaction Systems using Graph Technology, Integrated AML CFT Screening which monitors screening lists during account opening and transactions, Risk-Based Approach (RBA) at the bankwide and Customer levels, AML CFT System for Suspicious Transaction Report (STR), Cash Transaction Reports (CTR), and International Fund Transfer Instruction (IFTI), Sipesat Reporting Tools, and compliance testing tools for response and impact analysis within BRIPEDIA.
- 2 Enhancing database screening and customer identification through the PEP PPATK application.
- 3 Conducting risk assessments on Money Laundering (ML) and Terrorism Financing (TF) crimes using a risk-based approach, in alignment with the latest National Risk Assessment (NRA) and Sectoral Risk Assessment (SRA).
- 4 Optimizing AML-CFT implementation at regional and branch offices by strengthening the role of Regional Risk Management & Compliance and Branch Risk & Compliance.

Anti-Money Laundering, Countering the Financing of Terrorism, and Countering the Financing of the Proliferation of Weapons of Mass Destruction (AML, CFT, and CPF-WMD) Training

BRI has integrated the AML, CFT, and CPF-WMD program as mandatory training content for new employees and regular training sessions to enhance employees' understanding of AML, CFT, and CPF-WMD implementation.

In 2024, BRI conducted awareness sessions through webinars covering key topics, including the AML CFT 3.1 System, Field Enhanced Due Diligence (EDD) and Beneficial Ownership (BO) Recording in the NDS Application, and Customer Due Diligence (CDD)/EDD for Fund Transfers. Additionally, BRI has collaborated with the Professional Certification Institution (LSP) to provide Level 1 and Level 2 Compliance Certification and AML/CFT Certification for its Compliance workforce.

Political Participation, Social Contributions, and Sponsorship ^[GRI 415-1]

BRI strictly prohibits the participation of the bank and its management in practical politics, as stated in the Bank's Code of Ethics and the BRILiaN Code of Ethics. The bank's social contributions are carried out through its Corporate Social Responsibility (CSR) program, while sponsorship activities are conducted either as part of the CSR initiatives or as commercial engagements in alignment with the company's strategic objectives.

Anti-Fraud Policy ^[GRI 3-3]

BRI has implemented a comprehensive set of anti-fraud policies and strategies to uphold Good Corporate Governance (GCG). These policies reflect management's strong commitment to controlling potential fraud risks and underscore the zero-tolerance stance of the Board of Commissioners and the Board of Directors toward any form of fraud, whether from internal or external parties. The framework is outlined in the Director's Circular on the Guidelines for Implementing Operational Risk Management (Book V: Anti-Fraud Strategy).

Fraud oversight within BRI's internal operations is managed by the Fraud Management & Recovery Desk, which operates under the Operational Risk Division and reports to the Director of Risk Management. Additionally, BRI involves the Directorate of Digital and Information Technology to strengthen fraud prevention efforts against external threats. ^[3-3]

Internally, BRI mandates that Directors, Commissioners, management staff, and all employees sign an anti-fraud commitment. Externally, BRI continuously enhances its technology infrastructure to strengthen fraud preventive measures. Furthermore, BRI provides legal assistance to employees facing third-party fraud allegations related to their official duties. However, this legal assistance and protection do not apply if the employee is the subject of a company-initiated report or has been found guilty by the Company.

BRI actively encourages employees to avoid involvement in fraudulent activities through awareness and socialization initiatives. While surveys on operational areas with potential gratification risks have not yet been conducted, BRI acknowledges that employees across all divisions are equally exposed to the risks of gratification. In 2024, BRI successfully conducted anti-fraud and anti-corruption training and awareness programs, reaching 100% of employees and governance bodies, including business partners. ^{[205-1][205-2][2-24]}



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Prevention of Corruption and Bribery

Prevention of corruption and bribery begins with the strict prohibition of giving and receiving gratuities in any form and from any party, in accordance with applicable laws and regulations. BRI's commitment to eradicating gratification practices across all work units is reinforced through the issuance of the Anti-Bribery and Gratification Control Policy, as outlined in SE.09-DIR/KEP/03/2023 concerning Corporate Governance Book 3: Anti-bribery and Gratification Control. BRI encourages BRILiaN Individuals to actively participate in the Anti-Bribery and Gratification Control Program, which is aligned with the AKHLAK core value.

This policy serves as a guideline for all BRILiaN Individuals, including the Board of Commissioners, Directors, permanent employees, contract workers, and outsourced personnel, ensuring they comply with Good Corporate Governance (GCG) principles and avoid any form of gratification or bribery that could compromise BRI's integrity. Additionally, the policy strictly prohibits direct or indirect political contributions, including those made through charitable donations or sponsorships.

As part of its anti-gratuity efforts, BRI has established the BRI Gratuity Control Unit (UPG BRI), within the Compliance Division. This unit is responsible for formulating gratuity control policies, designing awareness programs, managing reports on gratuity acceptance and rejection, and conducting analysis and administrative processing of these reports. ^[3-3]

Employees who receive or reject gratuities are required to report them to UPG BRI. Gratuity reports can be submitted digitally through the GCG Online System or via email at upg.bri@corp.bri.co.id.

These reports are then forwarded to the Corruption Eradication Commission (KPK) through the Gratification Online (GOL) application. Reports must be submitted within seven working days before the thirty-working-day deadline. Through the GCG Online System, employees also have access to governance procedures, such as signing the ethics code compliance statement and submitting the annual disclosure report.

Gratuity reporting channels: ^[3-3]



Human Capital System (BRISTARS) GCG Online System

Email: upg.bri@corp.bri.co.idMail to BRI Compliance Division
BRI 2 Building 10th Floor,
Jl. Jenderal Sudirman Kav. 44-26

In 2024, BRI employees submitted 17 gratuity complaints to the Compliance Division for transactions recorded. To further enhance employee awareness, BRI continuously internalizes anti-bribery and gratuity control measures through various initiatives, including the dissemination of guidelines, e-learning programs, and communication materials such as educational videos. ^{[205-3][205-1][3-3]}





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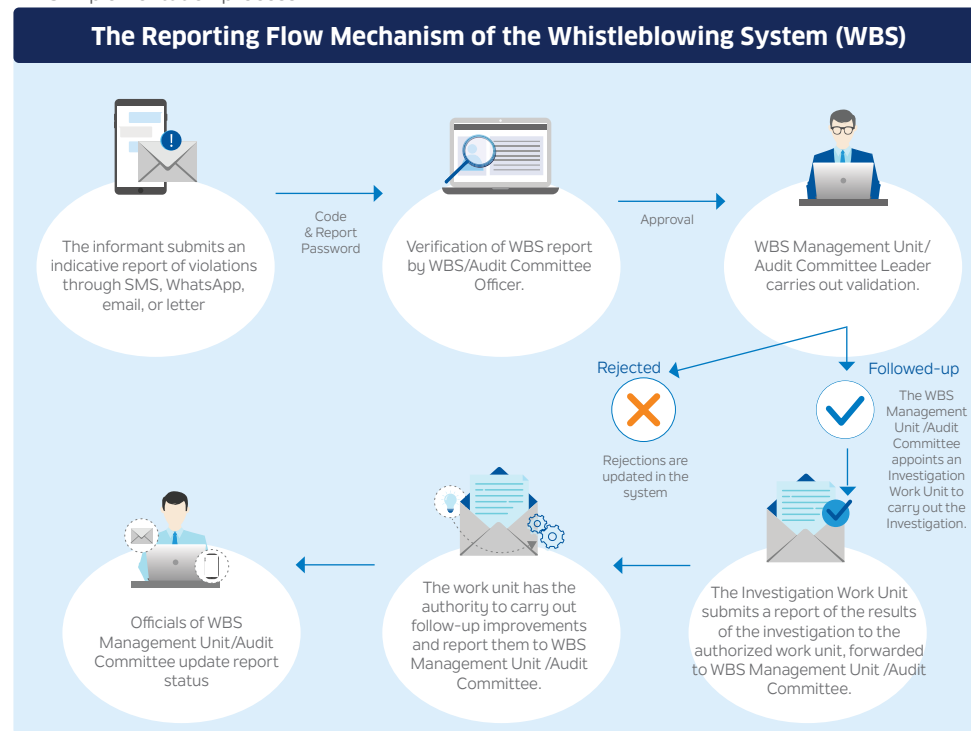
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Whistleblowing System (WBS) [F.24] [FN-CB-510a.2]

BRI provides a whistleblowing mechanism for both employees and external parties, including customers, business partners, and stakeholders, to report any behavior or indications of violations related to the code of ethics. This initiative aligns with Good Corporate Governance (GCG) principles and applicable regulations and is known as the BRI Whistleblowing System (WBS).

To ensure the effectiveness and credibility of the reporting process, BRI guarantees the confidentiality of the whistleblower's identity, especially for those who choose to remain anonymous when submitting reports through the BRI violation reporting system.

WBS Implementation process:



The management of WBS reports is handled by the WBS Management Unit, which operates under the President Director and is supervised by the Board of Commissioners through the Audit Committee. This Unit is responsible for managing and following up on reports of potential violations. [2-25][2-26][2-29]

BRI consolidates all complaints and grievances into a single, unified reporting channel, allowing external stakeholders to submit various concerns through the WBS. [2-25] Types of violations that can be reported through the WBS: [2-27]

- fraud;
- Bribery;
- Ethical violations;
- Violations of the code of ethics;
- Violations of accounting processes and financial reporting; and
- Indications of violations by BRI management and subsidiaries.

Mail: PO BOX 1895 JKP 10900

SMS: 0811 8200 600

Email: whistleblower@corp.bri.co.id

Website: <https://whistleblowing-system.bri.co.id/>

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Taxation

BRI's tax policy reflects its commitment to maintaining transparency and accountability in the managing all tax-related matters, in accordance with best practices. It also serves as a demonstration of the company's social responsibility and dedication to sustainability [\[GRI 3-3\]](#)[\[GRI 207-1\]](#)

Tax Governance [\[GRI 207-2\]](#)

As a State-Owned Enterprise (SOE), PT Bank Rakyat Indonesia (Persero) Tbk is committed to fulfilling its tax obligations in strict accordance with applicable regulations. To ensure efficient and effective tax management, BRI adheres to well-defined taxation principles, ensuring full compliance with prevailing tax laws while reinforcing transparency and accountability in all tax-related matters. BRI has established tax policies and strategies that are reviewed and approved annually by the Finance Director during the preparation of the Annual Corporate Income Tax Return (SPT Tahunan PPh Badan). The bank's tax management framework includes the following key practices:

- 1 The executive governance body responsible for implementing the tax strategy is the Finance Director.
- 2 BRI has established internal tax guidelines to ensure compliance with tax obligations, as outlined in the BRI Taxation Circular and the BRI Taxation Standard Operating Procedures, which serve as the standard for all BRI business units.
- 3 BRI identifies, manages, and monitors tax obligations in accordance with applicable regulations through continuous monitoring and reconciliation carried out by the Financial and Management Accounting Division and relevant business units.
- 4 BRI discloses tax information transparently, adhering to reporting guidelines for shareholders and the public.

The government, through the tax office, remains BRI's most significant stakeholder in tax matters. BRI maintains good relations with tax authorities while refraining from advocacy or any efforts to influence tax regulations or decisions. The bank fully complies with all tax laws and regulations issued by the Government. BRI operates exclusively in Indonesia, with a limited number of overseas branches. As a result, all tax reporting is conducted solely within Indonesia.

Tax Reporting

The implementation of tax policies across all areas is coordinated, monitored, and evaluated by the relevant work units in collaboration with the Financial and Management Accounting Division. The performance of tax policy implementation is reported annually by the ESG Division to the Board of Directors, the Board of Commissioners, and all stakeholders through the Company's Sustainability Report. In 2024, BRI's tax contribution to the Government amounted to IDR 12.35 trillion.

Taxation Effectiveness [\[GRI 207-3\]](#)

BRI is committed to ensuring that all tax-related activities are conducted proactively and responsibly, while balancing the interests of BRI's stakeholders. This commitment is reflected in BRI's strategic approach to tax management, ensuring that every transaction is well-planned, possesses commercial substance, and fully complies with banking regulations under the strict supervision of the Financial Services Authority (OJK).



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Membership in Associations ^{[GRI 2-28][C.5]}

BRI actively engages with various organizations and industry associations aligned with its core business to stay informed on industry developments, expand its network, and enhance its contribution, synergy, and presence in fostering a sustainable business environment. However, BRI does not provide financial contributions beyond standard membership fees. As of the end of 2024, BRI is a registered member of the following associations:

No	Name of Association	Purpose	Position
1	Himpunan Bank Milik Negara (Himbara)	Contributing to the development of Indonesia's banking sector as a key driver of national economic growth.	Chairman
2	Asosiasi Sistem Pembayaran Indonesia (ASPI)	Enhancing the efficiency, professionalism, and implementation of good corporate governance in the payment systems industry.	Secretary
3	Perhimpunan Bank Nasional (Perbanas)	Actively formulating policies and strategies to strengthen the banking sector.	Member
4	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Facilitating the Exchange of information on Bank Indonesia regulations and international banking standards.	Member
5	Inisiatif Keuangan Berkelanjutan Indonesia (IKBI)	Promoting sustainable finance in Indonesia as part of climate change risk mitigation while seizing business opportunities in a climate-resilient economy, contributing to the achievement of Sustainable Development Goals (SDGs).	Member
6	Partnership for Carbon Accounting Financials (PCAF)	Collaborating globally with financial institutions to develop standardized methodologies for measuring and disclosing greenhouse gas (GHG) emissions from loans and investments.	Member
7	United Nations Global Compact (UNGC)	Advancing corporate sustainability and responsible business practices by aligning with the UNGC's ten universal principles and supporting the achievement of the SDGs.	Member

Building Collective Awareness of Sustainable Impact

BRI is committed to supporting and actively participating in initiatives that align with its strategic objectives, fostering a positive impact from the sustainable finance sector on society. This commitment drives BRI to engage in both national and global sustainability initiatives, including those in alignment with the Paris Agreement, while also advocating for human rights protection, inclusive growth and diversity.

National Support

BRI actively supports various initiatives aligned with the Paris Agreement, including the Indonesian Sustainable Finance Taxonomy, the 2021-2025 Sustainable Finance Initiative issued by the Financial Services Authority (OJK), and Indonesia's net-zero emission target for 2060. In line with these commitments, BRI has incorporated the government's climate change targets into its Sustainable Finance Action Plan, aiming to achieve net-zero emissions by 2050. Currently, BRI is a member of the National Banking Association named Perhimpunan Bank Nasional (Perbanas), an organization of financial institutions that contributes to formulating policies related to banking. Perbanas operates under the Indonesian Chamber of Commerce and Industry (KADIN), which has demonstrated alignment with the Paris Agreement through various policies and initiatives. This reflects the implementation of climate change risk mitigation and the pursuit of business opportunities within Indonesia's climate-resilient economy, thereby contributing to the achievement of the Sustainable Development Goals (SDGs). Additionally, BRI actively participates in the Banking Compliance Director Communication Forum (FKDKP), which plays a key role in promoting banking compliance and best governance practices across the industry.

Global Support

Since 2023, BRI has been part of the global sustainability initiative led by the United Nations Global Compact (UNGC), reinforcing its commitment to advancing the SDGs through the UNGC's ten universal principles. This commitment was formalized through the signing of the agreement, followed by the submission of the Communication on Progress in both 2023 and 2024.



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Sustainable Finance Action Plan (RAKB)

The primary policy governing sustainable finance is outlined in Decree No. S.1270-DIR/ESG/04/2024, which establishes the Sustainable Financial Action Plan (RAKB) for 2024–2028. The implementation of the RAKB integrates environmental, social, and governance (ESG) principles and is executed through various initiatives, including environmentally responsible financing, the BRI Peduli program, and eco-friendly operational practices. ^[E.1]

The development of the RAKB is overseen by the Director of Compliance and formulated by the ESG Committee, which consists of the Director of Risk Management, the Director of Finance, and the SEVP of Change Management & Transformation Office. The process is further supported by a dedicated team comprising representatives from Change Management, Investor Relations, Planning, Budgeting & Performance Management, Corporate Secretary, Micro Business Development, and Project Management Office. ^[E.1]

The highest governance authority in the implementation of Sustainable Finance Action Plan (RAKB) at BRI is structured as follows:

Board of Commissioners

The Board of Commissioners holds the duty, responsibility, and authority to actively oversee RAKB in accordance with the Bank's Articles of Association and applicable regulations, including:

- Approving the Sustainable Finance policy as one of the Bank's specific policies;
- Approving the Sustainable Finance Action Plan (RAKB);
- Approving the Sustainability Report; and
- Supervising the Board of Directors in fulfilling their responsibilities for Sustainable Finance implementation.

Board of Directors

The Board of Directors is responsible for executing Sustainable Finance Action Plan programs, ensuring alignment with the Bank's Articles of Association and relevant regulations. Their responsibilities include:

- Developing and proposing the Sustainable Finance policy and any necessary amendments to the Board of Commissioners;
- Preparing and submitting the RAKB to the Board of Commissioners;
- Preparing and submitting the Sustainability Report to the Board of Commissioners;
- Communicating the RAKB to Shareholders and relevant organizational structures within the Bank;
- Overseeing work units responsible for implementing Sustainable Finance policies and procedures, separate from those monitoring their application;
- Establishing a dedicated unit at the head office responsible to implement Sustainable Finance;
- Ensuring compliance across work units in executing Sustainable Finance policies;
- Monitoring Business and Operational Units to appoint responsible officers for Sustainable Finance implementation;
- Overseeing sustainable finance policies and procedures to align with the Bank's evolving products, services, and technology in accordance with advancements in Sustainable Finance;
- Supervising periodic internal capacity-building programs related to Sustainable Finance; and
- Managing, periodically reviewing, and assessing the effectiveness of risk management processes as part of their governance responsibilities in implementing Sustainable Finance.

The Sustainable Finance Action Plan (RAKB) was officially established on November 28, 2023, following approval from the Board of Directors and Commissioners. It is structured into two components: the Long-Term RAKB (2024–2028), which outlines the Bank's five-year strategic direction, and the Annual Short-Term RAKB (2024), which details specific initiatives and targets for the year. Progress on the RAKB is reported annually to the Financial Services Authority (OJK).



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Association and Framework

The following section provides a structured overview and description of the Sustainable Finance Action Plan (RAKB) 2024 programs.

Grouping	Program	Description	Achievements
Governance			
Sustainable Finance Product & Strategy	Mortgage Ecosystem (Homespot.id)	A one-stop housing ecosystem website that provides housing information from BRI PKS developers. This platform enables users to access property details and benefit from various value-added services offered through BRI KPP facilities, ensuring a seamless experience for prospective homebuyers.	The website and mobile application of homespot.id are now available for public use.
	Funding Plan for the Issuance of Non-DPK Instruments.	1. Issuance of Non-DPK (Non-Third Party Funds) IDR and Foreign Currency Instruments to meet BRI's liquidity requirements. 2. Issuance of foreign currency Non-DPK instruments in the form of loans to address liquidity needs (on a matching basis), including funding plans for the Foreign Branches' operational requirements. 3. Issuance of Tapera Bonds (Long-Term Notes) to support the financing of Tapera Credit.	Completion of sustainable funding instruments, including Green Bonds and LTN Tapera, along with the disbursement of social loans.
Sustainable Finance Governance	Integrated Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Database.	A centralized AML/CFT database, serving as a screening mechanism for prospective customers, existing customers, Walk-In Customers (WIC), and Beneficial Owners during account opening and transaction activities. This tool is accessible by BRI and its subsidiaries.	1. The watchlist process for mass account opening has been successfully implemented on the Masspro platform. 2. The watchlist for outgoing international transactions has been deployed and is currently in the piloting phase.
Risk & Control Environment	Risk Culture Implementation	Internalization of the Risk Culture Program.	1. A risk culture assessment for BRI's subsidiaries has been conducted. 2. The risk culture program for BRI (Parent Entity) is now available and has been successfully implemented.
	BRI's Governance Assessment Internal Policies	Development and execution of a Governance Review for the Board of Directors' Policy Plan, aligning with best practices in Good Corporate Governance (GCG) and establishment of BRI's GCG policies.	The guideline policy assessment has been utilized to review governance-related policies.
Social			
Financial Inclusion & Customer Excellence	BRIncubator & Disbursement of Government Program	A comprehensive and structured training and development program designed for Micro, Small and Medium Enterprises (MSMEs), complemented by mentoring. Through BRIncubator, MSMEs undergo rigorous training and curation, equipping them with the necessary skills and knowledge to participate in BRI UMKM EXPO(RT). The support on the disbursement of government aid/subsidies for 2024, including: 1. Ministry of Social Affairs: Family Hope Program (PKH) and the Staple Food Program. 2. Ministry of Maritime Affairs and Fisheries: KUSUKA Program. 3. Fishermen Card Program in collaboration with the Provincial Government.	To date, A total of 2,167 MSME participants have successfully completed the BRI UMKM EXPO(RT) program, preparing them to compete and thrive on a global scale. BRI has successfully distributed government assistance, including basic necessities, farmer cards, KUSUKA cards, and fisherman cards.
	Customer Handling Management	Encompass both Customer Relationship Management and Complaint Handling Management	The Release 2 of Project CHM has been successfully deployed

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Grouping	Program	Description	Achievements
Strategic Workforce Planning	ESG in the Management of BRI's Human Capital	The development of policies, declarations, and implementation efforts, including the Human Rights Policy and the Diversity Program, which promote inclusivity.	A Human Rights Assessment Report for BRI employees, as referenced in ESG Division Letter No. B.114.e-ESG/DIM/07/2024, has been completed and is now available.
	Room for improvement Implementation	The enhancement of the Employee Experience Journey (based on the findings from the Room for Improvement assessment), in alignment with the employee experience framework.	The results of the 2024 Employee Experience Survey and 2024 Employee Engagement Survey have been published.
	Learning & Development Alignment	Alignment of the Career & Learning Journey and with the strategic development of its workforce, including a redesign of the BRILian Specialist Development Program (BSDP). The updated program now emphasizes leveling and specialization within each Directorate.	Digital skill-based education programs and specialized training for Relationship Managers have been successfully delivered.
	People Analytics	The development of people analytics-based analysis to support key processes in shaping the next generation of Human Capital.	The analysis of the description, automation, and recruitment programs for BBOP, BMSP/BRMP, and BFLP has been completed. As part of this initiative, a pilot project for automating the administrative process of BFLP recruitment has been successfully implemented.
Human Rights & Social Responsibility	Adaptation of the ISO 26000 Framework (7 Core Subjects)	Adaptation of ISO 26000, the international guiding standard for social responsibility, which defines an organization's responsibility for the impact of its decisions and activities on society and the environment through transparent and ethical behavior.	All required actions to meet the ISO 26000 expectations gap have been fully carried out.
	E-Procurement (Application)	The development of an end-to-end procurement system that is fully integrated with existing systems, facilitating seamless data exchange and information flow between the e-Procurement system and other relevant platforms.	A deployment test has been conducted on the e-Procurement application.
Environment			
Developing climate risk strategy	TCFD (Task Force on Climate-Related Financial Disclosure) Implementation	An ongoing process of formulating governance, strategy, risk management, and target setting related to climate risks, in alignment with TCFD guidelines. The Task force on Climate-Related Financial Disclosures (TCFD) serves as a comprehensive disclosure framework, enhancing transparency and demonstrating the company's ESG performance.	BRI has published a pilot report on Climate Risk Stress Testing (CRST) which is available for download on BRI's website: https://www.ir-bri.com/misc/BRI_Climate_Report_2024.pdf
Emission management on own operation	BRI Green Network	An initiative supporting the implementation of ESG principles across BRI's business units, ensuring alignment with the corporate strategy related to environmental sustainability and responsible business practices.	A total of 50 solar power plants have been installed, and 150 electric vehicles have been distributed to BRI's operational units.
	Construction of a Nursery and Waste Management Facility in Sentul	Development of a facility to support BRI's planting program. This initiative includes the establishment of a Training Center for planting activities and the distribution of seedlings to BRILian villages.	The construction process for the nurseries and waste management systems has commenced.
Green Banking as part of decarbonization	Acquisition of New-to-Bank Clients Aligned with ESG Initiatives	An initiative designed to support ESG principles by expanding BRI's customer base through the acquisition of new clients in the EMG Division.	Customer acquisition efforts aligned with sustainability initiatives have been successfully implemented.
	BRI Menanam	An initiative focused on the gradual planting of productive trees to enhance environmental sustainability, contribute to pollution reduction in designated planting areas.	As of 2024, BRI has planted 1,138,333 tree saplings across more than 2,600 locations throughout Indonesia.

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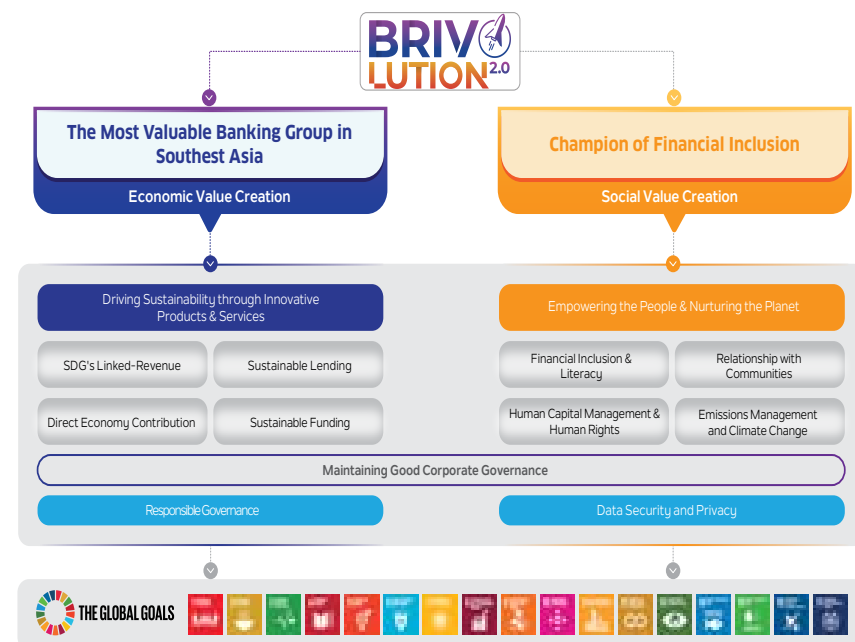
Challenges and Opportunities in Sustainable Finance Initiatives

[E.5] [GRI 2-12] [GRI 2-16] [GRI G4 FS4]

In the implementation of Sustainable Finance, BRI encounters challenges arising from both internal and external factors. To address internal challenges, BRI proactively enhances its training programs on various sustainability topics in a structured and continuous manner. These training sessions are delivered across all organizational levels, including the head office, regional offices, branch offices, and other operational units, ensuring that sustainability knowledge is effectively disseminated throughout the organization.

Externally, challenges stem from several factors, including regulations developments in Sustainable Finance, which have the potential to influence market dynamics. The rapid advancement of digital technologies also presents new demands for the banking sector. Furthermore, the lack of clear guidance and comprehensive industry-wide information related to Sustainable Finance poses an additional challenge, making it difficult for businesses to navigate the evolving landscape. In response, BRI adopts robust risk management practices, systematically identifying and mitigating potential risks associated with these external pressures. This approach ensures resilience and adaptability in BRI's sustainable finance initiatives. [FS6]

SGDs: BRI's support for the Sustainable Development Goals



In recent years, a global paradigm shift has emerged, where corporations have moved beyond solely prioritizing financial performance to embrace the mission of generating social value for communities and the environment, aligning with the principle of creating shared value. As a leading financial institution in Indonesia, dedicated to serving the micro, small, and medium enterprise (MSME) segment, BRI has strategically positioned itself through BRIVOLUTION 2.0, a transformative corporate framework with the vision to become **"The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion."**

This vision is anchored in two key objectives. Firstly, BRI remains committed to driving robust financial performance to deliver sustainable economic value for stakeholders—including the government and shareholders—aligned with its aspiration to be **"The Most Valuable Banking Group in Southeast Asia."** Secondly, BRI leverages its business and operational activities to create meaningful and measurable social and environmental impact, reinforcing its role as the **"Champion of Financial Inclusion."** By seamlessly integrating economic and social value creation, BRI's initiatives directly contribute to advancing the United Nations' Sustainable Development Goals (SDGs), affirming its role as a catalyst for sustainable and inclusive growth across the region. [2-22]

Creating Economic Value: Advancing Sustainability through Innovative Products and Services

BRI's commitment to generating sustainable economic value is realized through the provision of innovative products and services designed to meet evolving customer needs. The bank broadens its approach to economic value creation by integrating the impact of its business activities to the achievement of the Sustainable Development Goals (SDGs). These efforts include:

- Providing financing solutions with a strong focus on MSMEs and environmentally conscious business activities.
- Implementing sustainable funding strategies that prioritize social and environmental considerations, such as the issuance of Sustainability Bonds, Green Bonds, and Sustainability-Linked Loans.
- Offering customer-centric deposit products, including BRI BritAma Savings and BRI Simpedes Savings.
- Enhancing digital banking access through BRIimo, an integrated banking application that enables customers to conduct transactions anytime and anywhere.
- Expanding financial inclusion through BRILink Agents, a collaborative banking service that provides financial access to underserved communities.

These initiatives not only serve as key revenue streams and drivers of economic value creation for BRI but also play a significant role in advancing the Sustainable Development Goals (SDGs).



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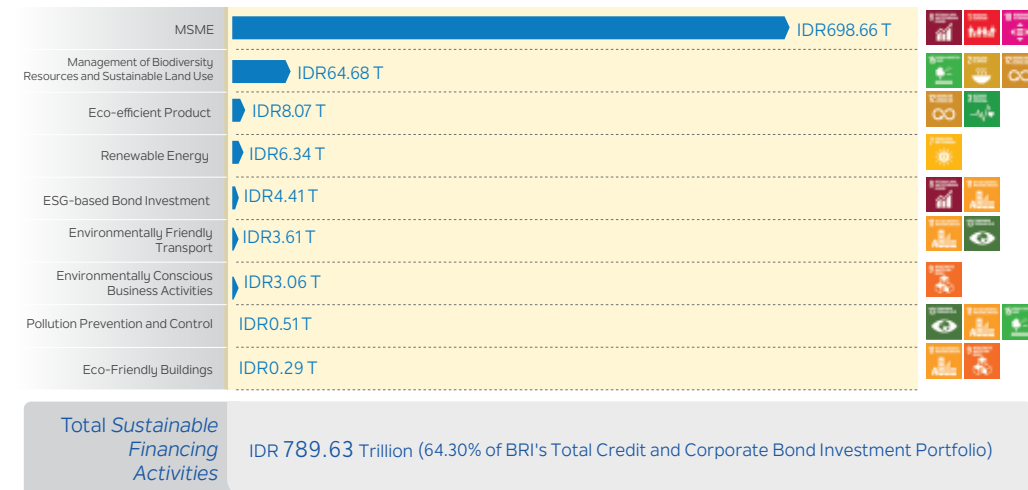
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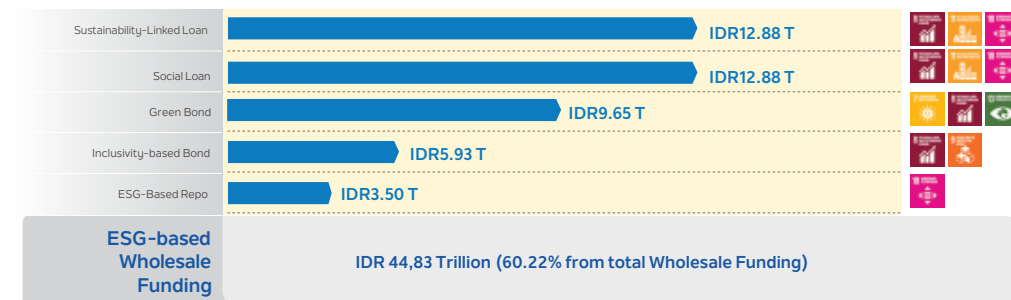
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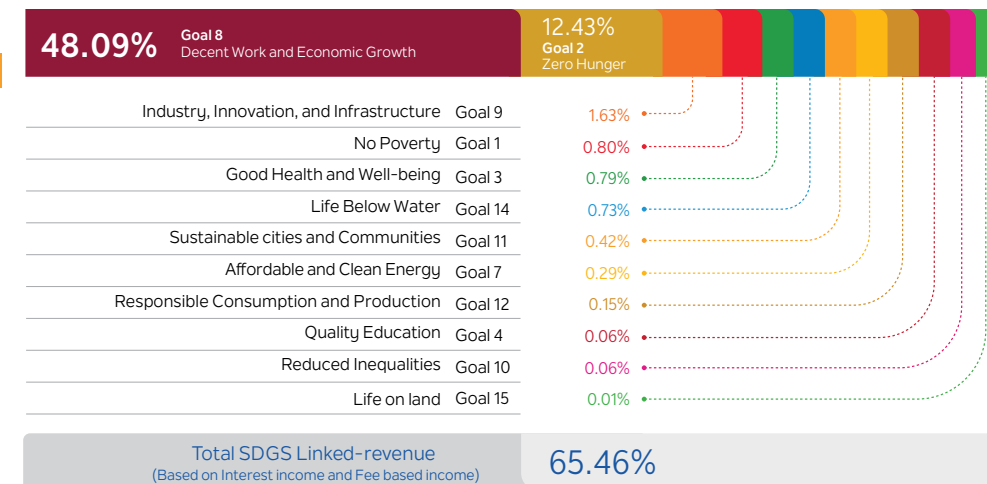
Sustainable Financing Activities in 2024



ESG-based Wholesale Funding 2024



SDGs Linked-revenue in 2024



Direct Economic Contribution in 2024



In the fiscal year 2024, BRI contributed IDR 38.06 trillion to the government through tax and dividend payments. By fulfilling its fiscal obligations, BRI actively supports the strengthening of the nation's financial foundation, ultimately fostering sustainable economic growth and stability. This financial contribution reflects BRI's commitment to being a responsible corporate citizen and a key government partner in advancing Indonesia's economy.

BRI's overall contribution to economic value creation has the most significant impact on SDG 8 (Decent Work and Economic Growth), aligning with Indonesia's progress in achieving the Sustainable Development Goals (SDGs). A key SDG 8 indicator is the number of adults with accounts at banks or other financial institutions. Indonesia has demonstrated moderate improvement in this area, as highlighted in the SDG report, accessible at <https://dashboards.sdginde.org/profiles/indonesia>.



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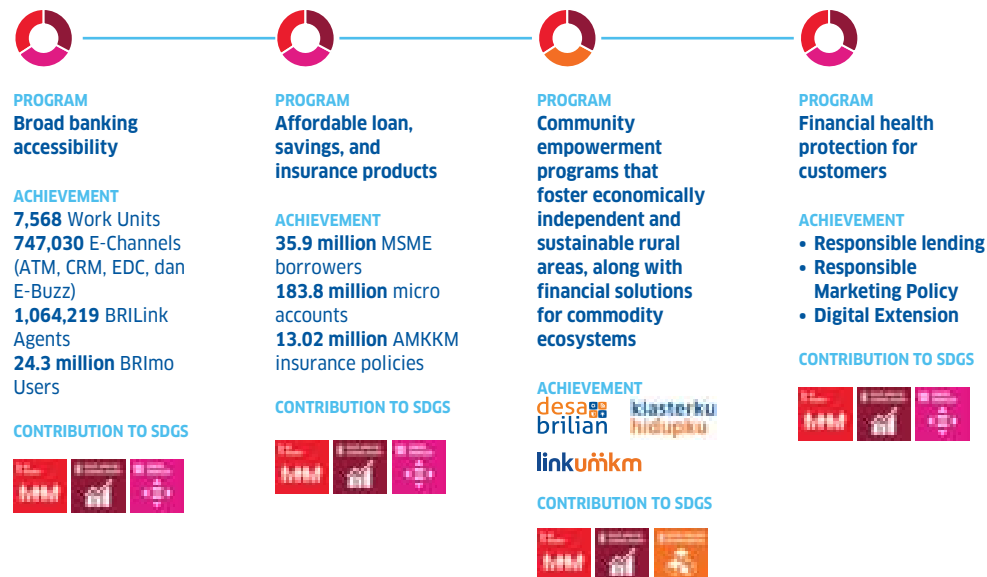
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Creating Social Value: Empowering Communities and Preserving the Planet

As outlined in BRIVOLUTION 2.0, creating social value is a fundamental pillar of BRI's mission to achieve its vision of becoming the "Champion of Financial Inclusion." To realize this, BRI adheres to four key pillars: Financial Inclusion and Financial Literacy, Community Engagement, Human Resource Management and Human Rights Fulfillment, and Greenhouse Gas Emissions Management and Climate Change Mitigation. Through these pillars, BRI integrates social responsibility into its business operations.

Pillar of Financial Inclusion and Financial Literacy

In strengthening financial inclusion and literacy, BRI remains committed to providing accessible banking products and services for all segments of society. Further details on BRI's efforts in financial inclusion and literacy can be found in the [Fostering Financial Inclusion and Literacy](#) chapter.



Pillar of Community Engagement

BRI acknowledges its corporate responsibility to create positive social impacts by fostering collaboration with customers, fostered villages, and local communities. By building strong relationships and actively engaging with communities, BRI enhances community well-being, aligning with the principles of the Sustainable Development Goals (SDGs). Further details on BRI's community engagement efforts can be found in the [TJSL and Communities Around Us](#) chapter.





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Pillar of Human Resource and Human Rights Management

In managing human resources, BRI upholds its commitment to Human Rights by fostering a workplace culture based on mutual respect. The company is dedicated to creating an inclusive, conducive, and productive work environment, ensuring that it remains free from discrimination, exclusion, restriction, bullying, harassment, and all forms of violence, whether mental or physical. This approach not only supports BRI's sustainability objectives but also reinforces its strong commitment to upholding Human Rights (HR).



PROGRAM

Representation of women and equal opportunities and rights for all employees

ACHIEVEMENT

- Encouraging and fostering women's potential.
- Supporting the Ministry of SOEs' target of achieving 25% female leaders in leadership positions.
- Female leadership composition stands at 25.23%.
- Number of employees with disabilities totals 54, of which 22 are women.

CONTRIBUTION TO SDGS



PROGRAM

Issuance of the Workplace Mutual Respect Policy

ACHIEVEMENT

Providing a respectful work environment free from discrimination, exclusion, harassment, bullying, and any other forms of violence, while upholding dignity and self-worth to maintain employee productivity

CONTRIBUTION TO SDGS



PROGRAM

Ensuring employee safety and health through the implementation of the Occupational Safety and Health Management System (SMK3)

ACHIEVEMENT

In 2024, the recorded frequency of workplace accidents was one incident, with the percentage of serious accidents at 0.0024%. The evaluation of the Occupational Health and Safety Management System (SMK3) achieved a score of 94.26%, classified as 'satisfactory' by PT Multi Sertifikasi Indonesia.

CONTRIBUTION TO SDGS



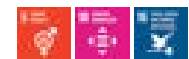
PROGRAM

- Human Rights Policy and Assessments
- Commitment Pact on Human Rights
- General Human Rights Policy
- Human Rights due diligence with PRISMA by the Ministry of Law and Human Rights (Kemenkumham)
- Human Rights assessments for employees and the supply chain/partners

ACHIEVEMENT

- PRISMA score of 103 ("Good")
- 67.05% of BRI employees participated in the human rights assessment (52,127 out of 77,739 employees)
- 42.13% of BRI's total supply chain/partners participated in the human rights assessment (99 out of 235 suppliers)

CONTRIBUTION TO SDGS





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Pillar of Emission Control and Climate Change Mitigation

BRI actively manages greenhouse gas emissions and implements climate change mitigation measures as part of its commitment to responsible and environmentally sustainable business practices.



PROGRAM
Financing for Environmentally Friendly Business Activities (KUBL)

ACHIEVEMENT
Total Financing for Environmentally Friendly Business Activities (Green Sector) amounted to **IDR 86.56 trillion**

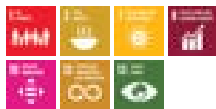
CONTRIBUTION TO SDGS



PROGRAM
Issuance of Sustainability Bonds

ACHIEVEMENT
Green Bond 2022: IDR 5 trillion
Green Bond 2023: IDR 6 trillion
Green Bond 2024: IDR 2.5 trillion

CONTRIBUTION TO SDGS



PROGRAM
Green Network Initiative

ACHIEVEMENT
• **796 Eco-friendly Vehicle** (including car & motorcycle)
• **143 branch office** using solar panels.
• **524,180 kgCO₂e** avoided through the Zero Waste to Landfill Program

CONTRIBUTION TO SDGS



PROGRAM
Implementation of the Task Force on Climate-Related Financial Disclosures (TCFD)

ACHIEVEMENT
TCFD Report: Governance, Strategy, Risk Management, Metrics & Targets

CONTRIBUTION TO SDGS





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Responsible Governance

As part of its commitment to responsible governance, BRI upholds ethical practices, transparency, and accountability at all levels of the organization. This commitment is reflected in decision-making processes that prioritize the company's long-term sustainability. Additionally, BRI maintains effective communication with external stakeholders, particularly shareholders and the public, to foster trust and confidence in its operations.

Program	Achievement	Contribution to SDGs
Sustainable Finance Action Plan (RAKB) 2024-2028	The preparation of the RAKB reflects BRI's strong commitment to regulatory compliance and responsible banking practices. Through this comprehensive framework, BRI proactively addresses social issues and the challenges of climate.	
Membership in the United Nations Global Compact (UNGC)	By joining the UNGC, BRI further reinforces its dedication to implementing sustainable finance while actively contributing to the achievement of the Sustainable Development Goals (SDGs).	
Sustainability-linked Loan	BRI offers Sustainability-Linked Loan (SLL), a financing product designed to support and incentivize customers in adopting sustainable business practices. The terms and conditions of these loans may be linked to the achievement of pre-agreed sustainability Key Performance Indicators (KPIs).	

Data Security and Privacy

BRI recognizes the critical importance of customer data protection as a fundamental pillar in maintaining trust and ensuring compliance with legal requirements. To uphold this commitment, BRI implements robust cybersecurity measures, secures data storage and transmission, and strictly adheres to privacy regulations. By safeguarding customer information, BRI not only mitigates risks associated with potential data breaches but also upholds its commitment to respecting customers' privacy rights.

Program	Achievement	Contribution to SDGs
BRI Cybersecurity Framework (NIST)	BRI has established a comprehensive cybersecurity management framework, structured within the Enterprise Security Architecture (ESA), based on current cyber threat analysis and evolving security conditions. This framework is aligned with the standards set by the National Institute of Standards and Technology (NIST).	
Data Loss Prevention (DLP)	To reinforce its commitment to preventing data breaches, BRI has implemented a series of initiatives aimed at strengthening data security.	

Communication on Progress

BRI has implemented proactive measures to mitigate human rights violations across its operational and business activities in all working units. These measures are aligned with both national and international regulations, including the adoption of ISO 26000: SR (2013) and the Ten Principles of the United Nations Global Compact (UNGC). Since joining the UNGC in 2023, BRI has reinforced its commitment to upholding these principles while actively supporting the achievement of the Sustainable Development Goals (SDGs). As part of its ongoing commitment, BRI has developed a Communication on Progress (COP) report, which details the bank's approach to governance, human rights, labor practices, environmental impact, and anti-corruption efforts. This report outlines BRI's vision, values, progress, and performance throughout 2024 (ending December 1, 2024) and is publicly accessible on the UNGC website.



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SDGs Story: Waste Management at the Workplace

"Managing waste is both simple and challenging," said Anggi. "In reality, no one likes or wants to deal with waste, but because we're so accustomed to single-use products, we unknowingly become waste producers."

Anggi is one of 124 employees who serve as environmental change agents in BRI's Green Team program. Initially, the workload often led Anggi and many BRI employees to purchase food and beverages in single-use packaging, such as coffee cups and ready-to-eat meals, without realizing the long-term consequences of non-recyclable waste generation.

This behavioral challenge is exactly what the BRI Green Team aims to address. The initiative began by reducing waste at the source through simple, actionable steps, such as encouraging employees to bring personal eating utensils from home. The use of reusable tumblers instead of disposable coffee cups and the habit of bringing home-cooked meals in personal containers have become key practices promoted by the team. To support these efforts, BRI management encourages employees to bring their own meals at least once a week. For employees who still use single-use plastic bottles, Recycle Vending Machines (RVM) have been installed to reduce plastic waste at work. Additionally, unavoidable domestic waste is systematically separated and recycled to ensure effective repurposing. In collaboration with a social enterprise managed by young entrepreneurs from Bandung, Anggi and her colleagues participate in upcycling—transforming waste into new and useful products. "The key is that no waste should leave the office and end up in a landfill," Anggi emphasized. BRI has integrated the Zero Waste to Landfill initiative into its corporate sustainability strategy to minimize its environmental impact and contribute to climate change mitigation. In 2024 alone, this movement has successfully prevented 703,560 kilograms of waste from reaching landfills and avoided 524,180 kg of CO₂e greenhouse gas emissions from being released into the atmosphere.

"While we can recycle or process waste, prevention is far better," concluded Anggi. Through her involvement with the BRI Green Team and BRILiaN Duta Lingkungan, Anggi has not only transformed her own lifestyle but has also demonstrated that small, consistent steps can lead to significant environmental change in the workplace. This initiative is a direct contribution to achieving SDG Goal 12: Responsible Consumption and Production.





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SDGs Story: Driving Economic Growth Through Competition

The 2024–2025 BRI Liga 1 season marks the fourth consecutive year that BRI has served as the title sponsor of Indonesia's largest national football competition.

BRI President Director, Sunarso, emphasized that BRI Liga 1 reflects the bank's ongoing commitment to creating economic value while simultaneously fostering social impact within the community. More than just a football competition, BRI Liga 1 serves as a strategic platform to enhance the visibility of BRI's services and products, particularly BRIimo, the bank's flagship digital banking super app.

However, BRI's involvement extends beyond commercial benefits. A 2020 study conducted by LPEM University of Indonesia estimated that the competition generates an annual economic turnover of between IDR 2.7 to 3 trillion. In July 2024, updated findings from the BRI Research Institute revealed that BRI Liga 1 could generate a significantly larger economic turnover, reaching approximately IDR 10.42 trillion, while contributing an added economic value of IDR 5.93 trillion to the national GDP. Additionally, the competition is projected to increase household incomes by IDR 2.27 trillion, generate potential indirect tax revenues of IDR 866 billion for the government, and create approximately 45,000 new job opportunities.

Beyond financial impact, BRI Liga 1 directly supports the achievement of SDG No. 8: Decent Work and Economic Growth. By hosting a national-scale football competition, BRI helps stimulate economic activity across multiple industries.



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Summary of Corporate Responsibility According to the Core Subjects of ISO 26000: 2013 SR

BRI's corporate responsibility aligns with the seven core subjects of ISO 26000:2013 Social Responsibility (SR), reflecting its commitment to sustainability, ethical business practices, and social impact.

Core Subjects	Company-related Issues	Activities	Results
Corporate Governance	BRI upholds ethical governance, transparency, and accountability, ensuring that decision-making processes prioritize long-term sustainability and stakeholder trust.	Completion of SE CSR in accordance with ISO 26000.	SE.24-DIR/CSC/06/2023 dated June 22, 2023 on the Implementation of Social and Environmental Responsibility Programs.
Human Rights	BRI is committed to respecting human rights by fostering a workplace culture based on mutual respect and ensuring a safe, inclusive, and discrimination-free environment.	Improvement of human rights protection policies and instruments.	Letter of the Board of Directors No. B.1470-DIR/ESG/07/2023 dated July 13, 2023 regarding the Human Rights Policy of PT Bank Rakyat Indonesia (Persero) Tbk. Nodin KEP No. B.57.e-KEP/GCG/CGO/03/2024 regarding Confirmation regarding Reporting of Human Rights Violations through the Whistleblowing System during the Transition Period.
Labor	The bank prioritizes fair labor practices, employee well-being, and capacity-building initiatives. It ensures a healthy work environment, supports employee rights, and actively enhances workforce skills and development.	implementation of labor management that is oriented towards the application of ESG principles including, Respectful Workplace Policy.	EES value (2024) of 3.51 / 4.00. Employee turnover value (2024) 1.29%.
Environment	GHG emission reduction from business activities.	BRI actively records and monitors GHG emissions from both operational and financing activities.	Implementation of the Climate Change Scenario Analysis (CCSA) policy to support climate risk mitigation strategies. Issuance of financing guidelines for palm oil, pulp and paper, oil and gas, and coal sub-sectors.
Fair Business Practices	Conducting human rights due diligence.	Conducted Human rights due diligence simulation using the PRISMA methodology developed by the Ministry of Law and Human Rights.	BRI received an Award Charter from the Ministry of Law and Human Rights No. M.HH-02.HA.02.01 of 2023 in recognition of its adherence to the PRISMA indicators for Business Risk Assessment and Human Rights .
Consumer Issues	Implementing responsible marketing practices.	BRI has implemented Market Conduct BRI Group in accordance with General Policy No. KU.04-DIR/FST/10/2023 dated December 5, 2023.	No customer lawsuits or complaints from consumer representative organizations related to marketing or advertising practices.
Community Engagement and Development	Support for job creation and skill enhancement of local communities.	BRI implements the BRI Peduli TJSL (CSR) Program.	The program has generated economic benefits for communities while enhancing community resilience.



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Summary Report Communication on Progress

UNGC Principles	Commitment	Action Steps
Principle 1 Businesses should support and respect the protection of internationally recognized human rights.	BRI's labor-related policies adhere to and comply with the International Charter of Human Rights and core Conventions of the International Labor Organization (ILO).	The implementation of human rights policies across BRI's operations is governed by the Human Rights Principles in Employment Policy, Respectful Workplace Policy (RWP), and Occupational Health and Safety (OHS) Policy. These policies apply to BRI's own operations, including employees, activities, products and services, as well as to suppliers and business partners.
Principle 2 Businesses should ensure that they are not complicit in human rights abuses.	BRI is dedicated to maintaining an effective human rights policy and implementing rigorous human rights due diligence to mitigate the risk of involvement in human rights violations. The bank ensures that all reasonable steps are taken to prevent such involvement.	BRI conducted a human rights due diligence process using the self-assessment method established by the Ministry of Law and Human Rights of the Republic of Indonesia, facilitated through the PRISMA application. As a result of this assessment, BRI achieved a Green categorization for human rights implementation, signifying compliance with the Standard Indicators for Business Risk Assessment and Human Rights.
Principle 3 Businesses should uphold freedom of association and the effective recognition of the right to collective bargaining.	1. BRI is committed to respecting the right of all workers to form and join labor union of their choice without fear of intimidation or reprisal, in accordance with national law; 2. Establish policies and procedures that prevent discrimination against labor union organization, labor union membership and activities in areas such as job applications and promotions, dismissal, or transfer; 3. Provide an appropriate facilities for workers' representatives to assist in the development of effective collective agreements; and 4. Not interfering with the labor union activities, allowing workers' representatives to carry out their functions without disrupting business operations. Facilitating good labor relations through practices such as allowing union dues collection on company premises, posting union notices, distributing union documents, and providing office space, ensuring that these practices do not serve as a means for indirect company control.	In the employment aspect, BRI's human rights policy is aligned with Law No. 13 of 2003 concerning Manpower and adopted Government Regulation in Lieu of Law (Perpu) No. 2 of 2022 concerning Job Creation on December 30, 2022. Additionally, BRI's Collective Labor Agreement (CLA) serves as a formal framework for upholding human rights in the workplace, reviewed and updated every two years. This agreement clarifies the rights and responsibilities of the company, labor union and workers; promotes harmonious labor relationships; and applies the principles of healthy industrial relations. Furthermore, the CLA includes a provision mandating that any changes in the company's operations be communicated to all workers at least 30 days before they take effect.
Principle 4 Businesses should support the elimination of all forms of forced and compulsory labor.	Organizations must assess whether forced labor is a potential issue within their business sector and operations. If identified, immediate steps should be taken to remove affected individuals from employment and provide them with access to alternative opportunities. A comprehensive intervention strategy, including workplace and community-based measures, is necessary to ensure the eradication of forced labor practices.	BRI fully complies with Convention 138 of the International Labor Organization (ILO) on the Minimum Age for Admission to Employment, setting a minimum employment age of 18 years for prospective BRI workers. This policy supports global efforts to prevent labor practices that violate Human Rights Principles. BRI ensures that each stage of recruitment, promotion and employee rotation is governed by a written agreement between both parties, eliminating any element of coercion. These measures prevent the risk of child labor, young workers being exposed to hazardous work, or forced labor within BRI's operations and supply chain management. ^[F.19] BRI adopts a precautionary approach to managing operational impacts on human rights across all business processes. As part of this commitment, human rights due diligence is conducted by identifying and assessing the potential impacts and risks across BRI's operational activities, value chains, and business partnerships, including mergers and acquisitions.



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UNGC Principles	Commitment	Action Steps
Principle 5 Businesses should effectively enforce the elimination of child labor.	1. Raising awareness and understanding of the causes and consequences of child labor, ensuring that potential risks are identified and assessed within its business. 2. If child labor is found, immediate action will be taken to remove affected children from the workplace and provide them with appropriate alternatives.	In compliance with Convention 138 of the International Labor Organization (ILO) on the Minimum Age for Admission to Employment, BRI has established a minimum employment age of 18 years for prospective workers. This policy serves as a proactive measure to prevent child labor and ensure alignment with Human Rights Principles.
Principle 6 Businesses should uphold the elimination of discrimination in employment and occupation.	BRI is committed to respecting all relevant local and national laws while promoting equality, diversity, and inclusion in the workplace. The company recognizes the diversity of languages, cultures and family circumstances among its employees.	1. To create a safe and comfortable work environment, BRI upholds the fundamental rights of workers, provides competency development platforms, and actively promotes diversity, equality, and inclusive values across its organization. 2. Additionally, BRI has established strict regulations to prevent discrimination and harassment. 3. The company also places special attention on vulnerable groups.
Principle 7 Businesses should support a precautionary approach to environmental challenges.	BRI supports a prudent approach by ensuring transparent communication of potential risks to consumers and society. This includes providing comprehensive information about risks, developing codes of conduct that affirm a commitment to health and environmental stewardship, and establishing managerial committees or steering groups to oversee the company's prudential risk management, particularly in sensitive issue areas. BRI also emphasized early, proactive, and transparent two-way communication with stakeholders, to ensure that uncertainties and potential risks are effectively communicated.	1. To safeguard customer interests, BRI has implemented market conduct guidelines that help customers make informed financial decisions by selecting products and services that best suit their needs. 2. Additionally, BRI has also established a Product Committee responsible for overseeing the application of prudential principles in the development of financial products and services.
Principle 8 Undertake initiatives to promote greater environmental responsibility.	Cleaner and more efficient processes lead to increased resource productivity, reducing the consumption of raw materials and lowering operational costs. Environmentally responsible companies benefit from tax incentives, or licensing programs, as they demonstrate leadership in sustainability. Additionally, both employees and consumers are increasingly inclined to engage with companies that prioritize environmental responsibility and sustainable business practices.	BRI has implemented green initiatives that actively engage both employees and customers in sustainability efforts. These include BRI Menanam (a program promoting tree planting and GHG emission absorption), (Zero Waste to Landfill (a waste management initiative), as well as environmental criteria-based creditworthiness assessment.
Principle 9 Promote the development and deployment of environmentally friendly technologies.	At a strategic level, improving technology for sustainability involves establishing corporate policies on the use of green technology, conducting environmental technology assessments, and examining that investment criteria and supplier sourcing policies align with minimum environmental standards.	BRI integrates environmentally friendly technologies into its operation by utilizing plastic bottle collection devices, implementing data erasure technology on data recording devices, allowing them to be securely reused.
Principle 10 Businesses should fight corruption in all its forms, including extortion and bribery.	Businesses face significant ethical and financial risks when they fail to effectively eradicate corruption in all its forms. Corruption poses threats to companies of all sizes, exposing them to legal liabilities, reputational damage, financial losses, and internal trust erosion. Unethical practices can undermine employee loyalty and deteriorate the overall ethical culture of an organization.	BRI upholds high standards of integrity by implementing robust gratification control and anti-bribery management systems. To reinforce this commitment, BRI has obtained ISO 37001:2016 certification for its Anti-Bribery Management Systems, ensuring compliance with international best practices. Additionally, BRI has established an Anti-Bribery Compliance Function, responsible for monitoring and enforcing the Anti-Bribery System in accordance with ISO 37001: 2016 standards. This function is formally regulated under the Circular Letter of the Board of Directors on Corporate Governance Policy number SE.09a-DIR/KEP/03/2023 dated March 15, 2023 Book 3 concerning Anti-Bribery and Gratuity Control.



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Company Scale (Bank only)

Description	Unit	2022	2023	2024
Net Profit	IDR Billion	47,828	53,153	54,841
Revenue	IDR Billion	162,155	189,646	215,738
Total Assets	IDR Billion	1,750,995	1,835,249	1,840,395
Total of Third-Party Funds	IDR Billion	1,300,776	1,352,683	1,360,134
Total Liabilities	IDR Billion	1,457,373	1,536,512	1,541,022
Equity	IDR Billion	293,622	298,737	299,373
Non Third-Party Funds	IDR Billion	156,597	183,829	180,888
Number of Operational Work Units	Unit	8,209	7,755	7,568

Achievement of Economic Performance ^{[F.2] [GRI 201-1]}

Performance	Realization		Target (IDR Billion)	Realization (IDR Billion) 2024	Percentage
	2022	2023			
Total Assets	1,750,995	1,835,249	1,928,137	1,840,395	95.45%
Total Earning Assets	1,573,609	1,684,737	1,790,304	1,711,302	95.59%
Total Loans	1,029,803	1,146,083	1,270,578	1,215,847	95.69%
Third Party Funds	1,300,776	1,352,683	1,463,312	1,360,134	92.95%
Total Revenue	162,432	189,122	215,456	214,685	99.64%
Total Cost	103,012	122,050	147,424	145,574	98.74%
Net Profit	47,828	53,153	54,832	54,841	100.02%

Notes: Total revenue represents all operating and non-operating income. Total expenses consist of all operating expenses, except for tax paid.



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Direct Economic Value Obtained and Distributed

[GRI 201-1]

Description	Unit	2022	2023	2024
Interest Income	IDR Billion	123,835	146,918	162,229
Non Interest Income	IDR Billion	38,320	42,728	53,508
Non-operating income	IDR Billion	277	-524	-1,053
Total Direct Economic Value Obtained	IDR Billion	162,432	189,122	214,684
Non-Interest Operational Costs Excluding Employees	IDR Billion	27,302	30,526	34,412
Employee Costs (Excluding Outsourced Employees)	IDR Billion	29,316	26,519	26,842
Dividend Payment	IDR Billion	14,046	23,234	25,715
Credit Interest and Bank Interest	IDR Billion	22,830	38,484	51,180
Payments to Government (Taxes)	IDR Billion	20,133	23,447	28,014
Investment Spending to the Public	IDR Billion	285	342	343
Economic Value Directly Distributed	IDR Billion	113,912	142,552	166,506
Economic Value Retained	IDR Billion	48,520	46,570	48,178

Global Systemically Important Bank

[FN-CB-550a.1]

BIS Leverage Ratio				
Aspect	Unit	2022	2023	2024
(Basel III) Tier 1 Capital	IDR	234,727,964	238,956,599	241,043,217
(Basel III) Total Exposure	IDR	1,596,292,951	1,749,457,664	1,798,631,971
(Basel III) Leverage Ratio	%	14.70%	13.66%	13.40%



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Tax Reporting ^[GRI 207-4]

Description	Unit	2022		2023	
		Domestic	Others	Domestic	Others
Number of Employees	Person	74,735	105	77,739	66
Revenue	IDR Million	202,710,231	1,581,523	240,297,151	2,909,234
Profit (Loss) Before Tax	IDR Million	65,536,208	614,553	75,885,153	386,520
Income Tax Accrued	IDR Million	13,103,645	125,386	12,515,017	67,504
Income Tax Paid	IDR Million	24,473,827	84,337	16,413,631	87,215

All information in this report belongs to PT Bank Rakyat Indonesia (Persero) Tbk without including subsidiaries. On the other hand, BRI conducts audits of consolidated financial statements that include subsidiaries such as Bank Raya, BRI Remittance, BRI Life, BRI Finance, BRI Ventures, BRIDS, BRI Insurance, Pegadaian, and PNM. Information related to these subsidiaries is not included in this report. ^[GRI 2-9]

Loan by Segment ^{[B.1.a] [GRI G4 F56]}

Segment	Unit	2022	2023	2024
Micro	IDR Trillion	449.63	496.55	491.22
	%	43.66	43.33	40.40
Consumer	IDR Trillion	161.72	182.36	203.24
	%	15.70	15.91	16.72
Small	IDR Trillion	216.88	228.06	228.10
	%	21.06	19.90	18.76
Medium	IDR Trillion	20.95	32.28	39.05
	%	2.03	2.82	3.21
Corporation	IDR Trillion	180.62	206.83	254.24
	%	17.54	18.05	20.91
Total	IDR Trillion	1,029.80	1,146.08	1,215.85
	%	100.00	100.00	100.00



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Loans by Region (Indonesia) [B.1.a] [GRI G4 FS6]

Region	Unit	2022	2023	2024
Jakarta	IDR Trillion	241.08	306.55	371.48
	%	23.41	26.75	30.55
Sumatera	IDR Trillion	166.43	183.10	187.71
	%	16.16	15.98	15.44
West Java	IDR Trillion	87.75	88.94	77.58
	%	8.52	7.76	6.38
Central Java & Special Region Yogyakarta	IDR Trillion	128.81	140.41	137.10
	%	12.51	12.25	11.28
East Java	IDR Trillion	126.48	136.61	140.90
	%	12.28	11.92	11.59
Eastern Indonesia & Central Indonesia	IDR Trillion	238.59	260.79	276.75
	%	23.17	22.76	22.76
Others	IDR Trillion	40.66	29.68	24.33
	%	3.95	2.59	2.00
Total	IDR Trillion	1,029.80	1,146.08	1,215.85
	%	100	100	100



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Loans by Region (Outside Indonesia) [B.1.a] [GRI G4 F56]

Region	Unit	2022	2023	2024
New York	IDR Trillion	8.25	8.38	13.50
	%	55.56	50.73	55.49
Singapore	IDR Trillion	5.59	6.88	9.25
	%	37.64	41.65	38.02
Timor Leste	IDR Trillion	0.86	0.95	1.02
	%	5.79	5.75	4.19
Taiwan	IDR Trillion	0.15	0.31	0.56
	%	1.01	1.88	2.30
Total	IDR Trillion	14.85	16.52	24.33
	%	100	100	100

Loans by Business Sector [B.1.a] [GRI G4 F56]

Business Sector	Unit	2022	2023	2024
Government Administration and Mandatory Social Security	IDR Trillion	0.38	1.52	6.14
	%	0.04	0.13	0.51
Processing Industry	IDR Trillion	100.31	102.53	110.19
	%	9.74	8.95	9.06
Community, Socio-Cultural, Entertainment and Other Individual Services	IDR Trillion	47.68	53.7	61.07
	%	4.63	4.69	5.02
Health and Social Services	IDR Trillion	3.52	4.22	4.53
	%	0.34	0.37	0.37
Education Services	IDR Trillion	0.75	0.86	0.97
	%	0.07	0.08	0.08



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Business Sector	Unit	2022	2023	2024
Personal Services Serving Households	IDR Trillion	1.01	1	0.9
	%	0.10	0.09	0.07
Undefined Activities	IDR Trillion	24.7	31.41	8.86
	%	2.40	2.74	0.73
Construction	IDR Trillion	31.02	33.73	35.48
	%	3.01	2.94	2.92
Electricity, Gas, and Water	IDR Trillion	36.31	30.37	36.44
	%	3.53	2.65	3.00
Recipient of Credit Not Field of Business	IDR Trillion	225.43	239.69	254.89
	%	21.89	20.91	20.96
Accommodation Provider and Provision of Meals and Drinks	IDR Trillion	20.96	22.38	24.64
	%	2.04	1.95	2.03
Financial Intermediary	IDR Trillion	14.52	15.85	26.51
	%	1.41	1.38	2.18
Wholesale and Retail Trade	IDR Trillion	327.17	361.13	364.07
	%	31.77	31.51	29.94
Fishery	IDR Trillion	10.14	10.88	10.53
	%	0.98	0.95	0.87
Mining and excavation	IDR Trillion	14.48	31.81	36.47
	%	1.41	2.78	3.00



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Business Sector	Unit	2022	2023	2024
Agriculture, Hunting, and Forestry	IDR Trillion	142.81	166.64	193.61
	%	13.87	14.54	15.92
Real Estate, Rental Business and Service companies	IDR Trillion	9.38	11.65	12.27
	%	0.91	1.02	1.01
Transportation, Warehousing, and Communication	IDR Trillion	19.23	26.7	28.27
	%	1.87	2.33	2.33
Others	IDR Trillion	0.00	0.00	0.00
	%	0.00	0.00	0.00
Total	IDR Trillion	1,029.8	1,146.07	1,215.84
	%	100	100	100

Micro Loan Products [GRI 203-2] [FS6] [FN-CB-240a.1]

Description	Unit	2022	2023	2024
Government Subsidized KUR Loan Outstanding	IDR Trillion	251.50	219.90	231.29
Government Subsidized KUR Borrowers	Million	10.9	8.8	4.49
KUPEDES Loan Outstanding (Commercial Loans)	IDR Trillion	129.2	212.3	200.22
KUPEDES Borrowers (Commercial Loans)	Million	2.8	4.6	8.11



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Customer with PROPER Rating

[F.3] [GRI G4 FS8] [GRI G4 FS10] [GRI G4 FS11] [FN-CB-240a.1]

Rating	Unit	2022	2023	2024
Gold	Debtor	10	16	8
Green	Debtor	7	7	9
Blue	Debtor	42	46	48
Total	Debtor	59	69	65

Customer Credit Score with PROPER Rating

[F.3] [GRI G4 FS8] [GRI G4 FS10] [GRI G4 FS11]

Rating	Unit	2022	2023	2024
Gold	IDR Trillion	13.53	13.38	10.69
Green	IDR Trillion	5.32	9.27	17.29
Blue	IDR Trillion	45.85	63.05	88.46
Total	IDR Trillion	64.70	85.70	116.44

Customers with ISPO/RSPO Certification*

[F.3] [GRI G4 FS8] [GRI G4 FS10] [GRI G4 FS11]

Certificate	Unit	2022	2023	2024
RSPO	Debtor	14	16	14
In the RSPO process	Debtor	0	0	0
ISPO	Debtor	27	25	26
In the ISPO process	Debtor	12	8	5
Total	Debtor	53	49	45

*) Data includes customers in the corporate segment



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Financing Value for Customers with ISPO/RSPO Certification*

Certificate	Unit	2022	2023	2024
RSPO	IDR Trillion	17.19	18.90	29.97
In the RSPO process	IDR Trillion	0	0	0
ISPO	IDR Trillion	14.06	14.88	18.06
In the ISPO process	IDR Trillion	4.07	2.74	1.32
Total	IDR Trillion	35.32	36.52	49.35

*) Data includes customers in the corporate segment

Sustainable Products per Segment

Product Categories Per Segment	Unit	2024				Product Description
		Outstanding	Total	Total Loan in Each Segment	Sustainable Loan Composition in each segment	
Consumer Loans (KPR)						
Green Mortgage	IDR Trillion	0.29	11.92	58.55	20%	Green Financing Mortgage: Home Ownership Loans (KPR) specifically allocated for financing the purchase of new homes with a green housing concept.
Government Subsidized Mortgage	IDR Trillion	11.63				KPR Subsidies: KPR for Low-Income Communities (MBR) with a total household income (husband + wife) not exceeding Rp8 million per month. The conditions include being for the first home or not having received housing subsidies before, must be occupied, and cannot be sold or rented out for the first 5 years.
Corporate Loan						
Corporate Loan to Green Sectors	IDR Trillion	86.56	86.56	254.24	34%	Comprising green loans to the corporate segment engaged in activities based on renewable energy, sustainable land management, eco-friendly transportation, environmentally friendly buildings, as well as other environmentally conscious business activities.
MSME Loans (Productive)						
Business Loan to Micro and SMEs	IDR Trillion	698.66	698.66	698.66	100%	Business Loan to Micro and SMEs: Comprising social loans for communities with fixed incomes, engaging in productive small and medium-scale business ventures.



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Loan Distribution to Sustainable Business Activities Category

[B.1d] [F.3] [GRI G4 F57] [GRI G4 F58]

Description	Unit	2022	2023	2024
MSMEs	IDR Trillion	616.07	690.43	698.66
Renewable Energy	IDR Trillion	7.10	6.02	6.34
Pollution Prevention & Control	IDR Trillion	1.75	0.55	0.51
Environmentally-Friendly Transportation	IDR Trillion	12.10	11.24	3.61
Environmentally-Friendly Building	IDR Trillion	1.44	2.04	0.29
Management of Natural Resources and Sustainable Land Use	IDR Trillion	51.80	52.82	64.68
Conservation of Land and Water Biodiversity	IDR Trillion	0.58	0.23	0.00
Sustainable Water & Waste Management	IDR Trillion	0.01	0.003	0.00
Eco-efficient Product	IDR Trillion	3.98	7.50	8.07
Other Environmentally Friendly Business Activities	IDR Trillion	0.06	1.93	3.06
Total	IDR Trillion	694.89	772.74	785.22

Loan Distribution to the Non-Renewable Energy and New Renewable Energy Sectors

[GRI 305-3]

Description	Unit	2022	2023	2024
Non-Renewable Energy	IDR Trillion	21.03	21.60	25.12
New & Renewable Energy	IDR Trillion	7.10	6.02	6.34
Total Financing	IDR Trillion	28.13	27.62	31.46



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Customer Service Point ^(GRI G4 FS14)

Description	Unit	2022	2023	2024
Head Office	#	1	1	1
Regional Office	#	18	18	18
Branch Office & Special Branch Office*	#	449	453	453
Overseas Branch Office	#	6	6	6
Sub-Branch Office**	#	579	556	555
Overseas Sub-Branch Office**	#	3	3	3
BRI Unit**	#	5,156	5,117	5,086
Cash Office**	#	506	505	500
Teras BRI**	#	1,370	977	873
Teras Keliling	#	117	115	69
Teras Kapal	#	4	4	4
Number of Operational Work Units	#	8,209	7,755	7,568

*) According to the Office Memorandum B.63.e-PPM/ODV/OD2/08/2023 dated August 3, 2023, regarding the submission of approval for changes in KCK supervision.

**) In accordance with POJK No. 12/POJK.03/2021 concerning Commercial Banks, there are adjustments for bank office networks consisting only of Head Offices, Regional Offices, Branch Offices and Sub-Branch Offices. In accordance with the POJK, the types of BRI Unit, Teras BRI and BRI Cash Offices are included in the category of Sub-Branch Offices.

Description	Unit	2022	2023	2024
ATM	#	13,863	12,263	10,663
CRM	#	8,007	9,007	9,007
EDC	#	497,976	664,801	727,303
E- Buzz	#	57	57	57
BRILinK Agent	#	627,012	740,818	1,064,219



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Co-Location UMI	Unit	2022	2023	2024
Sumatera	Unit	200	202	210
Java	Unit	536	537	520
Kalimantan	Unit	49	49	71
Sulawesi	Unit	140	142	127
Bali & Nusa Tenggara	Unit	74	74	74
Maluku	Unit	0	0	15
Papua	Unit	14	14	15
Total	Unit	1,013	1,018	1,032

Teras BRI	Unit	Unit	2022	2023	2024
Sumatera	Teras BRI	#	288	217	206
	Teras BRI Keliling	#	4	2	2
	Teras Kapal	#	1	1	1
Java	Teras BRI	#	712	502	416
	Teras BRI Keliling	#	59	59	58
	Teras Kapal	#	1	1	1
Kalimantan	Teras BRI	#	94	72	86
	Teras BRI Keliling	#	6	6	2
	Teras Kapal	#	0	0	0



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Teras BRI	Unit	Unit	2022	2023	2024
Sulawesi	Teras BRI	#	106	52	28
	Teras BRI Keliling	#	43	43	1
	Teras Kapal	#	1	1	0
Bali & Nusa Tenggara	Teras BRI	#	151	117	112
	Teras BRI Keliling	#	4	4	4
	Teras Kapal	#	1	1	1
Maluku	Teras BRI	#	0	0	11
	Teras BRI Keliling	#	0	0	1
	Teras Kapal	#	0	0	1
Papua	Teras BRI	#	19	17	14
	Teras BRI Keliling	#	1	1	1
	Teras Kapal	#	0	0	0
Total	Teras BRI	#	1,370	977	873
	Teras BRI Keliling	#	117	115	69
	Teras Kapal	#	4	4	4

Performance BRI Kapal	Form	Unit	2022	2023	2024
Total Deposits					
Seva I (Thousand Islands Region)	Account	#	7,967	8,997	9,663
	Balance	IDR Billion	18.54	22.94	23.3
	Total Credit				
	Debtor	#	715	716	781
	Credits	IDR Billion	21.74	25.06	29.08



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Performance BRI Kapal	Form	Unit	2022	2023	2024
Seva II (East Nusa Tenggara Labuan Bajo Islands Region)	Total Deposits				
	Account	#	1,928	1,874	1,066
	Balance	IDR Billion	5.68	7.34	7.81
	Total Credit				
	Debtor	#	851	886	1,018
	Credits	IDR Billion	20.53	25.25	25.63
Seva III (Anambas Islands Region)	Total Deposits				
	Account	#	6,321	6,262	5,890
	Balance	IDR Billion	9.15	9.49	9.08
	Total Credit				
	Debtor	#	246	242	277
	Credits	IDR Billion	6.38	8.21	8.77
Seva IV (South Halmahera Islands Region)*	Total Deposits				
	Account	#	25,944	20,536	15,154
	Balance	IDR Billion	43.93	43.33	47.47
	Total Credit				
	Debtor	#	1,117	912	822
	Credits	IDR Billion	26.01	24.17	24
Total*	Total Deposits				
	Account	#	42,160	37,669	31,773
	Balance	IDR Billion	77.3	83.1	87.66
	Total Credit				
	Debtor	#	2,929	2,756	2,898
	Credits	IDR Billion	74.66	82.69	87.48

*) There is a restatement from BRI Manado Regional Office regarding the performance of Teras BRI in 2022 through Letter No.B.79.e-RO-MND/ROP/ONS/01/2024 dated January 25, 2024.



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BRILinK Agent	Unit	2022	2023	2024
Sumatera	Agent	137,037	165,053	239,380
	%	21.86%	22.28%	22.49%
Java	Agent	335,270	395,383	580,569
	%	53.47%	53.37%	54.55%
Kalimantan	Agent	48,685	56,500	68,832
	%	7.76%	7.63%	6.47%
Sulawesi	Agent	63,218	69,798	96,720
	%	10.08%	9.42%	9.09%
Bali & Nusa Tenggara	Agent	29,205	39,070	59,860
	%	4.66%	5.27%	5.62%
Maluku	Agent	6,540	6,949	8,865
	%	1.04%	0.94%	0.83%
Papua	Agent	7,057	8,065	9,993
	%	1.13%	1.09%	0.94%
Total	Agent	627,012	740,818	1,064,219
	%	100.00%	100.00%	100.00%

BRILinK Agent Transaction	Unit	2022	2023	2024
Transaction Value	IDR Trillion	1,297.65	1,427.58	1,589.04
Number of Transactions	Million	1,078.04	1,096.61	1,204.25



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BRI Customers Mobile Services Users (E-Banking)

E-banking Type	Unit	2022	2023	2024
BRIimo	Users	23,845,612	31,616,014	38,613,867
BRIZZI	Users	22,808,061	23,756,098	24,424,356
Qlola Cash Management	Users	47,313	52,117	71,965

Number of Mobile Service Transactions (E-Banking) ^[F58]

Service Type	Unit	2022	2023	2024
BRIimo Financial Transactions	Thousand	1,825,397	3,088,817	4,309,334
BRILink	Thousand	1,078,040	1,096,611	1,204,251
BRI Merchant Ecosystem	Thousand	192,377	318,283	509,526
Merchant EDC	Thousand	165,960	197,788	403,648
BRIMOLA	Thousand	8,541	10,819	14,223
BRIZZI	Thousand	155,069	171,200	196,202
ATM BRI	Thousand	4,093,869	3,521,211	2,646,151
Qlola Cash Management	Thousand	50,638	53,869	53,161

Value of Mobile Service Transaction (E-Banking) ^[F58]

Service Type	Unit	2022	2023	2024
BRIimo Financial Transactions	IDR Billion	2,669,091	4,158,849	5,541,345
BRILink	IDR Billion	1,297,654	1,427,583	1,589,039
BRI Merchant Ecosystem	IDR Billion	151,458	230,663	334,436
Merchant EDC	IDR Billion	77,903	119,764	270,771
BRIMOLA	IDR Billion	11,584	15,102	20,262
BRIZZI	IDR Billion	4,747	6,190	6,187
ATM BRI	IDR Billion	3,098,560	2,972,941	2,646,152
Qlola Cash Management	IDR Billion	5,070,180	6,788,672	8,087,621



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Customer Satisfaction Survey ^[F.30]

Description	Unit	2022	2023	2024
Customer Satisfaction Rate	%	83.58	84.66	87.06
Customer Complaint Resolution Rate	%	99.53	99.56	99.81

BRI Service Quality vs Banking Industry in Indonesia

Description	Unit	2022	2023	2024
Banking Industry Service Quality Index (Carre)	#	4.2557	4.3540	4.4192
BRI Service Quality Index (Carre)	#	4.3001	4.4044	4.4331

Customer Complaints ^{[418-1] [F.24]}

Description	Unit	2022	2023	2024
Number of Transactions	#	38,585,019,160	72,970,667,382	135,156,818,290
Number of Complaints	Cases	4,630,243	4,751,604	1,925,215
Percentage of Complaints	%	0.012	0.007	0.001
Resolved Complaints	Cases	4,608,428	4,730,478	1,921,529
Percentage of Resolved Complaints	%	99.53	99.56	99.81
Complaint In Process	Cases	21,815	21,126	3,686
Percentage In Process	%	0.4711	0.4446	0.1915

*) In 2024, the number of complaints has been adjusted based on the latest OJK guidelines.



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Number of Complaints Based on Type of Financial Transaction

[F.24] [GRI 418-1]

Types of Financial Transactions	Completed		In Process		Not Completed		Number of Complaints
	Total	Percentage	Total	Percentage	Total	Percentage	
Credit Card	20,599	99.95%	11	0.05%	0	0.00%	20,610
Other Bank Products/Services	38,625	100.00%	0	0.00%	0	0.00%	38,625
Deposits	135,636	99.98%	25	0.02%	0	0.00%	135,661
ATM/CRM	964,801	99.95%	502	0.05%	0	0.00%	965,303
E-banking	684,836	99.54%	3,145	0.46%	0	0.00%	687,981
Unsecured Loans	71,197	100.00%	1	0.00%	0	0.00%	71,198
Credit (Working Capital, Investment, Consumer)	5,835	99.97%	2	0.03%	0	0.00%	5,837
Grand Total	1,921,529	99.81%	3,686	0.19%	0	0%	1,925,215

Complaints Regarding Security to Customer Data

[F.24] [GRI 418-1]

Description	Unit	2022	2023	2024
Complaints* from External Parties	#	0	0	0
Complaints* from Government Parties	#	0	0	0

*) Substantiated complaints concerning breaches of customer privacy and losses of customer data

Information Security Incidents

Description	Unit	2022	2023	2024
Number of Information Security or Cybersecurity Violations	#	0	0	0
Fines or Sanctions for Information Security or Cybersecurity Violations	IDR	0	0	0
Number of Customers Affected by the Violations	#	0	0	0



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Employee Composition* [GRI 2-7, 405-1] [C.3]

Description		Unit	2022	2023	2024
Gender	Total	Persons	74,735	77,739	81,848
	Male	Persons	46,411	47,262	48,131
	Female	Persons	28,324	30,477	33,717
	Female Composition	%	37.90	39.20	41.19
Employee status	Permanent Employee	Total	60,209	60,084	59,495
		Male	40,296	39,875	39,237
		Female	19,913	20,209	20,258
		Female Composition	%	33.07	33.63
	Contract Employee	Total	14,347	17,207	22,244
		Male	6,021	7,135	8,837
		Female	8,326	10,072	13,407
		Female Composition	%	58.03	58.53
	Trainee	Total	179	448	109
		Male	94	252	57
		Female	85	196	52
		Female Composition	%	47.49	43.75
Age	< 30 Years	Total	12,603	21,348	23,890
	30-50 Years	Total	57,411	52,627	54,611
	> 50 Years	Total	4,721	3,764	3,347



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Description		Unit	2022	2023	2024
Management Level	Top Management	Total	109	117	125
		Male	87	90	98
		Female	22	27	27
		Female Composition	20.18	23.08	21.60
	Middle Management	Total	1,372	1,591	1,682
		Male	769	1,238	1,315
		Female	603	353	367
		Female Composition	43.95	22.19	21.82
	Junior Management	Total	3,529	2,757	2,715
		Male	2,623	2,013	1,968
		Female	906	744	747
		Female Composition	25.67	26.99	27.51
	Non-Management	Total	70,328	73,274	77,326
		Male	43,098	43,921	44,750
		Female	27,230	29,353	32,576
		Female Composition	38.72	40.06	42.13



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Description		Unit	2022	2023	2024
Region	Total	Person	13,573	15,205	13,809
	Jakarta	Male	8,231	9,121	8,051
		Female	5,342	6,084	5,758
	Sumatera	Total	13,926	14,157	13,224
		Male	9,021	9,021	8,236
		Female	4,905	5,136	4,988
	West Java, Central Java, East Java, and Yogyakarta Special Region	Total	30,182	31,113	33,757
		Male	19,051	19,143	19,811
		Female	11,131	11,970	13,946
	Indonesia Eastern part (Kalimantan, Sulawesi, Maluku, Papua)	Total	17,009	17,217	21,058
		Male	10,069	9,936	12,033
		Female	6,940	7,281	9,025
Citizenship	Indonesia	Person	74,735	77,739	81,848
	Timor Leste	Person	20	24	24
	America	Person	7	7	7
	Singapore	Person	7	14	14
	Taiwan	Person	10	10	12
	Others	Person	11	11	11
Revenue-generating Functions		Female Composition	%	28.94	30.51
STEM (Science, Technology, Engineering, and Mathematics)-related functions		Female Composition	%	23.73	25.34
Persons with disability	Total	Person	69	60	54
	Male	Person	40	35	32
	Female	Person	29	25	22
	Female Composition		%	42.03	41.67
					40.74



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Description		Unit	2022	2023	2024
Level of Education	Total	Person	0	0	0
	Elementary & Junior High School				
	Male	Person	0	0	0
	Female	Person	0	0	0
	Female Composition	%	0	0	0
	Total	Person	1,046	1,149	1,146
	High School				
	Male	Person	605	509	444
	Female	Person	441	640	702
	Female Composition	%	42.16	55.70	61.26
	Total	Person	8,961	8,727	9,469
	Diploma I-III				
	Male	Person	5,026	4,701	4,947
	Female	Person	3,935	4,026	4,522
	Female Composition	%	43.91	46.13	47.76
	Total	Person	63,138	66,079	69,462
	Bachelor Degree				
	Male	Person	39,615	40,745	41,454
	Female	Person	23,523	25,334	28,008
	Female Composition	%	37.26	38.34	40.32
Masters Degree	Total	Person	1,584	1,774	1,761
	Male	Person	1,159	1,297	1,278
	Female	Person	425	477	483
	Female Composition	%	26.83	26.89	27.43
Doctoral Degree	Total	Person	6	10	10
	Male	Person	6	10	8
	Female	Person	0	0	2
	Female Composition	%	0	0	20

*) The composition of workers does not include outsourced workers. [GRI 2-7, 2-8]



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Internal Hires and New Hires ^[GRI 401-1]

Description			Unit	2022	2023	2024
Total Internal Hires			Person	47,761	48,606	69,242
Total New Hires			Person	2,825	9,692	13,131
Percentage of Internal Hires to Total Hires			%	94.42	83.38	84.06
Percentage of New Hires to Total Hires			%	5.58	16.62	15.94
Percentage of New Hires to Total Employees			%	3.78	12.47	16.04
Internal Hires	Gender	Male	Person	26,534	22,685	38,689
		Female	Person	21,227	25,921	30,553
	Age	< 30 Years	Person	14,369	21,048	23,928
		30-50 Years	Person	31,023	25,332	42,756
		> 50 Years	Person	2,369	2,226	2,558
New Hires	Gender	Male	Person	1,579	3,436	5,840
		Female	Person	1,246	6,256	7,291
	Age	< 30 Years	Person	2,058	9,464	12,245
		30-50 Years	Person	766	225	878
		> 50 Years	Person	1	3	8
	Region	Jakarta & Banten	Person	599	1,117	1,451
		Sumatera	Person	425	1,529	2,611
		West Java, Central Java, East Java, and Yogyakarta Special Region	Person	1,057	4,890	5,769
		Eastern Indonesia (Kalimantan, Sulawesi, Maluku, Papua)	Person	744	2,156	3,300

Average Hiring Cost

Description	Unit	2022	2023	2024
Average Hiring Cost	IDR	2,031,631	8,676,201	8,571,150



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Freedom of Association ^[2-30]

Description	Unit	2022	2023	2024
Employees affiliated with the Labor Union	#	41,978	39,939	39,176
	%	69.71	66.47	65.85
Total Employees	#	74,735	77,739	81,848

Wage Indicators by Gender ^{[GRI 202-1] [GRI 405-2]}

Description	Position Group	Gender	Unit	2022	2023	2024
Average Wage	Management	Male	IDR Million	15.80	18.90	20.97
		Female	IDR Million	14.96	18.25	19.83
	Non-Management	Male	IDR Million	5.16	5.80	6.23
		Female	IDR Million	4.51	4.72	5.33
Average Wages & Other Incentives	Management	Male	IDR Million	78.71	79.88	86.47
		Female	IDR Million	74.32	77.33	81.98

Employee Compensation Ratio ^[GRI 2-21]

Description	Unit	2022	2023	2024
Highest and lowest employee salaries	Times	47.14	66.2	54.5
Highest and lowest Directors' salaries	Times	1.25	1.18	1.18
Highest and lowest Commissioner's salaries	Times	1.11	1.11	1.11
Highest salary for Directors and employees	Times	2.36	3.16	3.75

Description	Unit	2022	2023	2024
The median value of compensation without the highest value	IDR Million	41.07	53.36	61.64
The average value of compensation without highest value	IDR Million	58.94	60.16	70.24
Change in the annual compensation ratio	%	18.86	24.29	25.42



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Training [GRI 404-1] [F.22]

Category	Unit	2022	2023	2024
Average Training Cost per Employee	IDR Million	5.94	9.11	8.50
Average Training Hours per Employee	Hours	78	84	79
Gender	Male	74	81	77
	Female	84	90	79
Age	< 30 Years	86	96	81
	30-50 Years	74	81	74
	> 50 Years	83	95	102
Management Level	Top Management	61	56	61
	Middle Management	126	118	87
	Junior Management & Officer	72	81	77

Type and Scope of Training [GRI 404-2]

Type of Training	Vendor Name	Unit	2022	2023	2024
Audit Intern Bank	LSP BRI	Participants	228	184	69
Wealth Management	MCI	Participants	5	16	89
Treasury Dealer	LSP ACI	Participants	4	2	65
General Banking	LSP BRI	Participants	1,430	1,779	0
Risk Management	BSMR & LSPP	Participants	1,731	29	698
Compliance	LSP BRI	Participants	1,063	-	4
Credit	LSP BRI	Participants	423	730	1,635
Human Capital	LSP BRI	Participants	3	-	0
IT	LSP BRI	Participants	19	6	4
Funding & Service	LSP BRI	Participants	31	95	51



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Number of Education/Training Participants
In-class & E-Learning

Description	Unit	2022	2023	2024
Number of Participants	Participants	2,957,075	2,800,792	2,413,766
Total Hours	Hours	8,653,464	9,128,524	9,234,247
Average Hours of Education/Employee	Hours	78	84	79

Employee Turnover Rate ^[GRI 401-1]

Category			Unit	2022	2023	2024
Total Turnover	Total Turnover Rate		%	2.88	3.24	4.96
	Gender	Male	%	3.03	1.75	5.09
		Female	%	2.65	5.61	4.77
	Age	< 30 Years	%	0.71	0.46	2.33
		30-50 Years	%	2.13	2.6	3.64
		> 50 Years	%	21.31	20.72	27.15
	Position	Top Management	%	2.56	14.53	12.65
		Junior and Middle Management	%	1.38	4.65	4.61
		Non-Management	%	1.02	2.94	4.97
Voluntary Turnover	Total Voluntary Turnover Rate		%	1.12	1.01	1.29
	Gender	Male	%	1.03	0.91	0.96
		Female	%	1.25	1.18	1.94
	Age	< 30 Years	%	0.19	0.2	0.48
		30-50 Years	%	1.24	1.12	1.22
		> 50 Years	%	3.43	2.48	3.10
	Position	Top Management	%	1.09	-	0.68
		Junior and Middle Management	%	2.77	1.12	0.99
		Non-Management	%	0.34	1	1.34

Notes: There is a change in the method of calculating total labour turnover in 2024.



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Employee Engagement Trend

Description	Unit	2022	2023	2024
Employee Engagement	scale 4	3.48	3.49	3.51
Employee Coverage	%	100	100	100
Active Employee Engagement	%	92	93	93.8
Gender	Male	92	93	93.8
	Female	93	94	93.8
Age	< 30 Years	91	89	91
	30-50 Years	92	93	94
	> 50 Years	94	95	93
Employee Coverage	%	77.70	77.60	73.40

Employee Satisfaction Survey

Description	Unit	2023	2024
Satisfaction Index	#	3.35	3.40
Coverage	%	77.64	73.38

Data on Maternal Leave

Description	Gender	Unit	2022	2023	2024
Number of employees entitled to maternity leave	Male	Person	37,494	35,165	34,445
	Female	Person	17,891	30,477	33,717
Number of employees who take maternity leave	Male	Person	2,901	1,142	1,070
	Female	Person	1,088	2,282	1,841
Returning after taking maternity leave	Male	Person	2,901	1,142	1,069
	Female	Person	1,088	2,265	1,817
The rate of employees who take maternity leave and return to work and can be retained	Female	%	100.00	99.50	99.14



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Absenteeism Rate

Description	Unit	2022	2023	2024
Absentee Rate *	%	2.44	1.16	1.32
Number of days in a year	day	242	236	235
Total Employees	person	74,735	77,739	81,848

*) The absentee rate calculation has included both permanent and contract workers, and the data has been verified by a third party. Assurance documents are available in the appendix on page [247](#)

Compliance Level of State Officials' Wealth Report Obligations (LHKPN)

Obligation	Designation	Unit	2022	2023	2024
Employees With LHKPN Obligation	Board of Commissioners	employee	11	11	10
	Directors	employee	12	12	12
	BRI Employee	employee	270	105	155
Employees Already Report LHKPN	Board of Commissioners	employee	11	11	10
		%	100	100	100
	Directors	employee	12	12	12
		%	100	100	100
	BRI Employee	employee	270	105	155
		%	100	100	100
Employees That Have Not Reported LHKPN	Board of Commissioners	employee	0	0	0
		%	0	0	0
	Directors	employee	0	0	0
		%	0	0	0
	BRI Employee	employee	0	0	0
		%	0	0	0



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Number of Whistleblowing System Reports and Follow-up Actions ^[GRI 205-3]

Description		2022	2023	2024
Number of Sub Indications of Violation		107	50	63
	Proven	62	29	46
	Not Proven	41	16	15
	Cannot Be Followed-up	0	0	0
	In Process	0	0	2

Violation Category in Whistleblowing System

Category	Unit	2023	2024
Employee Violations of the Code of Ethics			
Corruption & Bribery	#	16	17
Conflict of Interest	#	5	2
Violations of Customer Information Security	#	1	1
Discrimination or Harassment	#	0	2
Anti-Money Laundering Violations	#	0	0
Others	#	7	24
Status			
Number of Proven Violations	#	29	46
In process	#	0	2
Total Number of Violations	#	29	48



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Number of Follow Up Fraud Cases ^[GRI 205-3]

Description	Designation	Unit	2022	2023	2024
Employees Involved in Fraud	Board of Commissioners and commissions	employee	-	-	-
	Permanent Employee	employee	388	160	1,040
	Non-Permanent Employee	employee	5	4	119
Having Been Completed with Disciplinary Punishment Process	Board of Commissioners and commissions	employee	-	-	-
	Permanent Employee	employee	272	79	456
	Non-Permanent Employee	employee	3	3	69
In Settlement Process at Bank's Internal (Disciplinary Punishment)	Board of Commissioners and commissions	employee	-	-	-
	Permanent Employee	employee	8	16	584
	Non-Permanent Employee	employee	-	0	50
Not Yet Resolved	Board of Commissioners and commissions	employee	-	-	-
	Permanent Employee	employee	108	65	0
	Non-Permanent Employee	employee	2	1	0
Having Been Followed Up Through Legal Process	Board of Commissioners and commissions	employee	-	-	-
	Permanent Employee	employee	-	9	133
	Non-Permanent Employee	employee	-	8	24

Contribution and Other Spending ^[GRI 415-1]

Description	Unit	2022	2023	2024
Lobbying, representation of interests, etc	IDR	0	0	0
Campaigns and local, regional, national political candidates / organizations	IDR	0	0	0
Trade associations/tax exempt groups	IDR	0	0	0
Other expenses (e.g. expenses for counting votes for elections or referendums)	IDR	0	0	0

Note: BRI prohibits political contributions to organizations based on our Code of Conduct and Internal Policy



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Transaction Value of Procurement of Goods and Services for BRI's Suppliers

[GRI 2-6, 204-1] [B.1e]

Segment	Unit	2022	2023	2024
Domestic Suppliers	%	99.35	97.27	99.63
Overseas Suppliers	%	0.65	2.73	0.37

Total Vendors by Region and Type of Vendors in 2024 (with SKT)

[GRI 2-6, 204-1] [B.1e]

Region	Property	Vehicle	Office Machines	Furniture	Inventory	IT	Printing	Advertising	Other Goods	Other Consulting Services	Construction Services	Non-construction Consulting Services	Other Services	Goods Supplier Services	Non-construction Goods Supplier Services	Total Vendor
Lampung	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	2
Bandung	3	0	1	0	2	3	1	0	0	0	0	1	2	0	0	13
Banjarmasin	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pekanbaru	4	0	0	0	1	0	0	0	0	0	0	0	0	0	0	5
Yogyakarta	0	0	0	0	0	0	1	0	0	0	7	0	1	1	0	10
Malang	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Denpasar	3	0	0	0	0	0	0	0	0	0	0	0	0	1	0	4
Manado	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	3
Surabaya	6	0	0	1	1	0	0	0	0	0	1	0	1	2	0	12
Semarang	5	0	2	1	3	2	0	0	1	0	5	0	1	1	0	21
Head Office	28	4	7	3	6	71	12	2	8	9	18	17	32	32	4	253
Medan	4	0	1	0	1	0	0	0	0	0	1	0	0	0	0	7
Jayapura	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Makassar	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Padang	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	2
Palembang	1	0	0	0	0	0	0	0	0	0	2	0	0	0	0	3
Total	56	4	11	6	14	76	14	2	9	9	38	18	37	39	4	337



BRI Peduli CSR Program Distribution ^{[F.4][F.25]}

Program	Unit	2022	2023	2024
Social	IDR Million	196,678	236,170	259,265
	%	69.01	69.06	75.57
Economic	IDR Million	16,008	21,366	23,330
	%	5.62	6.25	6.80
Environmental	IDR Million	72,313	84,462	60,484
	%	25.37	24.70	17.63
Total	IDR Million	284,999	341,998	343,079
	%	100	100	100

Budget Allocation for BRI Peduli CSR Community Development Program ^[F.25]

Program	Unit	2022	2023	2024
Charitable Donations	%	49.00	48.50	49.40
Community Investments	%	46.00	45.65	43.98
Commercial Initiatives	%	6.00	5.85	6.63
Total	%	101	100	100

CSR Contribution Type ^[F.25]

Type of Contribution	Unit	2022	2023	2024
Cash Contribution*	IDR Million	0	0	0
In-Kind Giving (product or service donation, project / collaboration or similar programs)**	IDR Million	284,999	341,998	343,079
Management Overhead (consulting and research fees)	IDR Million	1,588	1,925	2,140

*) BRI does not provide cash assistance to the community. The entire contribution of TJSL is implemented through community development programs and strategic infrastructure development.
**) Represents the total realized funds of the CSR program.



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Human Rights Assessment

Category	Unit	2023	2024
Internal			
Employee Assessed	#	12,870	52,127
Percentage of Employees Assessed	%	16.56	67.05
External			
Supplier/Business Partner	#	42	99
Percentage of Suppliers/Business Partner Assessed	%	16.73	42.13
Skor Prisma	#	103 (Good)	103 (Good)



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Energy Use ^{[F.6] [GRI 302-1] [GRI 302-2] [GRI 302-3] [GRI 302-4]}

Description	Unit	2022	2023	2024
Fuel Usage	Liter	44,922,960	42,927,942	42,521,434
Electricity Usage	kWh	404,925,311	403,192,231	383,878,408
Fuel Usage	IDR	441,235,670,170	526,974,322,479	483,403,295,406
Electricity Usage	IDR	579,663,972,351	574,118,412,662	555,530,945,998
Total Energy Consumed	MJ	3,074,957,680	2,919,627,648	2,848,795,079
Energy Savings	MJ	(162,996,722)	155,330,032	70,832,569
Energy Intensity per Office	MJ/office/year	374,584	376,483	376,426
Energy Intensity per Worker	MJ/office/year	26,078	24,271	23,620

Notes: (1) Calculation standards and conversion factors used for energy calculations are sourced from the Ministry of Energy and Mineral Resources (2) Energy data has been verified by an independent third party, (3) Energy savings is the value of energy reduction compared to the previous year.

Water Use ^[F.8]

Description	Unit	2022	2023	2024
Water Use	m ³	1,944,879	2,396,993	1,959,810
Water Use Performance	%	-2	23	-18
Water Use Intensity	m ³ /employee	16.49	19.93	16.25

Paper Use ^[F.5]

Description	Unit	2022	2023	2024
Paper Use per Work Unit*	kg/work unit	248.72	149.04	113.01
Paper Use per Employee**	kg/employee	17.31	9.61	7.09

*) All work units in Indonesia
**) All employees including outsourced employees



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Waste Disposal [\[F.13\]](#) [\[F.14\]](#) [\[F.15\]](#) [\[GRI 306-2\]](#) [\[GRI 306-3\]](#) [\[GRI 306-2\]](#) [\[GRI 306-3\]](#) [\[GRI 306-4\]](#) [\[GRI 306-5\]](#)

Description	Unit	2022	2023	2024
Total Waste Reuse/Recycle/Recovery	ton	238	591	704
Emission Reduction (Waste)	kgCO ₂ e		441,817	524,180
Total Waste Disposed (Landfill)*	ton	18,784	16,563	14,245

*) Bankwide waste generation was extrapolated based on waste generation data per worker at BRI head office. Waste at the head office was sent to landfill from January to July 2023. From August 2023 onwards, with the launch of the Zero Waste to Landfill program, all waste generated is diverted from landfill through composting, recycling and RDF technologies. In 2024, there were no incidents of waste spillage or leakage.

Emission Control in All Work Units [\[F.11\]](#) [\[GRI 305-1\]](#) [\[GRI 305-2\]](#) [\[GRI 305-3\]](#) [\[GRI 305-4\]](#) [\[GRI 305-5\]](#) [\[FN-CB-410b.1\]](#)

Description	Unit	2022	2023	2024
Emissions from Scope 1: Mobile and Stationary Combustion (Positive Emissions)*	TonCO ₂ e	126,515	125,120	118,689
Emissions from Scope 1: Fugitive & Refrigerant (Positive Emissions)*	TonCO ₂ e	5,720	5,490	5,466
Emissions from Scope 2 (Positive Emissions)*	TonCO ₂ e	360,135	355,742	346,353
Scope 3 Emissions: Financed Emissions	TonCO ₂ e	11,222,829	10,434,550	12,884,676
Scope 3 Emissions: Purchased Goods and Services**	TonCO ₂ e	19,135**	121,156	99,167
Scope 3 Emissions: Waste Generated in Operations***	TonCO ₂ e	9,680	8,937	8,340
Scope 3 Emissions: Business Travel	TonCO ₂ e	3,267	8,272	7,217
Emission Intensity of Scope 1 and 2	TonCO ₂ e/Work Unit	60	62.7	62.2
Emission Intensity of Scope 1 and 2****	TonCO ₂ e/Employee	4.2	4	3.9
Financed Emissions Intensity	TonCO ₂ e/Outstanding in Million Rupiah		0.1	0.1

*) Positive Emissions are emissions generated from Scope 1 banking operational activities derived from the use of fuel and refrigerants and Scope 2 derived from the use of electricity in all BRI work units in Indonesia. The use of these energy sources is still under BRI's control.
**) Spend-based emission factors are adopted to estimate emissions associated with: Purchased goods and services, Capital goods, Transportation and upstream distribution. The Scope 3: Purchased Goods and Services Emission Coverage in 2022 is 44.16% and 2023 is 100%.
***) Bankwide waste generation was extrapolated based on waste generation data per worker at BRI head office. Waste at the head office is sent to landfill from January to July 2023. From August 2023 onwards, with the launch of the Zero Waste to Landfill program, all waste generated is diverted from landfill through composting, recycling and RDF technologies.
****) To support the validity of emission intensity per worker, outsourced workers are included in the calculation of total worker intensity. This is because all energy produced by the company is used by all BRI workers, including outsourced workers.



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Scope 3 Emissions: Financed Emission by Asset Class

[GRI 305-3] [GRI 305-5] [F.11] [FN-CB-410b.2]

Description	Unit	2022	2023	2024
Bond Investment	Ton CO ₂ e	437,036	460,841	336,014
Business Loans	Ton CO ₂ e	6,776,501	6,358,055	8,472,896
Listed Equity	Ton CO ₂ e	381	881	852
Electricity Generation Project Finance	Ton CO ₂ e	3,872,508	3,504,669	3,816,573
Commercial Real Estate	Ton CO ₂ e	136,403	110,104	258,341
Total	Ton CO ₂ e	11,222,829	10,434,550	12,884,676

Scope 3 Emissions: Financed Emission by Sectoral Assets

[F.11]

Description	Unit	2022	2023	2024
Agriculture, forestry and fishing	TonCO ₂ e	222,456	114,347	208,106
Construction	TonCO ₂ e	94,265	39,104	226,374
Electricity, gas, steam and air conditioning supply	TonCO ₂ e	7,141,849	6,286,465	7,325,977
Finance and insurance	TonCO ₂ e	1,744	2,360	2,653
Manufacturing	TonCO ₂ e	2,594,548	2,028,631	3,513,694
Mining and quarrying	TonCO ₂ e	1,027,462	1,848,358	1,345,290
Real estate	TonCO ₂ e	136,403	110,104	258,341
Transportation and storage	TonCO ₂ e	4,103	5,181	4,242
Total	TonCO ₂ e	11,222,830	10,434,550	12,884,676

Avoided Emission

[F.12] [GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-5]

Description	Unit	2022	2023	2024
Zero Waste to Landfill Activity*	KgCO ₂ e	164,375	441,817	524,180
Digitalization of Products and Services	KgCO ₂ e	1,201,496	872,713	1,096,551

*) This calculation does not include waste classified as "Other", such as tissue, styrofoam, masks, etc., as emission factors for RDF Technology are not available.

Issued Securities Impact Reporting





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Green Bond Phase I

Introduction

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI"), as Indonesia's largest bank with a primary focus on the micro, small, and medium enterprise (MSME) segment, continues to contribute to national development by supporting Indonesia's economic growth strategy. This includes active participation in government programs related to financial literacy, financial inclusion, and social and economic resilience. Amidst the post-pandemic economic recovery, BRI remains committed to delivering best-in-class services by fostering, empowering, and enhancing the competencies of the Indonesian people, ultimately improving household and community welfare. This commitment aligns with BRI's vision to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion."

BRI also actively participates as a growth enabler, aligning its efforts with various government initiatives aimed at reducing economic inequality, particularly disparities in wealth distribution. The Bank is also dedicated to the conservation of natural resources and environmental sustainability, including sustainable land use, water management, and irrigation, while promoting long-term economic growth to enhance both social and environmental well-being. This commitment extends not only to BRI but also to Indonesian society as a whole.

Various business activities and efforts undertaken by BRI sustainably align with the principles of the United Nations Sustainable Development Goals (UN SDGs), reflecting BRI's commitment to Environmental, Social, and Governance (ESG) principles. The issuance of Green Bonds as a source of bank liquidity serves as an example of ESG implementation in BRI's banking activities. The Green Bond I Bank BRI Phase I, 2022, is the first Green Bond issued by a bank in Indonesia.

Issuance Details

In 2022, BRI issued the Green Bond I Phase I, 2022, with an emission value of IDR 5 trillion, experiencing an oversubscription of 4.4 times during the bookbuilding process.

Summary of Bond Transactions

Name	Green Bonds I Bank BRI Phase I Year 2022					
PUB	IDR 5 trillion					
Series	Tenor	Listing Date	Due Date	Coupon	Value	Status
A	370 days	July 21, 2022	July 30, 2023	3.70%	IDR 2.5 Trillion	Mature
B	3 years	July 21, 2022	July 20, 2025	5.75%	IDR 2 Trillion	Existing
C	5 years	July 21, 2022	July 20, 2027	6.45%	IDR 0,5 Trillion	Existing
Rating	idAAA (Pefindo)					
Listing	Indonesia Stock Exchange					

Summary of the Framework

BRI has formulated the framework for the BRI Green Bond before its issuance in July 2022. To ensure the framework's compliance with applicable regulations and standards, BRI collaborated with the Sustainable Development Goals Hub at the University of Indonesia (SDGs UI) to obtain a Second Party Opinion. The issuance of BRI's Green Bond in Indonesian Rupiah is conducted in accordance with the Financial Services Authority Regulation No. 60/POJK.04/2017 concerning the Issuance and Requirements of Environmentally Friendly Debt Securities ("Green Bond") (POJK 60). The structured framework encompasses four main focuses, including the Use of Proceeds, Process for Project Evaluation & Selection, Management of Proceeds, and Reporting.

Use of Proceeds

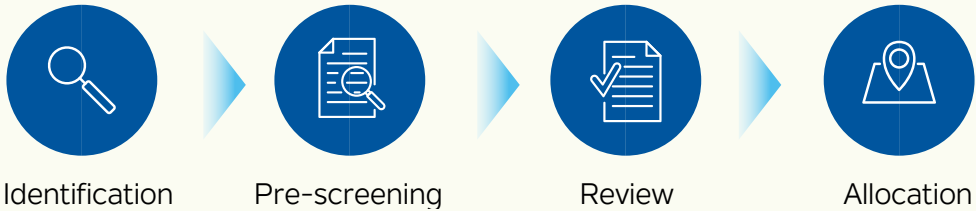
A minimum of 70% financing for environmentally friendly business activities (KUBL)

A maximum of 30% financing for other general activities, such as the micro sector, health, and social initiatives

Environmentally Friendly Business Activities (KUBL)

Activities	Activities
- Renewable energy - Energy efficiency - Pollution prevention & control - Biological resources management & sustainable land use - Land & water biodiversity conservation - Environmentally friendly transportation	- Sustainable water & waste water management - Climate change adaptation - Environmental efficiency - Environmentally friendly building - Other environmentally friendly business activities

Project Evaluation and Selection Process





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Green Bond Phase I

Management of Proceeds

- Proceeds from the issuance will be managed collectively and then allocated to (KUBL), with a minimum allocation of 70% ;
- The creation of a special account or separate records in the financial statements and sustainability reports;
- Assets allocated for financing purposes will be actively managed, both individually and as part of a portfolio;
- If there are assets that are not relevant to the framework or have discontinued financing, they will be redirected to other assets;
- Proceeds pending realization may be placed in safe and liquid financial instruments;

Reporting

Allocation Reporting

BRI reports the allocation of proceeds periodically, at least once a year, within one year after the issuance, and whenever there is a material change in KUBL, accompanied by a review report by environmental experts

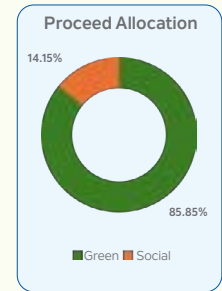
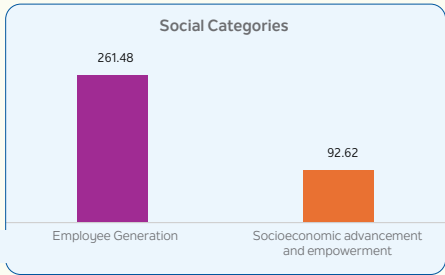
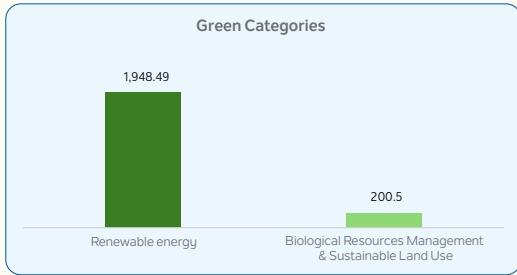
Impact Reporting

BRI issues periodic reports on the impact of projects/assets financed to the extent that it can be practically calculated and measured in accordance with the environmental expert review.

Allocation Report

As of the reporting period ending December 31, 2024, BRI has maintained the allocation of 50% of the proceeds from the issuance of Green Bond I Phase I Year 2022. The funds raised have been utilized to refinance existing projects within BRI's financing portfolio that generate both environmental and social benefits. In accordance with OJK Regulation No. 60/POJK.04/2017 and in alignment with BRI's Green Bond Framework, the Bank conducts a rigorous selection and evaluation process for its financing portfolio and pipeline. This process ensures that funded projects comply with the eligible sectors defined in the framework. The detailed allocation of proceeds is as follows:

Eligible Sectors	Financing Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Renewable Energy	Refinancing	1,948.49	77.84
Biological Resources Management & Sustainable Land Use	Refinancing	200.50	8.01
Employment Generation	Refinancing	261.48	10.45
Socioeconomic advancement and empowerment	Refinancing	92.62	3.70





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Green Bond Phase I

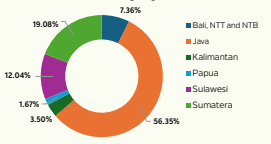
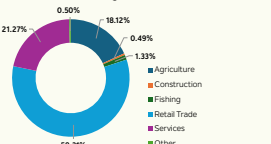
Impact

Referring to the Bank BRI Green Bond Phase I framework, the environmental impact (as applicable based on eligible KUBL sectors) and social impact are as follows:

Green Categories

Eligible Sectors	Alignment with SDGs	% of Eligible Assets	Project Type	Brief Description & Impact Indicators
Renewable Energy	 	90.67%	Hydro Power Plant	Estimated environmental impact generated: - Renewable energy produced per year: 1,669,000 MWh - Avoided GHG emissions per year: 917,950 Ton CO₂eq. The project funded is 1 (one) and has been operational.
Biological Resources Management & Sustainable Land Use	 	9.33%	Financing for Sustainable and Environmentally Friendly Oil Palm Plantation Investments	BRI has financed sustainable oil palm plantation projects that adopt the best domestic and global practices and standards in responsible palm oil production, namely having two certifications, namely RSPO and ISPO certification.

Social Categories

Eligible Sectors	Alignment with SDGs	Brief Description & Impact Indicators
Employee Generation	  	Employee generation opportunities in the MSME segment, with an estimated total of ± 3,100 new jobs distributed across Indonesia. Kupedes Distribution by Region  Kupedes Distribution by Sector 

Eligible Sectors

Alignment with SDGs

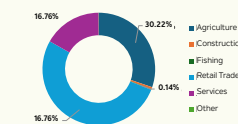
Brief Description & Impact Indicators

Socioeconomic advancement and empowerment

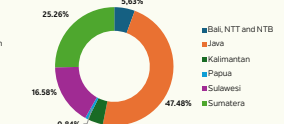


KUR program is intended to support the development of non-bankable Micro businesses. The businesses financed through the proceeds from the issuance of Green Bond Phase I are estimated to generate more than ±890 jobs across various regions in Indonesia.

KUR distribution by sector



KUR distribution by region



Conclusion

The Green Bond Report represents BRI's commitment as a pioneer in sustainable finance in Indonesia. BRI is dedicated to continuously meeting the established and applicable criteria related to green bonds to maintain the trust of investors, regulators, and the public in general towards BRI as an ESG-focused financial institution.

In accordance with the Green Bond framework prepared by BRI, at least 70% (actual realization: 85.85%) of the activities financed by BRI Green Bond Phase I 2022, meet the criteria as ERPA and have a positive impact on the environment through emission reduction, resource management, and renewable energy.



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Review Report by Environmental Expert

SDGs Hub of the University of Indonesia, as the Environmental Expert selected to review the Report on Bank BRI Green Bond, Phase I Year 2022 (Green Report) which includes some supporting data regarding the issuer of Bank BRI Phase I Green Bond I Year 2022. Environmental Experts have competency experience and relevant certificates in environmentally sound activities (attached-Appendix I).

Management Responsibilities

Management's responsibility for the preparation and presentation of the Green Bond Report 2024 is following Bank BRI's Green Bond Framework.

Responsibilities of Environmental Experts

The responsibility of the Environmental Expert is to review the Green Bond Report and several other supporting documents following the provisions of the Financial Services Authority Regulation Number 60 of 2017 ("POJK 60") Article 10 Paragraph 1. The review that we carry out includes the suitability of the implementation of the selection of Environmentally Friendly Business Activities projects ("KUBL") as stated in the Green Bond Framework, distribution of proceeds from the 2022 Green Bond issuance to selected KUBL projects, and the availability of environmental impact estimates from the financed KUBL project. 100% of the proceeds from the issuance of the Green Bond Phase I 2022 have been allocated and reported in the Green Bond Report Phase I 2022, and there has been no change to the projects financed. Environmental experts only review the environmental impacts contained in the 2022 Green Bond Report compiled by the Team at Bank BRI, based on data provided by recipients of the 2022 Phase I Green Bond issuance funds.

Review results

Based on the review that has been done, it can be concluded:

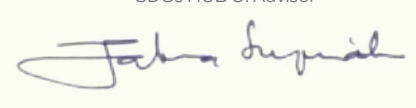
1. The selection of environmentally friendly business activities (KUBL) projects in the distribution of proceeds from the 2022 Green Bond issuance is following the Green Bond Framework.
2. The proceeds from Sustainable Green Bond I Phase I 2022 have remained 100% unchanged from their original allocation, funding two approved KUBL. Of the total allocation, 85.85% was used for refinancing projects aligned with ERPA criteria, specifically in Renewable Energy and Sustainable Management of Natural Resources & Land Use, while 14.15% was allocated for refinancing social activities. This allocation complies with OJK Regulation No. 60/2017, which mandates that at least 70% of Green Bond proceeds be directed toward KUBL projects and up to 30% toward social activities.
3. BRI has financed one renewable energy project, which is now fully operational. The selected indicators align with the previously established KUBL criteria. Additionally, the estimated greenhouse gas (GHG) emission reductions have been calculated in accordance with best practices for measuring avoided emissions from renewable energy projects.
4. Projects under this category are required to obtain relevant environmental certifications based on industry standards. The impact report confirms that the funded projects have secured one ISPO) and one RSPO certification, demonstrating compliance with sustainability principles.
5. The social impact of the Green Bond proceeds includes the creation of approximately 3,100 new jobs across Indonesia through MSME initiatives. Additionally, BRI's People's Business Credit Program (KUR), aimed at supporting the growth of non-bankable microenterprises, has facilitated the creation of an estimated ±890 additional jobs across various regions in Indonesia.
6. The impact report for KUBL and social initiatives has been aligned with the SDGs (refer to Pages 5 and 6 for further details).

Jakarta, January 30, 2025

SDGs HUB UI Coordinator


SDGS HUB UI
SUSTAINABLE DEVELOPMENT GOALS HUB
UNIVERSITY OF INDONESIA
Dr. Triatko Nurlambang

SDGs HUB UI Advisor


Prof. Dr. Jatna Supriatna, M.Sc

Appendix II

Usage of Proceeds from Issuance

Proceeds Flow

BRI has allocated 100% of the proceeds from the issuance of Bank BRI Green Bond, Phase I Year 2022 to finance KUBL projects in accordance with Financial Services Authority (OJK) Regulation No. 60/POJK.04/2017. The proceeds obtained are intended for the refinancing of several projects already present in BRI's financing portfolio that deliver environmental and social benefits. These projects include:

Green Category	Project Types	Percentage Allocation of Proceeds	Project Value (IDR Billion)
Renewable Energy	Hydro Power Plant	77.84%	1,948.49
Management of Biodiversity and Sustainable Land Use	Financing for Sustainable and Environmentally Friendly Oil Palm Plantation Investments	8.01%	200.50

Social Category	Project Types	Percentage Allocation of Proceeds	Project Value (IDR Billion)
Employee Generation	Employee Generation in the MSME segment	10.45%	261.48
Socio-economic improvement and empowerment	Development of non-bankable micro businesses	3.70%	92.62

Environmental Benefits of Financed Projects

All Green Sector projects have positive environmental impacts, as per the indicators predefined by Bank BRI. These indicators are obtained through a consistent identification and calculation process in accordance with established best practices. Projects financed through the issuance of BRI Green Bond Phase I 2022 comply with OJK Regulation No. 60/POJK.04/2017 and contribute to the achievement of the Sustainable Development Goals ("SDGs"). The following is a summary of environmental benefits in 2023 from projects financed by the proceeds of the issuance of BRI Green Bond Phase I 2022.

Indicators	Hydropower Plant	Financing of Palm Oil Land Investment with environmentally friendly and sustainable production processes
Renewable Energy Generated	1,669,000 MWh	N.A
Avoidable GHG Emissions	917,950 Ton CO ₂ e	N.A
Possessing environmental certifications as required for sustainable purposes within the respective industry	N.A	Having ISPO or RSPO certification



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Green Bond Phase II

Introduction

BRI is strongly committed to integrating sustainability principles into its business strategy, focusing not only on financial performance but also on environmental sustainability, social well-being, and national economic growth. The Bank recognizes that advancing sustainable finance will have a far-reaching impact on Indonesia's economy and directly benefit communities. As part of this commitment, BRI continues to drive the implementation of Sustainable Finance Action Plan (RAKB) programs to support the Sustainable Development Goals (SDGs). This initiative aligns with BRI's 2025 vision to become **"The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion."**

As a demonstration of its dedication to sustainable economic growth, BRI actively increases its financing to green sectors that generate positive environmental impacts (green financing) and to businesses that promote social well-being (social financing). Additionally, BRI strictly avoids financing businesses involved in illegal logging, drug trafficking, labor and child exploitation, human rights violations, money laundering, destruction of prehistoric sites, illegal wildlife trade, illegal fishing, and any other activities that violate Indonesian law.

Bond issuance serves as an alternative funding source for BRI's financing activities, including the Sustainable Green Bond I Phase II Year 2023. The proceeds from this issuance have been allocated for refinancing both green and social sectors. The 2023 Green Bond issuance is part of BRI's Sustainable Public Offering (PUB) of Green Bonds I, with a total issuance limit of IDR 15 trillion.

Issuance Details

In 2023, BRI issued the Green Bond I Bank BRI Phase II for the year 2023 with an emission value of IDR 6 trillion, recording an oversubscription of 2.63 times.

Summary of Bond Transactions

Name	Green Bonds I Bank BRI Phase II Year 2023					
PUB	IDR 6 trillion					
Series	Tenor	Listing Date	Due Date	Coupon	Value	Status
A	370 days	October 17, 2023	October 27, 2024	6.10%	IDR 1,35 trillion	Mature
B	2 Years	October 17, 2023	October 17, 2025	6.35%	RP 4,15 trillion	Eksisting
C	3 Tahun	October 17, 2023	October 17, 2026	6.30%	IDR 0,50 trillion	Eksisting
Rating	idAAA (Pefindo)					
Listing	Indonesia Stock Exchange					

Summary of the Framework

BRI has formulated the framework for the Green Bond I before its issuance in July 2022. To ensure the framework's compliance with applicable regulations and standards, BRI collaborated with the Sustainable Development Goals Hub at the University of Indonesia (SDGs UI) to obtain a Second Party Opinion. The issuance of BRI's Green Bond in Indonesian Rupiah is conducted in accordance with the Financial Services Authority Regulation No. 60/POJK.04/2017 concerning the Issuance and Requirements of Environmentally Friendly Debt Securities ("Green Bond") (POJK 60). The structured framework encompasses four main focuses, including the Use of Proceeds, Process for Project Evaluation & Selection, Management of Proceeds, and Reporting.

Use of Proceeds

A minimum of 70% financing for environmentally friendly business activities (KUBL)

A maximum of 30% financing for other general activities, such as the micro sector, health, and social initiatives

Environmentally Friendly Business Activities (KUBL)

Activities

- Renewable energy
- Energy efficiency
- Pollution prevention & control
- Biological resources management & sustainable land use
- Land & water biodiversity conservation
- Environmentally friendly transportation

Activities

- Sustainable water & waste water management
- Climate change adaptation
- Environmental efficiency
- Environmentally friendly building
- Other environmentally friendly business activities

Project Evaluation and Selection Process



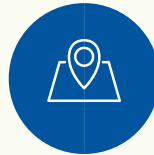
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Green Bond Phase II

Pengelolaan Dana

- Proceeds from the issuance will be managed collectively and then allocated to KUBL, with a minimum allocation of 70%;
- The creation of a special account or separate records in the financial statements and sustainability reports;
- Assets allocated for financing purposes will be actively managed, both individually and as part of a portfolio;
- If there are assets that are not relevant to the framework or have discontinued financing, they will be redirected to other assets;
- Proceeds pending realization may be placed in safe and liquid financial instruments;

Reporting

Allocation Reporting

BRI reports the allocation of proceeds periodically, at least once a year, within one year after the issuance, and whenever there is a material change in KUBL, accompanied by a review report by environmental experts.

Impact Reporting

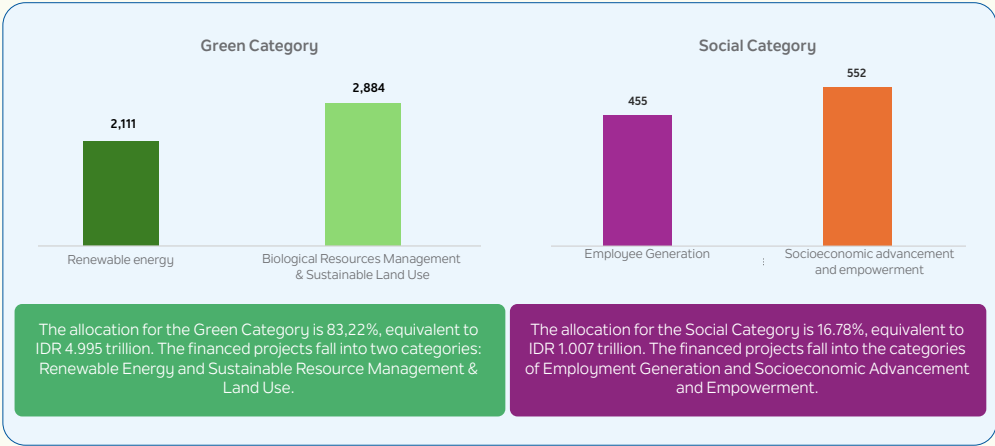
BRI issues periodic reports on the impact of projects/assets financed to the extent that it can be practically calculated and measured in accordance with the environmental expert review.

Allocation Report

As of the reporting period ending December 31, 2024, BRI has fully allocated the proceeds from the issuance of Sustainable Green Bond I Phase II Year 2023. The funds were utilized for refinancing existing projects within BRI's financing portfolio that deliver both environmental and social benefits. In accordance with POJK No. 60/POJK.04/2017 on the Issuance and Requirements for Green Debt Securities (Green Bonds) and aligned with BRI's Green Bond Framework, the Bank conducted a rigorous selection and evaluation process to ensure that the financed projects comply with the eligible sectors defined in the framework.

A total of 83.22% of the proceeds was allocated to green financing, supporting environmentally sustainable activities, while 16.78% was directed toward social financing. The detailed allocation breakdown is provided as follows:

Eligible Sectors	Financing Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Renewable Energy	Refinancing	2,111	35.18
Biological Resources Management & Sustainable Land Use	Refinancing	2,884	48.04
Employment Generation	Refinancing	455	7.58
Socioeconomic advancement and empowerment	Refinancing	552	9.19





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Green Bond Phase II

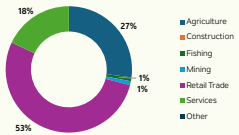
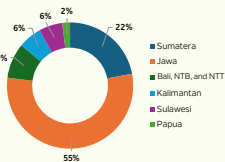
Impact

Referring to the Bank BRI Green Bond Phase II framework, in 2023, the environmental and social impacts are in accordance with the qualified sectors, namely:

Green Categories

Eligible Sectors	Alignment with SDGs	% of Eligible Assets	Project Type	Brief Description & Impact Indicators
Renewable Energy	 	42.27%	Hydro Power Plant	Estimated environmental impact generated: - Renewable energy produced per year: 1,134,272 MWh. - Avoided GHG emissions per year: 1,054,873 TonCO₂eq. Proyek yang dibiayai adalah sebanyak 1 (satu) dan telah beroperasi.
Biological Resources Management & Sustainable Land Use	 	57.73%	Financing for Sustainable and Environmentally Friendly Oil Palm Plantation Investments	BRI has financed sustainable oil palm plantation projects that adopt the best domestic and global practices and standards in responsible palm oil production, namely having two certifications, namely RSPO and ISPO certification.

Green Categories

Eligible Sectors	Alignment with SDGs	Brief Description & Impact Indicators
Employee Generation (Kupedes Credit)		Employee generation opportunities in the MSME segment, with an estimated total of ± 4,000 new jobs distributed across Indonesia. Kupedes Distribution by Sector  Kupedes Distribution by Region 

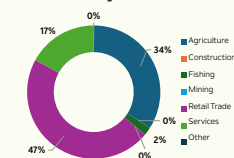
Eligible Sectors Alignment with SDGs Brief Description & Impact Indicators

Socioeconomic advancement and empowerment

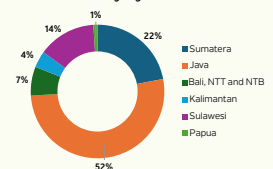


KUR program is intended to support the development of non-bankable Micro businesses and is estimated to create more than ±7,000 jobs in various regions of Indonesia.

KUR distribution by sector



KUR Distribution by Region



Conclusion

The Impact Report on BRI Green Bond I Phase II in 2023 demonstrates the commitment and realization of sustainable finance implementation in line with the United Nations Sustainable Development Goals, particularly points 7, 8, 10, 12, and 13. BRI continues to encourage active participation from all relevant parties to support and advance the national economy through the implementation of sustainable finance.

The issuance of BRI Green Bond I Phase II in 2023 is part of the Sustainable Public Offering (PUB) amounting to IDR15 trillion, which was positively responded to by investors, marked by an oversubscription of 2.63 times.

BRI has also undergone external review by environmental experts, stating that at least 70% (actual: 83.22%) of the activities financed by green bonds have met the criteria as environmentally friendly business activities (KUBL) and have a positive impact on the environment, in accordance with the previously established framework. This confirms the credibility of BRI Green Bond's compliance and commitment to meeting Green Bond requirements.



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Appendix I

External Report Review

SDGs Hub, University of Indonesia, as the Environmental Expert chosen to review the Bond Report I BRI Bank Phase II 2023, which includes several supporting data related to the issuance of Sustainable Bonds I BRI Bank Phase II 2023. External Review has relevant experience and diploma competencies in environmentally friendly activities (attached-Attachment I).

Management Responsibilities

Management's responsibility for the preparation and presentation of the Green Bond Report Phase II 2023 is following Bank BRI's Green Bond Framework.

External Review Responsibility

The External Reviewer's responsibility is to review the Green Bond annual report and several other supporting documents following the provisions of the Financial Services Authority Regulation Number 60 of 2017 ("POJK 60") Article 10 Paragraph 1. The review that we carry out includes the suitability of the implementation of the selection of Environmentally Friendly Business Activities projects ("KUBL") as stated in the Green Bond Framework, distribution of proceeds from the 2022 Green Bond issuance to selected KUBL projects, and the availability of environmental impact estimates from the financed KUBL project. 100% of the proceeds from the issuance of the Green Bond Phase II 2023 have been allocated and reported in the Green Bond Report Phase II 2023, and there has been no change to the projects financed. Environmental experts only review the environmental impacts contained in the 2022 Green Bond Report compiled by the Team at Bank BRI, based on data provided by recipients of the 2023 Phase II Green Bond issuance funds.

Review results

Based on the review that has been done, it can be concluded:

1. The selection of KUBL projects in the distribution of proceeds from the 2023 Green Bond issuance is following the Green Bond Framework.
2. The proceeds from the issuance of Green Bond I Phase II 2023, 100% have not changed from the funds that have been allocated to finance the two KUBL sectors that have been approved, where 83.22 percent is for refinancing according to KUBL, namely and 16.78 percent for refinancing social activities, with a total percentage of fund allocation of 100%, where the KUBL allocation fund is IDR 4,995 trillion, and social is IDR 1,007 trillion, this is in accordance with the information on Page 4 of the Impact Report.
3. BRI has financed one renewable energy project, which is now fully operational. The selected indicators align with the previously established KUBL criteria. Additionally, the estimated greenhouse gas (GHG) emission reductions have been calculated in accordance with best practices for measuring avoided emissions from renewable energy projects.
4. Projects under this category are required to obtain relevant environmental certifications based on industry standards. The impact report confirms that the funded projects have secured one ISPO and one RSPO certification, demonstrating compliance with sustainability principles.
5. The social impact of the Green Bond proceeds includes the creation of approximately ±4,000 new jobs across Indonesia through MSME initiatives. Additionally, BRI's People's Business Credit Program (KUR), aimed at supporting the growth of non-bankable microenterprises, has facilitated the creation of an estimated ±7,000 additional jobs across various regions in Indonesia.
6. The impact report for KUBL and social initiatives has been aligned with the SDGs (refer to Pages 5 and 6 for further details).

Jakarta, January 30, 2025

SDGs HUB UI Coordinator


SDGs HUB UI
 SUSTAINABLE DEVELOPMENT GOALS HUB
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 Dr. Triatko Nurlambang, MA

SDGs HUB UI Advisor


 Prof. Dr. Jatna Supriatna, M.Sc



Appendix II

Usage of Proceeds from Issuance

Proceeds Flow

BRI has fully allocated the proceeds from the issuance of Sustainable Green Bond I Phase II Year 2023 to finance Eligible Green and Social KUBL Projects KUBL in accordance with POJK No. 60/POJK.04/2017. The funds were utilized for refinancing existing projects within BRI's financing portfolio that generate both environmental and social benefits, including:

Green Category	Project Types	Percentage Allocation of Proceeds	Project Value (IDR Billion)
Renewable Energy	Hydro Power Plant	35.18%	2,111,412,477,351
Management of Biodiversity and Sustainable Land Use	Financing Investment in Oil Palm Land with Environmentally Friendly and Sustainable Production Processes	48.04%	2,883,519,843,750
Social Category	Project Types	Percentage Allocation of Proceeds	Project Value (IDR Billion)
MSME Support	Employment Generation in the MSME segment	16.78%	1,006,822,822,556

Environmental Benefits of Financed Projects

All Green Sector projects have positive environmental impacts, as per the indicators predefined by Bank BRI. These indicators are obtained through a consistent identification and calculation process in accordance with established best practices. Projects financed through the issuance of BRI Green Bond Phase II 2023 comply with OJK Regulation No. 60/POJK.04/2017 and contribute to the achievement of the Sustainable Development Goals ("SDGs").

The following is a summary of environmental benefits in 2023 from projects financed by the proceeds of the issuance of BRI Green Bond Phase II 2023:

Indicators	Hydro Power Plant	Financing of Palm Oil Land Investment with environmentally friendly and sustainable production processes
Renewable Energy Generated	1,134,272	N.A
Avoidable GHG Emissions	1,054,873	N.A
Possessing environmental certifications as required for sustainable purposes within the respective industry	N.A	Having ISPO or RSPO certification

Green Bond Phase III

Introduction

BRI is strongly committed to integrating sustainability principles into its business strategy, focusing not only on financial performance but also on environmental sustainability, social well-being, and national economic growth. The Bank recognizes that advancing sustainable finance will have a far-reaching impact on Indonesia's economy and directly benefit communities. As part of this commitment, BRI continues to drive the implementation of Sustainable Finance Action Plan (RAKB) programs to support the Sustainable Development Goals (SDGs). This initiative aligns with BRI's 2025 vision to become **"The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion."**

As a demonstration of its dedication to sustainable economic growth, BRI actively increases its financing to green sectors that generate positive environmental impacts (green financing) and to businesses that promote social well-being (social financing). Additionally, BRI strictly avoids financing businesses involved in illegal logging, drug trafficking, labor and child exploitation, human rights violations, money laundering, destruction of prehistoric sites, illegal wildlife trade, illegal fishing, and any other activities that violate Indonesian law.

Bond issuance serves as an alternative funding source for BRI's financing activities, including the Sustainable Green Bond I Phase III Year 2024. The proceeds from this issuance have been allocated for refinancing both green and social sectors. The 2023 Green Bond issuance is part of BRI's Sustainable Public Offering (PUB) of Green Bonds I, with a total issuance limit of IDR 15 trillion.

Issuance Details

In 2024, BRI issued the Green Bond I Bank BRI Phase III for the year 2024 with an emission value of IDR 4 trillion, recording an oversubscription of 1.64 times.

Summary of Bond Transactions

Name	Green Bonds I Bank BRI Phase III Year 2024					
PUB	IDR 4 trillion					
Series	Tenor	Listing Date	Due Date	Coupon	Value	Status
A	370 days	March 20, 2024	March 30, 2025	6.15%	IDR 1.23 trillion	Eksisting
B	2 Years	March 20, 2024	March 20, 2026	6.25%	IDR 879 billion	Eksisting
C	3 Years	March 20, 2024	March 20, 2027	6.25%	IDR 382 billion	Eksisting
Rating	idAAA (Pefindo)					
Listing	Indonesia Stock Exchange					

Summary of the Framework

BRI has formulated the framework for the Green Bond I before its issuance in July 2022. To ensure the framework's compliance with applicable regulations and standards, BRI collaborated with the Sustainable Development Goals Hub at the University of Indonesia (SDGs UI) to obtain a Second Party Opinion. The issuance of BRI's Green Bond in Indonesian Rupiah is conducted in accordance with the Financial Services Authority Regulation No. 60/POJK.04/2017 concerning the Issuance and Requirements of Environmentally Friendly Debt Securities ("Green Bond") (POJK 60). The structured framework encompasses four main focuses, including the Use of Proceeds, Process for Project Evaluation & Selection, Management of Proceeds, and Reporting.

Use of Proceeds

A minimum of 70% financing for environmentally friendly business activities (KUBL)

A maximum of 30% financing for other general activities, such as the micro sector, health, and social initiatives

Environmentally Friendly Business Activities (KUBL)

Activities

- Renewable energy
- Energy efficiency
- Pollution prevention & control
- Biological resources management & sustainable land use
- Land & water biodiversity conservation
- Environmentally friendly transportation

Activities

- Sustainable water & waste water management
- Climate change adaptation
- Environmental efficiency
- Environmentally friendly building
- Other environmentally friendly business activities

Project Evaluation and Selection Process



Identification



Pre-screening



Review



Allocation

Green Bond Phase III

Management of Proceeds

- Proceeds from the issuance will be managed collectively and then allocated to KUBL, with a minimum allocation of 70%;
- The creation of a special account or separate records in the financial statements and sustainability reports;
- Assets allocated for financing purposes will be actively managed, both individually and as part of a portfolio;
- If there are assets that are not relevant to the framework or have discontinued financing, they will be redirected to other assets;
- Proceeds pending realization may be placed in safe and liquid financial instruments.

Reporting

Allocation Reporting

BRI reports the allocation of proceeds periodically, at least once a year, within one year after the issuance, and whenever there is a material change in KUBL, accompanied by a review report by environmental experts.

Impact Reporting

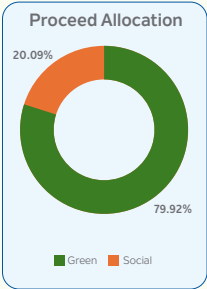
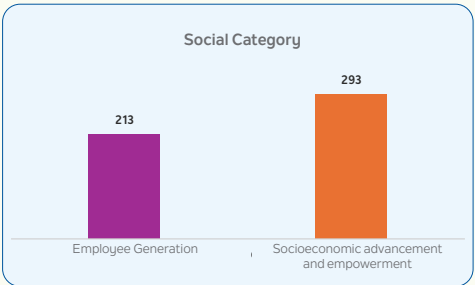
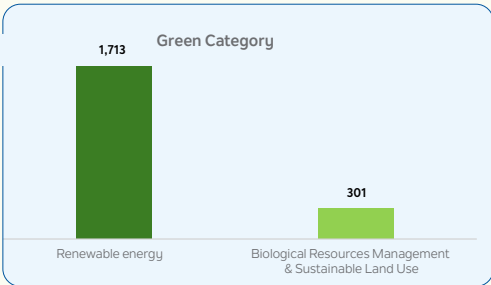
BRI issues periodic reports on the impact of projects/assets financed to the extent that it can be practically calculated and measured in accordance with the environmental expert review.

Allocation Report

As of the reporting period ending December 31, 2024, BRI has fully allocated the proceeds from the issuance of Green Bond I Phase III Year 2024. The funds were utilized for refinancing existing projects within BRI's financing portfolio that deliver both environmental and social benefits. In accordance with POJK No. 60/POJK.04/2017 on the Issuance and Requirements for Green Debt Securities (Green Bonds) and aligned with BRI's Green Bond Framework, the Bank conducted a rigorous selection and evaluation process to ensure that the financed projects comply with the eligible sectors defined in the framework.

A total of 80.10% of the proceeds was allocated to green financing, supporting environmentally sustainable activities, while 19.90% was directed toward social financing. The detailed allocation breakdown is provided as follows:

Eligible Sectors	Financing Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Renewable Energy	Refinancing	1,713	67,96%
Biological Resources Management & Sustainable Land Use	Refinancing	301	11,96%
Employment Generation	Refinancing	213	8,45%
Socioeconomic advancement and empowerment	Refinancing	293	11,64%



Green Bond Phase III

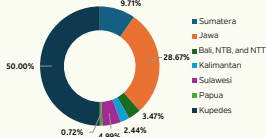
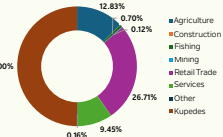
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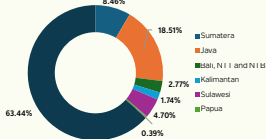
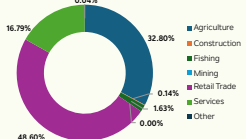
Referring to the Bank BRI Sustainable Green Bond Phase III framework, in 2024, the environmental and social impacts are in accordance with the qualified sectors, namely.

Green Categories

Eligible Sectors	Alignment with SDGs	% of Eligible Assets	Project Type	Brief Description & Impact Indicators
Renewable Energy	 	67.96%	Hydro Power Plant	Estimated environmental impact generated: - Renewable energy produced per year: 1,669,000 MWh. - Avoided GHG emissions per year: 917,950 TonCO₂eq Of the 2 (two) projects financed, one project has been operational and the other project is planned to be operational in 2025.
Biological Resources Management & Sustainable Land Use	 	57.73%	Financing for Sustainable and Environmentally Friendly Oil Palm Plantation Investments	BRI has financed a sustainable oil palm plantation project that adopts the best domestic and global practices and standards in responsible palm oil production, namely possessing ISPO or RSPO certification.

Social Categories

Eligible Sectors	Alignment with SDGs	Brief Description & Impact Indicators
Employee Generation (Kupedes Credit)		Creating job opportunities in the MSME segment, with an estimated total of ± 2,922 new job. Kupedes Distribution by Region  Kupedes Distribution by Sector 

Eligible Sectors	Alignment with SDGs	Brief Description & Impact Indicators
Socioeconomic advancement and empowerment	 	The Kredit Usaha Rakyat (KUR) program is intended to support the development of non-bankable micro businesses. The businesses refinanced from the proceeds of the Green Bond Phase I issuance are estimated to create more than ±3,653 jobs in various regions in Indonesia. KUR Distribution by Region  KUR distribution by sector 

Conclusion

The Impact Report on BRI Green Bond I Phase III in 2024 demonstrates the commitment and realization of sustainable finance implementation in line with the United Nations Sustainable Development Goals, particularly points 7, 8, 10, 12, and 13. BRI continues to encourage active participation from all relevant parties to support and advance the national economy through the implementation of sustainable finance.

The issuance of BRI Green Bond I Phase III in 2024 is part of the Sustainable Public Offering (PUB) amounting to IDR15 trillion, which was positively responded to by investors, marked by an oversubscription of 1.64 times.

BRI has also undergone external review by environmental experts, stating that at least 70% (actual: 79.91%) of the activities financed by green bonds have met the criteria as environmentally friendly business activities (KUBL) and have a positive impact on the environment, in accordance with the previously established framework. This confirms the credibility of BRI Green Bond's compliance and commitment to meeting Green Bond requirements.



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External Report Review

SDGs Hub, University of Indonesia, as the Environmental Expert chosen to review the Sustainable Environmental Bond Report I BRI Bank Phase III 2024, which includes several supporting data related to the issuance of Sustainable Bonds I BRI Bank Phase III 2024. External Review has relevant experience and diploma competencies in environmentally friendly activities (attached-Attachment I).

Management Responsibilities

Management's responsibility for the preparation and presentation of the Green Bond Phase III 2024 is following Bank BRI's Green Bond Framework.

Tanggung Jawab Ahli Lingkungan

The responsibility of the Environmental Expert is to review the Green Bond Report and several other supporting documents in accordance with the provisions of POJK No. 60 of 2017. The review we conducted includes the suitability of the implementation of the selection of environmentally friendly business activities ("KUBL") projects as stated in the Green Bond Framework and POJK 60 of 2017. Although POJK No. 18 of 2023 has been issued, replacing POJK 60 of 2017, Issuers who have issued Environmentally Conscious Debt Securities before POJK 18 of 2023 comes into effect, still follow the provisions as stipulated in POJK No. 60/POJK.04/2017 concerning the Issuance and Requirements of Environmentally Conscious Debt Securities (Green Bonds). Distribution of funds from the issuance of Green Bond I Phase III 2024 to selected KUBL projects, and the availability of environmental impact estimates from the financed KUBL projects. The proceeds from the issuance of Green Bond I Phase III 2024 have been allocated 100% and reported in the Green Bond Report 2024 and there are no changes to the financed projects. We only reviewed the environmental impacts contained in the Green Bond Report Phase III 2024 for the 2024 impact reporting prepared by the Team at Bank BRI, based on data provided by the recipients of the Green Bond I Phase III 2024 issuance funds.

Review Results

Based on the review that has been done, it can be concluded:

1. The selection of KUBL projects in the distribution of funds from the issuance of Green Bond I Phase III 2024 for the 2024 reporting year is in accordance with the Green Bond Framework.
2. The funds from the issuance of Green Bond I Phase III 2024, 100% have not changed from the funds that have been allocated to finance the two approved KUBL sectors, where 79.91% is for refinancing according to KUBL, which is IDR 2.01 trillion and 20.09% for refinancing social activities of IDR 506 billion, with a total percentage of fund allocation of 100%.
3. There are 2 renewable energy projects that have been funded; 1 is not yet operational and 1 is already operational. The calculation of the estimated impact uses the Emission Factor in the 2019 ESDM Regulation concerning Electricity. The indicators used are in accordance with the KUBL previously determined by Bank BRI. Indicator 1 is the power generated from renewable energy, namely 1,669,000 MWh and 1,134,272 MWh (Page 4 of the 2024 Impact Report) and Indicator 2 is the Greenhouse Gas Emissions that have been successfully avoided from the Company's project locations funded in Central Sulawesi and Sumatra, namely using the Central Sulawesi Paposta Grid of 0.55 with emissions that can be avoided are 917,950 tons of CO₂eq and projects funded in Sumatra with an emission factor of 0.93 with an estimated Greenhouse Gas Emissions that can be avoided are 1,054,872.96 tons of CO₂eq, so the total is 1,972,822.96 tons of CO₂eq. This is in accordance with the impact report on page 8.
4. The Sustainable Natural Resources and Land Management Project with indicators of having environmental certification according to the type of industry required for sustainable purposes, in the impact report 2 companies that have ISPO and RSPO certificates have been listed.
5. Related to the calculation of the impact of social activities creating MSME jobs, namely employing an estimated 2,922 jobs spread throughout Indonesia, and the People's Business Credit Program (KUR) activities are intended to support the development of non-bankable Micro businesses and are estimated to create more than ± 3,653 jobs in various regions of Indonesia.
6. The impact report on the issuance of Sustainable Environmentally Conscious Bonds I Bank BRI Phase III in 2024 has shown commitment and realization of the implementation of sustainable finance in line with the United Nation Sustainable Development Goals, especially points 7, 8, 10, 12 and 13.

Jakarta, January 30, 2025

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Appendix II

Usage of Proceeds from Issuance

Proceeds Flow

BRI has fully allocated the proceeds from the issuance of Sustainable Green Bond I Phase III Year 2024 to finance Eligible Green and Social Projects (KUBL) in accordance with POJK No. 60/POJK.04/2017. The funds were utilized for refinancing existing projects within BRI's financing portfolio that generate both environmental and social benefits, including:

Green Category	Project Types	Percentage Allocation of Proceeds	Project Value (IDR Billion)
Renewable Energy	Hydropower Plant	67.96%	1,712,786,881,079
Management of Biodiversity and Sustainable Land Use	Financing Investment in Oil Palm Land with Environmentally Friendly and Sustainable Production Processes	11.96%	301,420,200,563
Social Category	Project Types	Percentage Allocation of Proceeds	Project Value (IDR Billion)
MSME Support	Employment Generation in the MSME segment	20.09%	506,234,119,953

Environmental Benefits of Financed Projects

All Green Sector projects have positive environmental impacts, as per the indicators predefined by Bank BRI. These indicators are obtained through a consistent identification and calculation process in accordance with established best practices. Projects financed through the issuance of BRI Green Bond Phase III 2024 comply with OJK Regulation No. 60/POJK.04/2017 and contribute to the achievement of the Sustainable Development Goals ("SDGs").

The following is a summary of environmental benefits in 2024 from projects financed by the proceeds of the issuance of BRI Green Bond Phase III 2024.

Indicators	Hydropower Plant	Financing of Palm Oil Land Investment with environmentally friendly and sustainable production processes
Renewable Energy Generated	1,669,000 MWh and 1,134,272 MWh	N.A
Avoidable GHG Emissions	917,950 tons of CO ₂ eq and 1,054,873 tons CO ₂ eq./year	N.A
Possessing environmental certifications as required for sustainable purposes within the respective industry	N.A	Having ISPO or RSPO certification



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Medium Term Notes Bank BRI Year 2022

Introduction

Since its establishment in 1895, PT Bank Rakyat Indonesia (Persero) Tbk ("Bank BRI") has been a key driver of the Indonesian economy, particularly in the micro, small, and medium-sized enterprise (MSME) segment. BRI continues to contribute to improving the welfare of the community by supporting government policies to ensure financial literacy, especially financial inclusion, in order to achieve social and economic resilience. BRI's commitment to this is reflected in its vision for 2025 to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion." Providing services to communities that are not yet fully digitized, especially in the three special 3T Regions (Frontier, Outermost, and Deprived), requiring special attention to enhance financial literacy, is one of the strategies consistently pursued by BRI.

As a manifestation of BRI's role in developing sustainable financial practices, BRI has launched financing policies considering Environmental, Social, and Governance (ESG) aspects. In order to promote financial inclusion, BRI strives to bring financial services closer to all layers of society. BRI currently has 627 thousand BRI-Link agents spread across more than 58 thousand villages.

With a focus on financial inclusion and new sources of growth, BRI completed the establishment of the Ultra Micro (UMi) holding in 2021. Its aim is to provide access to financial services to micro and ultra-micro communities in Indonesia. The ultra-micro holding was formed as an effort to provide sustainable and integrated services to all Indonesian citizens.

Issuance Details

In 2022, BRI issued Medium Term Notes Bank BRI Year 2022 with an emission value of IDR 5 trillion in 2 (two) series, namely Series A and Series B and all funds were used to distribute financing to the micro and ultra-micro segments. Currently, the MTN that still has outstanding is MTN series B of IDR 3 trillion with the following details:

Summary of Bond Transaction

Name	Bank BRI Medium Term Notes Year 2022					
PUB	IDR 5 trillion					
Series	Tenor	Listing Date	Due Date	Coupon	Value	Status
B	2 Years	November 24, 2022	November 24, 2024	6.60%	IDR 2 Trillion	Mature
C	3 Years	November 24, 2022	November 24, 2025	6.98%	IDR 3 Trillion	Eksisting
Rating	idAAA (Pefindo)					
Listing	Indonesia Stock Exchange					

Summary of the Framework

As stated in the Use of Proceeds section of the Information Memorandum for the Medium Term Notes Bank BRI 2022, the proceeds from the issuance of these securities are allocated for inclusive financing as defined in Bank Indonesia Regulation Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, as well as Regulation Number 24/3/PBI/2022 amending Bank Indonesia Regulation Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, and Member of the Board of Governors Regulation Number 24/6/PADG/2022 concerning the Implementation Regulation for Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, in accordance with prevailing laws and regulations. Inclusive financing refers to the provision of funds by the bank to MSMEs, MSME Corporations, and/or MSME Cooperatives in both local and foreign currencies.

Reporting

Allocation Reporting

BRI reports the allocation of proceeds periodically, at least once a year, within one year after the issuance accompanied by a review report by external experts who are competent in their fields.

Impact Reporting

BRI issues periodic reports on the impact of projects/assets financed to the extent that it can be practically calculated and measured practically according to the review of external experts who are competent in the field.



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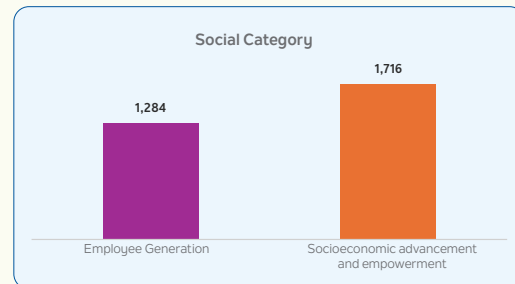
Medium Term Notes Bank BRI Year 2022

Allocation Report

As of the reporting period on December 31, 2022, BRI has allocated 100% of the proceeds from the issuance of the Medium Term Notes Bank BRI 2022. The funds obtained are designated for inclusive financing, as categorized in Bank Indonesia Regulation Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, and Regulation Number 24/3/PBI/2022 amending Bank Indonesia Regulation Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. The proceeds amounting to IDR 5 trillion are utilized for disbursing bank financing in the micro and ultra-micro business segments in November 2023. As of December 31, 2024, the proceeds to be reported in the allocation report are IDR 3 trillion in accordance with the current outstanding MTN.

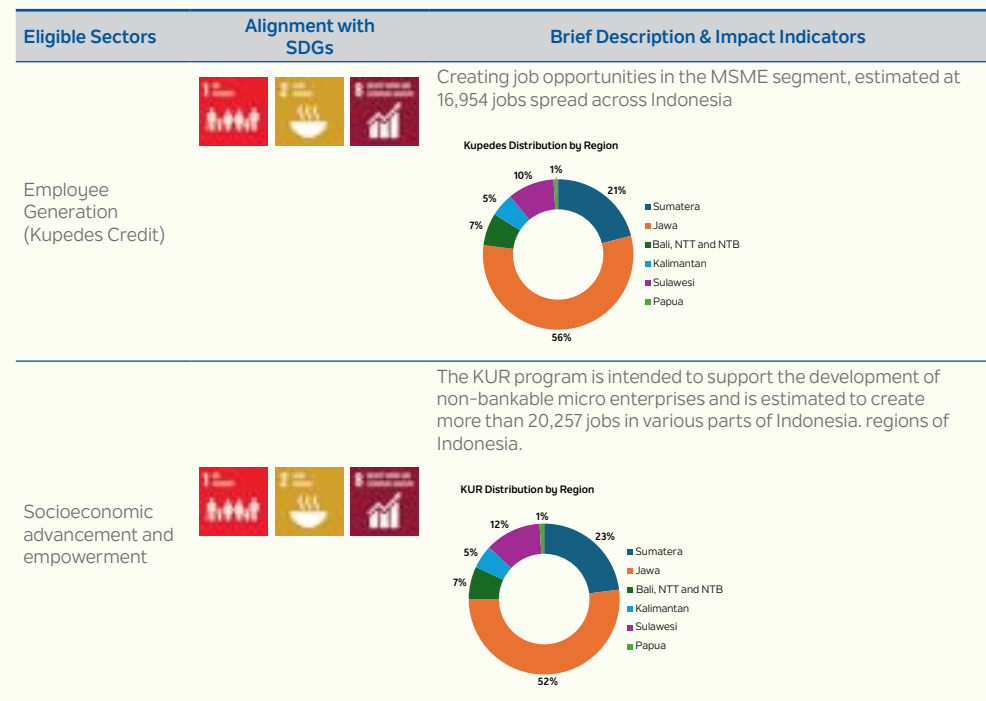
The allocation details are as follows:

Eligible Sectors	Financing Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Employment Generation	New Financing period November 2022	1,284	42.80%
Socioeconomic advancement and empowerment	New Financing period November 2022	1,716	57.20%



Impact

Based on the categories of inclusive financing stipulated in Bank Indonesia Regulation Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, and Bank Indonesia Regulation Number 24/3/PBI/2022 concerning Amendments to Bank Indonesia Regulation Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, the issuance of Bank BRI's Medium Term Notes in 2022 has social impacts based on eligible sectors, namely:



Conclusion

The Medium Term Notes report demonstrates the realization of BRI's commitment to enhancing sustainable financial inclusion in Indonesia, aligning with the goals of the Government and Regulators. BRI will strengthen collaboration with all relevant stakeholders in the allocation, utilization, and monitoring processes of the proceeds from the issuance of Medium Term Notes to continuously meet the criteria established in applicable regulations and standards.

The issuance of Medium Term Notes is one of BRI's endeavors to realize the vision of becoming the Champion of Financial Inclusion. BRI has also successfully attracted investor interest in the securities used for financial inclusion purposes.

BRI has obtained a review from external experts (SDGs-Hub University of Indonesia), stating that all proceeds from this issuance are exclusively used for inclusive financing and have a positive social impact on the development of community welfare.



Appendix I

External Report Review

SDGs Hub Universitas Indonesia is the External Review chosen to review the 2022 Bank BRI Medium Term Notes Report to ensure the suitability of the use of funds in the Information Memorandum, which includes several supporting data related to the issuance of Bank BRI Medium Term Notes. External Reviewers have relevant experience and diploma competencies in social and environmental activities (in attachment I).

Management Responsibilities

Management's responsibility for preparing and presenting the Bank BRI Report 2024 Medium Term Notes annual report is under the Bank BRI Medium Term Notes Memorandum Information.

External Responsibilities Review

The External Review's responsibility is to review the 2022 Bank BRI Medium Term Notes annual report and several other supporting documents according to the use or distribution of the 2022 Bank BRI Medium Term Notes (MTN) proceeds with an issuance value of IDR 5 trillion, and all proceeds are used for financing distribution to the micro and ultra-micro segments. Since 1 June 2020 with POJK 30/2019, MTN issuance must be submitted to the OJK. Based on this, our review includes compliance with the implementation of what is written in the Information Memorandum provided. Funds from the issuance of the 2022 Bank BRI MTN have allocated 100% of the funds from the issuance of the 2022 Bank BRI Medium Term Notes, namely Series A, amounting to 2 trillion Rupiah, and Series B, amounting to 3 trillion Rupiah, and there are no changes to the projects financed. We only conducted a review of the social and environmental impacts contained in the annual Medium Term Notes Bank BRI Report 2024 report prepared by the Team at Bank BRI.

Review results

Based on the review that has been done, it can be concluded:

1. The selection of sectors for the allocation of proceeds from BRI's 2022 Medium-Term Note (MTN) issuance has been carried out in accordance with the Information Memorandum.
2. The proceeds from the 2022 BRI Medium-Term Note issuance have remained fully allocated (100%) to fund the two approved sectors without any changes.
3. The Employment Generation sector, funded at 42.80% through new financing mechanisms, requires the calculation of its social and environmental impact. Impact assessments can adopt standard methodologies such as Social Return on Investment (SROI), Poverty and Social Impact Analysis (PSIA), Comparative Analysis, Cost-Benefit Analysis, or other methods in line with best practices. While this sector has already contributed to the creation of an estimated 16,594 jobs across Indonesia within the MSME segment through Kupedes-Micro Segment Credit, further attention is needed to assess its social impact.
4. The Socioeconomic Advancement and Empowerment sector (Micro KUR-Micro Segment), with 57.20% funding allocated through new financing mechanisms, has yet to record an impact assessment. Although it has contributed to the creation of more than 20,257 jobs in various regions across Indonesia, several indicators can be used to measure its impact, including: (a) community well-being and health, (b) education and literacy levels, (c) social inequality in terms of income, gender, and access for marginalized groups, (d) food security, (e) community participation, and (f) social security and justice.
5. The impact report for the Socioeconomic Advancement and Empowerment sector and the Employment Generation sector has been aligned with the Sustainable Development Goals (SDGs) (as detailed in Pages 4 and 5 of the MTN Report).

Jakarta, January 27, 2025

SDGs HUB UI Coordinator


SDGs HUB UI
SUSTAINABLE DEVELOPMENT GOALS HUB
UNIVERSITY OF INDONESIA
Dr. Triatko Nurlambang, MA

SDGs HUB UI Advisor


Prof. Dr. Jatna Supriatna, M.Sc



Appendix II

Utilization of Proceeds from the Issuance of Bank BRI Medium Term Notes 2022

Proceeds Flow

BRI has allocated 100% of the proceeds from the issuance of Bank BRI Medium Term Notes 2022. The proceeds obtained are designated for inclusive financing as categorized in Bank Indonesia Regulation Number 23/13/PBI/2021 regarding Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, and Bank Indonesia Regulation Number 24/3/PBI/2022 amending Bank Indonesia Regulation Number 23/13/PBI/2021 regarding Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. The proceeds of IDR5 trillion are utilized for the disbursement of bank financing in the micro and ultra-micro business segments in November 2023. As of December 31, 2024, the proceeds to be reported in the allocation report are IDR 3 trillion in accordance with the current outstanding MTN. The allocation details are as follows:

Sector (Eligible Category)	Loan Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Employment Generation	New Financing for November 2022	1,284	42.80%
Socioeconomic Advancement and Empowerment	New Financing for November 2022	1,716	57.20%

Social Benefits of Financed Projects

Based on the inclusive financing categories outlined in Bank Indonesia Regulation Number 23/13/PBI/2021 regarding Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, and Bank Indonesia Regulation Number 24/3/PBI/2022 amending Bank Indonesia Regulation Number 23/13/PBI/2021 regarding Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, the issuance of Bank BRI Medium Term Notes 2022 has social impacts based on eligible sectors, namely:

Sector (Eligible Category)	Estimated Social/Environmental Benefits
Employment Generation	Creating jobs in the MSME segment, estimated at 16,594 jobs distributed across various regions in Indonesia.
Socioeconomic Advancement and Empowerment	The People's Business Credit (KUR) program is intended to support the development of non-bankable Micro businesses and is estimated to create more than 20,257 jobs in various regions of Indonesia.



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Bank BRI Subordinated Bonds IV Year 2024

Introduction

PT Bank Rakyat Indonesia (Persero) Tbk was established in 1895 and has consistently been a key driver of Indonesia's economy, especially in the micro, small, and medium-sized enterprises (MSMEs) segment. BRI continues to strive to be at the forefront of improving societal well-being by supporting government policies related to increasing financial literacy to achieve national financial inclusion. BRI's dedication to the MSME segment is reflected in its 2025 vision to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion."

In developing sustainable financial practices, BRI is committed to supporting the financial needs of the community through BRI-Link Agents spread across Indonesia, especially in the 3T regions (Frontier, Outermost, and Deprived). The role of BRI-Link Agents has become increasingly significant in providing access and formal financial services, with BRI having 740 thousand agents in over 58 thousand villages as of the end of December 2024.

To promote financial inclusion and enhance the integration of financial services for the public, BRI is developing a hybrid bank, combining digitalization in banking while continuing to provide conventional services to bring financial services closer to all segments of society. This strategy further strengthens the Ultra Mikro holding formed to improve community access in remote Regions to sustainable and integrated banking products.

Issuance Details

In 2023, BRI issued Bank BRI Subordinated Bond IV Year 2023 with an issuance value of IDR 500 billion, and all proceeds are used for financing distribution to the micro and ultra-micro segments.

Summary of Bond Transaction

Name	Bank BRI Subordinated Bonds IV Year 2023				
PUB	IDR 500 Billion				
Series	Tenor	Listing Date	Due Date	Coupon	Dana
A	5 Years	July 6, 2023	July 6, 2028	6.45%	IDR 500 Billion
Rating	idAAA (Pefindo)				
Listing	Indonesia Stock Exchange				

Summary of the Framework

In accordance with the designated use of funds outlined in the Prospectus for Bank BRI's Subordinated Bonds IV 2023, the proceeds from the issuance of these securities are entirely earmarked specifically for Inclusive Financing. This includes financing for MSMEs, MSME Corporations, and/or Low-Income Individuals (PBR), in accordance with Bank Indonesia Regulation No. 23/13/PBI/2021 regarding Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.

Inclusive Financing refers to the provision of funds by the Bank for MSMEs, MSME Corporations, and/or Low-Income Individuals (PBR) in both local currency and foreign currency.

Reporting

Allocation Reporting

BRI reports the allocation of proceeds periodically, at least once a year, within one year after the issuance by external experts.

Impact Reporting

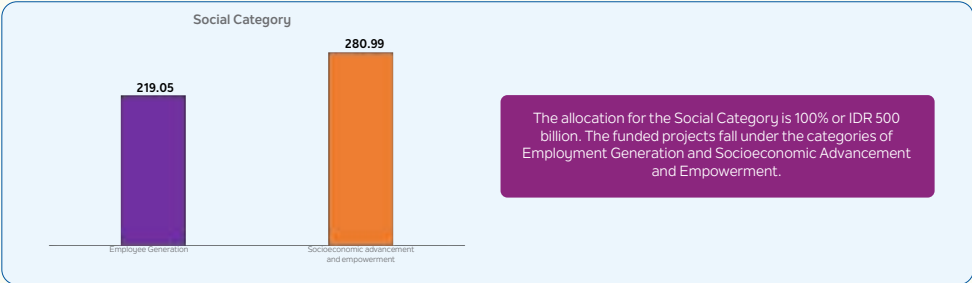
BRI issues periodic reports on the impact of projects/assets financed to the extent that it can be calculated and measured practically according to the review of external experts.

Obligasi Subordinasi IV Bank BRI Tahun 2024

Allocation Report

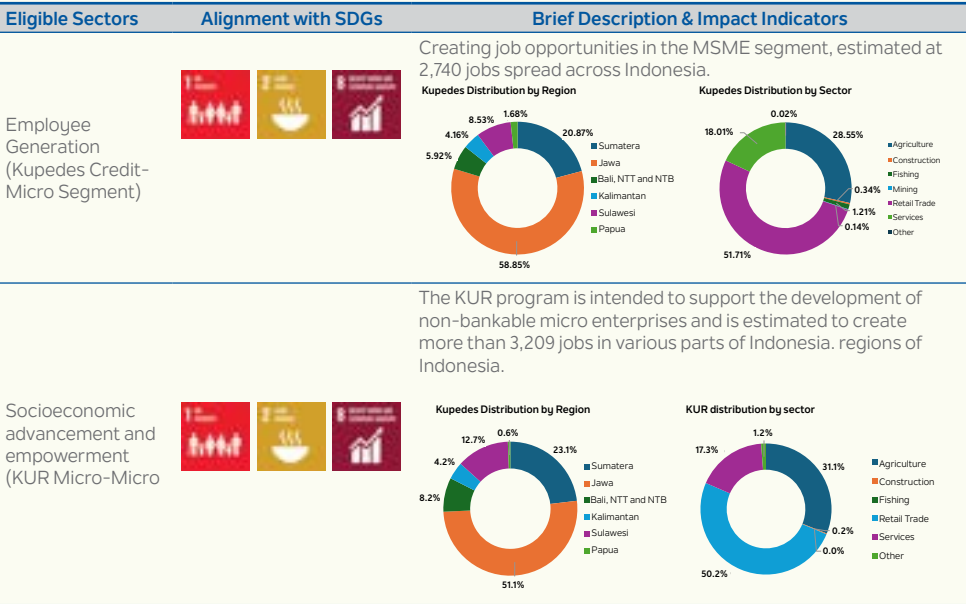
As of the reporting period on December 31, 2024, BRI has allocated 100% of the proceeds from the issuance of Bank BRI Subordinated Bonds IV, 2023. The obtained proceeds are designated for Inclusive Financing, following the provisions of Regulation No. 23/13/PBI/2021 on Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. The allocation details are as follows:

Sector (Eligible Category)	Loan Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Employment Generation	New Financing for Juli 2023	219.98	43.81%
Socioeconomic Advancement and Empowerment	New Financing for Juli 2023	280.98	56.19%



Impact

Based on the category of inclusive financing, such as financing for MSMEs, MSME Corporations, and/or Low-Income Individuals (PBR), in accordance with Bank Indonesia Regulation No. 23/13/PBI/2021, the issuance of Bank BRI Subordinated Bonds IV, 2023 has social impacts aligned with eligible sectors, namely:



Conclusion

BRI Subordinated Bonds 2024 Report is a manifestation of BRI's commitment to enhancing sustainable financial inclusion in Indonesia, aligning with the goals of the Government and Regulators. BRI will strengthen collaboration with all relevant stakeholders in the allocation, utilization, and monitoring processes of the proceeds from the Subordinated Bonds issuance, ensuring continued adherence to established criteria in regulations and applicable standards.

The issuance of Subordinated Bonds, besides fulfilling BRI's supplementary capital requirements, is also an effort by BRI to realize its vision of becoming "The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion." BRI has successfully attracted investor interest in the BRI Subordinated Bonds, evident from the oversubscription in the book building process, reaching 1.77 times.

BRI has received a review from external experts (SDGs-Hub Universitas Indonesia), stating that the entire proceeds from this issuance are exclusively used for inclusive financing and have positive social impacts on the development of community welfare.



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Appendix I

External Report Review

SDGs Hub University of Indonesia, as the External Reviewer chosen to review the 2023 Bank BRI Subordinated Bonds IV Report to ensure the suitability of the use of funds in the Prospectus, which includes several supporting data related to the issuance of 2023 Bank BRI Subordinated Bonds IV. The External Reviewer has relevant experience and diploma competencies in social and environmental activities (attachment I).

Management Responsibilities

Management's responsibility for preparing and presenting the 2024 Bank BRI Subordinated Bonds IV annual report is in accordance with the Bank BRI Subordination IV Bond Prospectus.

External Responsibilities Review

The responsibility of the External Review is to review the annual report of the 2023 Bank BRI Subordinated Bonds IV Report and several other supporting documents according to the funds obtained, which are intended for inclusive financing. Inclusive financing refers to provisions Number 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratios for Conventional General Banks, Sharia Commercial Banks, and Sharia Business Units. Inclusive financing is the provision of funds provided by the Bank for MSMEs, MSME Corporations, and/or PBR in Rupiah and Foreign Currency. Our review includes compliance with the implementation as written in the Prospectus. Funds from the issuance of BRI have allocated 100% of the proceeds from the issuance of 2023 Bank BRI Subordinated Bonds IV, and there are no changes to the projects financed. We only reviewed the social and environmental impacts in the 2024 Bank BRI Subordinated Bonds IV annual report prepared by the Team at Bank BRI.

Review results

Based on the review that has been done, it can be concluded:

1. The selection of sectors for the allocation of proceeds from the 2024 Subordinated Bonds IV Issuance by Bank BRI has been carried out in accordance with the Prospectus.
2. The proceeds from the 2023 Subordinated Bonds IV Issuance by Bank BRI amounting to IDR 500 billion have been fully allocated (100%) to fund the two approved sectors without any changes.
3. The Employment Generation sector, funded at 43.81% through new financing mechanisms as of July 2023, requires social and environmental impact assessments. The calculations may adopt established methodologies such as Social Return on Investment (SROI), Poverty and Social Impact Analysis (PSIA), Comparative Analysis, or Cost-Benefit Analysis, among other recognized methods. While this sector has contributed to the creation of an estimated 2,740 jobs across Indonesia—with the highest allocation through Kupedes in Java and the lowest in Papua—further attention is needed to evaluate the social impacts of this subordinated bond utilization as perceived by beneficiaries.
4. The Socioeconomic advancement and empowerment sector (Micro KUR-Micro Segment) with a new financing mechanism for the July 2023 period of 43.81% with the largest amount of KUR financing in Java and the smallest in Papua. The largest KUR sector is for Retail Trade, and the second largest is for Agriculture.
5. There is no record of impact calculation, although it has created more than 3209 jobs in various regions in Indonesia. There are several things that can be used as indicators such as: (a) Public welfare and health, (b) education and literacy levels, (c) levels of social inequality in terms of income, gender, and access for marginalized groups, (d) food security, (e) community participation, (f) security, and social justice.
6. The impact report for the Socioeconomic advancement and empowerment & Employment Generation sector has been aligned with the Sustainable Development Goals (SDGs) (Page 4 and 5).

Jakarta, January 27, 2025

SDGs HUB UI Coordinator


SDGs HUB UI
 SUSTAINABLE DEVELOPMENT GOALS HUB
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Appendix II

Usage of Proceeds from the Issuance of Bank BRI Subordinated Bonds 2023

Proceeds Flow

BRI has allocated 100% of the proceeds from the issuance of Subordinated Bonds IV Bank BRI 2023. The proceeds obtained are designated for inclusive financing in accordance with the provisions of Regulation Number 23/13/PBI/2021 regarding Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. Inclusive financing involves providing proceeds by the Bank for MSMEs, MSME Corporations, and/or Low-Income Individuals in both Rupiah and Foreign Currency. The detailed allocation is as follow:

Sector (Eligible Category)	Loan Type	Proceeds Allocation (IDR Billion)	Percentage (%)
Employment Generation	New Financing for Juli 2023	219.98	43.81%
Socioeconomic Advancement and Empowerment	New Financing for Juli 2023	280.98	56.19%

Social Benefits of Financed Projects

Based on inclusive financing categories such as financing for MSMEs, MSME Corporations, and/or Low-Income Individuals (PBR) according to Bank Indonesia Regulation No. 23/13/PBI/2021, the issuance of Subordinated Bonds IV Bank BRI 2023 has corresponding social impacts based on eligible sectors:

Sector (Eligible Category)	Estimated Social/Environmental Benefits
Employment Generation	Creating jobs in the MSME segment, estimated at 2,740 jobs distributed across various regions in Indonesia.
Socioeconomic Advancement and Empowerment	The People's Business Credit (KUR) program is intended to support the development of non-bankable Micro businesses and is estimated to create more than 3,209 jobs in various regions of Indonesia



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Reporting Standard Indices

GRI Standard 2021 Index

Statement of use : PT Bank Rakyat Indonesia (Persero) Tbk has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024.
GRI 1 used : GRI 1: Landasan 2021
Applicable GRI Sector Standard(s) : GRI G4 Jasa Keuangan

GRI Standard	Disclosure		Location	Omission			Gri Sector Standard Ref. No.
				Requirement(S) Omitted	Reason	Explanation	
General Disclosures							
GRI 2: General Disclosures 2021	2-1	Organizational details	9-13				
	2-2	Entities Included in the Sustainability Reporting	4				
	2-3	Reporting Period, Frequency, and Contact Point	4				
	2-4	Restatements of Information	4				
	2-5	External Assurance	4				
	2-6	Activities, Value Chain, and Other Business Relationships	11-13, 148, 201				
	2-7	Workforce	123, 188-192				
	2-8	Workers Who Are Not Direct Employees	122				
	2-9	Governance Structure and Composition	14, 94-98				
	2-10	Nomination and Selection of the Highest Governance	99-100				
	2-11	Chair of the Highest Governance	94-98				
	2-12	Role of the Highest Governance in Overseeing Impact Management	14, 20, 30, 85, 108, 141, 158				
	2-13	Delegation of Responsibility for Impact Management	14, 102				
	2-14	Role of the Highest Governance in Sustainability Reporting	4, 9-10, 14, 102				
	2-15	Conflict of Interest	99-100				
	2-16	Communication of Critical Concerns	102-106				
	2-17	Collective Knowledge of the Highest Governance	101				
	2-18	Evaluation of the Highest Governance's Performance	113-114, 116				
	2-19	Remuneration Policy	100, 113				
	2-20	Process for Determining Remuneration	100, 113, 125				
	2-21	Annual Total Compensation Ratio	113, 125, 194				



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GRI Standard	Disclosure	Location	Omission			Gri Sector Standard Ref. No.
			Requirement(S) Omitted	Reason	Explanation	
GRI 2: Material Topics 2021	2-22	Statement on Sustainable Development Strategy	5-8, 108, 158			
	2-23	Policy Commitments	108-111, 123, 146-148			
	2-24	Embedding Policy Commitments	14, 63, 127-128, 146-151			
	2-25	Processes to Address Negative Impacts	137, 152			
	2-26	Mechanisms for Seeking Advice and Raising Concerns	102, 128, 134, 152,			
	2-27	Compliance with Laws and Regulations	147, 152			
	2-28	Membership in Associations	154			
	2-29	Approach to Stakeholder Engagement	20-21, 152			
	2-30	Collective Bargaining Agreements	122-123, 193			
	3-1	Process for determining material topics	22-23			
GRI 3: Material Topics 2021	3-2	List of material topics	24			
	3-3	Management of material topic	25-26			
Material Topics						
Economic Performance						
GRI 3: Material Topics 2021	3-3	Process for determining material topics	29			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	170-171			
	201-2	Financial implications and other risks and opportunities due to climate change	17, 29, 31, 45			
	201-3	Defined benefit plan obligations and other retirement plans	131			
	201-4	Financial assistance received from government	17			
Market Presence						
GRI 3: Material Topics 2021	3-3	Management of material topics	125			
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	125, 193			
	202-2	Proportion of senior management hired from the local community	100%			
Anti-corruption						
GRI 3: Material Topics 2021	3-3	Management of material topics	151			



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GRI Standard	Disclosure	Location	Omission			Gri Sector Standard Ref. No.
			Requirement(S) Omitted	Reason	Explanation	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	150, 152			
	205-2	Communication and training about anti-corruption policies and procedures	148, 150			
	205-3	Confirmed incidents of corruption and actions taken	147, 151, 199–200			
Anti-competitive Behavior						
GRI 3: Material Topics 2021	3-3	Management of material topics	146			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	146–147			
Tax						
GRI 3: Material Topics 2021	3-3	Management of material topics	153			
GRI 207: Tax 2019	207-1	Approach to tax	153			
	207-2	Tax governance, control, and risk management	153			
	207-3	Stakeholder engagement and management of concerns related to tax	153			
	207-4	Country-by-country reporting	172			
Energy						
GRI 3: Material Topics 2021	3-3	Management of material topics	120			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	120, 204			
	302-2	Energy consumption outside of the organization	120			
	302-3	Energy intensity	120, 204			
	302-4	Reduction of energy consumption	120, 204			
	302-5	Reductions in energy requirements of products and services	120			
Emissions						
GRI 3: Material Topics 2021	3-3	Management of material topics	51			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	51, 204–205			
	305-2	Energy indirect (Scope 2) GHG emissions	51, 204–205			
	305-3	Other indirect (Scope 3) GHG emissions	51, 179, 204–205			
	305-4	GHG emissions intensity	51, 204			
	305-5	Reduction of GHG emissions	379			
	305-6	Emissions of ozone-depleting substances (ODS)	51			



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GRI Standard	Disclosure	Location	Omission			Gri Sector Standard Ref. No.
			Requirement(S) Omitted	Reason	Explanation	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	51				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	119				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	119				
	306-2 Management of significant waste-related impacts	119				
	306-3 Waste generated	378				
	306-4 Waste diverted from disposal	205				
	306-5 Waste directed to disposal	205				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	125				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	192, 196				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	125, 131				
	401-3 Parental leave	197				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	128				
GRI 404: Training and Education 2016	403-1 Occupational health and safety management system	128				
	403-2 Hazard identification, risk assessment, and incident investigation	129				
	403-3 Occupational health services	131				
	403-4 Worker participation, consultation, and communication on occupational health and safety	129				
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S-01 Gender Equality

Management Level	Male		Female	
	Number of employees	Percentage of employees (%)	Number of employees	Percentage of employees (%)
Entry-Level	44,750	54.67%	32,576	39.80%
Mid-Level	1,968	2.40%	747	0.91%
Senior-Level	1,315	1.61%	367	0.45%
Executive-Level *	98	0.12%	27	0.03%
Total Employees	48,131	58.81%	33,717	41.19%

*)including Directors-level officials

S-02 Number of employee levels held by men and women by age group

Age range (years)	Entry-Level		Mid-Level		Senior-Level		Executive-Level*		Total Employees
	Male	Female	Male	Female	Male	Female	Male	Female	
18-25	3.737	8.171							11.908
25-35	20.374	12.916	1008	482	76	11			34.867
35-45	16.751	8.981	712	214	873	252	21	8	27.812
45-55	3.861	2.483	246	49	352	104	75	19	7.189
>55	27	25	2	2	14		2		72

*)including Directors-level officials



Assurance



INDEPENDENT ASSURANCE STATEMENT

PT. Bank Rakyat Indonesia Tbk.
Sustainability Report 2024
Statement No: 015/IAS/CBCI/2025
Type 2, Moderate Level

Scope of Engagement in Assurance

CBC Global Indonesia ("CBC Global Indonesia", "us" or "we") were commissioned by PT. Bank Rakyat Indonesia Tbk. ("bank BRI") with the objective to provide assurance of bank BRI's 2024 Sustainability Report (the "Report") in relation with accordance to GRI Sustainability Reporting Standards (GRI Universal Standards and GRI-G4 FS), POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, SASB, SUSBA, TCFD, and the adherence to AA1000 Accountability Principles (2018) with assurance over the Subject Matter presented in the Report, for the reporting year ended 31st December 2024. This statement is intended to be used by stakeholders & management of bank BRI.

The scope and limitation of our work is restricted to the following areas:

1. Subject Matters

- Customer Excellence
- Sustainable Finance (include climate risk)
- GCG Implementation
- Financial Inclusion & Literation
- Cybersecurity

2. AA1000 Principles (2018)

Our assurance engagement was planned and performed to meet the requirements of a **Type 2 "moderate level"** of assurance as defined by AA1000 Assurance Standard (AA1000AS) v3 to evaluate the nature and extent of bank BRI's adherence to all four AA1000 Accountability Principles (2018): Inclusivity, Materiality, Responsiveness and Impact, where sufficient evidence has been obtained to support our statement such that the risk of our conclusion being in error is reduced, but not reduced to very low, but not zero.



We have not performed any work, and do not express any conclusions, on any other information outside of the Subject Matter that may be published in the Report or on bank BRI's website for the current reporting period or for previous periods and assumed that the financial data and figures provided by bank BRI has been audited by independent parties therefore, presentation of financial data and figures in the report NOT within the scope of assurance.

Responsibilities of the Management of bank BRI

The Management of bank BRI is responsible for the preparation of the Subject Matter in accordance with the Reporting Criteria. The responsibility includes designing, implementing and maintaining internal control relevant to the preparation of Subject Matter information that is free from material misstatement, whether due to fraud or error.

Responsibilities, Competencies and Independency of CBC Global Indonesia

Our responsibility is to plan and perform our work to obtain assurance over whether the Subject Matter information has been prepared in accordance with the GRI Universal Standard, GRI-G4 FS, POJK No.51/POJK.03/2017, SE/OK No.16/SE/OK.04/2021, SASB, SUSB, TCFD and to report to bank BRI in the form of an independent assurance conclusion, based on the work performed and the review progress. We must also express a conclusion over whether the Report adheres to the AA1000 Principles (2018) and comment on the nature and extent of each Principle individually. All this engagement was carried out by an independent team of sustainability assurance professionals whose already obtained the **Certified Sustainability Report Assurer (CSRA)** and any relevant certifications.

CBC Global Indonesia is bounded by rules of conduct and professional practice relating to independence and quality overseen by AccountAbility (www.accountability.org/standards/licensing/AA1000 as licensed-providers) and has established policies and procedures that are designed to ensure that our team maintain independence and integrity. We had no financial interest in the operation of bank BRI other than for the assessment and assurance of this report. We don't accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.



Methodology

We conduct the following assurance procedures and activities:

- Pre-engagement to ensure the independence and impartiality of the assurance team.
- Kick-off meeting and initial analysis of the report draft.
- Review, assess and evidence the reliability and quality of sustainability performance and disclosed information as specified in the Report content for the reporting period of 1st of January up to 31st of December 2024.
- Evaluate the adherence of report content, disclosure and presentation against the criteria of standard, principles, and indicators using references from AA1000AS v3, AA1000AP (2018) (AccountAbility Principles), GRI Universal Standards and GRI G4 Financial Services Sector Disclosure (GRI-G4 FS), POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, SASB, and TCFD. Adopt IPCC Guidelines for calculation methodology of energy used and emission.
- Conduct in-depth interview on compliance, governance, risk management, business continuity management topics with the representatives of the relevant functions/divisions of the bank BRI concerning sustainability strategy and policies for material issues and the implementation of these across the bank BRI's business.
- Obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the sustainability program and strategy.
- Obtained an understanding of how the identified sustainability information is gathered, collated and aggregated internally and enquiries of management of bank BRI to gain an understanding of the processes for determining material issues for key stakeholder groups, internally and externally.
- Performed limited substantive testing, on a sample basis, of the sustainability information identified, to verify the assumptions, estimations and computations bank BRI made and to check that data had been appropriately measured, recorded, collated and reported.
- Compare the subject matter presented in the report to corresponding information in the relevant underlying sources on a sample basis.
- Evaluate the subject matter presented in the report to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of the group.
- Discuss and analysis data and reports with management of bank BRI and data contributor to determine whether there are any material misstatement of fact or material inconsistencies based on our understanding obtained as part of our assurance engagement.



Finding and Conclusions

From the assurance program and the evidence, we have obtained, a detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact.

the GRI Universal Standards, GRI-G4 FS, POJK No.51/POJK.03/2017, SEQJK No.16/SEQJK.04/2021, SASB, and TCFD is set out below:

INCLUSIVITY

An assessment was made to investigate the engagement of all key stakeholders within the bank **BRI**. The presentation of stakeholder's inclusivity in the report is fairly identified and covers all bank **BRI**'s inclusivity material issues. The stakeholder's engagement has been held through communication based on various methods and approaches with the contributions of all key stakeholders includes their internal and external stakeholders to develop an accountable and strategic sustainability topic.

MATERIALITY

An assessment was made to investigate the material information disclosed by the bank **BRI**. The report fairly covers the bank **BRI**'s material issues by using materiality matrix and boundary mapping through the stakeholder's inclusivity process. The materiality topics shows in the report provide a fair and sufficient information and aligned with risk management within the company which enables its stakeholders to make a professional judgment about bank **BRI**'s performance and management.

RESPONSIVENESS

An assessment was made to investigate the transparency act of the bank **BRI** on material sustainability topics and their related impacts. The report covers bank **BRI**'s responsiveness issues. All the information related to the responses from management to its stakeholder's inputs and complaints have been included in the report and any others company's mechanisms transparently and appropriateness the responses to a strategic stakeholder engagement management. Besides, the engagement with the Indonesia Sustainable Finance (ISFI) indicated the bank **BRI**'s commitment towards sustainability issues.

IMPACT

The Report content discloses data and information indicating the impacts of the bank **BRI**'s decisions, activities, and services on the economy, environment, and society. An assessment was made to investigate the practice of the bank **BRI** to monitor, measure and be accountable for how their actions affect their broader ecosystems. In overall, disclosures of impacts in the Report content are rather balance and adequate with both metric and qualitative information. However, the Company still needs to integrate comprehensively the identified impacts into key management processes to conduct an impact assessment on the other stakeholders, including its organizational strategy, governance, goals, objectives, and operations.

**GRI STANDARDS PRINCIPLES**

The Report has prepared in accordance with GRI Universal Standards and GRI-G4 FS, where all disclosure of each material topic is presented in the Report. The disclosures of management approach for each material topic in general is fairly disclosed. The Management of bank **BRI** has applied the principles for defining the report's quality (balance, comparability, accuracy, timeliness, clarity, and reliability) and the principles for defining the report's content (stakeholder inclusiveness, sustainability context, materiality, and completeness) and supporting documents were adequately presented during the assurance program.

Adherence to POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, SASB, SUSBA and TCFD

The report has followed or complied to all POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, SASB, SUSBA, and TCFD reporting guidelines. In terms of the adherence against the regulations, bank **BRI** has developed and simplified more policies and initiatives on social and environment concerns. The bank **BRI** is advised to improve their risk and impact analysis on sustainability and also improve the assessment on high-risk lending sectors with negative impacts towards social and environment issues. In addition, the bank **BRI** should also update its sustainability reporting data collection system more comprehensively, integrated, and reliable.

Opinion Statement

Our professional and certified team of sustainability report assurer has assured this report in accordance with the AA1000AP (2018), AA1000AS v3 and GRI Standards. From the review progress, we conclude that the bank **BRI**'s Sustainability Report 2024 provides a fair view of the all the bank **BRI**'s programs and performances during 2024. The extent to which the GRI Standards has been applied in the Report and conclude this report *has been prepared in accordance with GRI Universal Standards*.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. We conclude that the data in 2024 for all material topics performance indicators are fairly represented and there is nothing has come to our attention that would lead us to believe that the subject matter in the Report for the year ended 31 December 2024, in all material respects, is not prepared in accordance with the applicable criteria.



Recommendations

Bank BRI needs to enhance the management of the data collection system more comprehensively to increase reliability and increase confidence in decision-making related to potential environmental and social impacts. In addition, to accommodate market changes caused by climate change dynamics, Bank BRI need to adequate environmental and social impact monitoring and evaluation mechanisms.

For and on behalf of:
Jakarta, February 05, 2025

Dr. Ari Purwanti, Ak. CA, CSRA, CPMA, CRMP, CERA, CIBA
Operational Manager



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Feedback Form

The 2024 Sustainability Report of PT Bank Rakyat Indonesia (Persero) Tbk provides an overview of financial performance and sustainability. The Company did not record any feedback to the previous year's Sustainability Report.

1. This report is easy to understand

☐ Disagree ☐ Neutral ☐ Agree

2. This report describes information on the Company's material aspects, both from the positive and negative sides.

☐ Disagree ☐ Neutral ☐ Agree

3. Please Rating the importance of the following material topics:

((Score 1=highest priority to 7=least priority))

- | | |
|---|-----|
| • Financial Inclusion and Digitalization | () |
| • Sustainability Governance | () |
| • Data Security and Privacy | () |
| • Responsible Investments and Financing | () |
| • Emission and Climate Change Management | () |
| • Human Resources and Human Rights Management | () |
| • Community Relations | () |

4. Please provide your suggestions/comments on this report.

Full Name	
Occupation	
Name of Institution/Company	
Stakeholder Category	
Investor Customer Employee Community Government Other	

Please send the feedback form back to

Hendy Bernadi
Head of Corporate Secretariat Division
BRI I Building

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*In previous reports, BRI noted that no input was received, leading to the absence of follow-up actions ^(G-3)