PT Bank Rakyat Indonesia (Persero) Tbk.











Jakarta, 30 April 2015

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Financial Updates

Financial Highlights



	2010	2011	2012	2013	2014	Mar'14	Mar'15	Δ yoy
Asset/Liabilities								
Total Assets (IDR Billion)	398,393	456,531	535,209	606,370	778,018	595,741	781,181	31.1%
Total Loans (Gross) (IDR Billion)	246,964	283,583	348,227	430,618	490,403	432,436	472,915	9.4%
Total Deposits (IDR Billion)	328,556	372,148	436,098	486,366	600,404	470,017	587,727	25.0%
Asset Quality								
NPL (gross)	2.78%	2.30%	1.78%	1.55%	1.69%	1.78%	2.17%	
NPL (nett)	0.74%	0.42%	0.34%	0.31%	0.36%	0.47%	0.60%	
Liquidity								
LDR	75.17%	76.20%	79.85%	88.54%	81.68%	92.01%	80.47%	
Reserve Requirement - IDR	8.05%	9.33%	10.64%	8.02%	8.07%	8.02%	8.03%	
Reserve Requirement - FX	1.00%	8.00%	8.17%	8.00%	8.00%	8.00%	8.05%	
Profitability								
Net Profit (IDR Billion)	11,472	15,083	18,521	21,160	24,197	5,902	6,101	3.4%
NIM	10.77%	9.58%	8.42%	8.55%	8.51%	9.06%	7.57%	
ROE Tier 1	43.83%	42.49%	38.66%	34.11%	31.23%	31.00%	29.84%	
ROA before tax	4.64%	4.93%	5.15%	5.03%	4.74%	5.02%	3.99%	
Cost of Fund (CoF)	4.90%	4.70%	3.68%	3.71%	4.38%	3.94%	4.74%	
Cost Efficiency Ratio (CER)	42.22%	41.17%	43.11%	42.13%	43.10%	41.80%	45.08%	
Operating Expense to Operating Income	70.86%	66.69%	59.93%	60.58%	65.37%	62.96%	68.04%	
Capital*)								
Tier1 CAR	12.01%	13.67%	15.86%	16.13%	17.50%	17.38%	15.97%	
Total CAR	13.76%	14.96%	16.95%	16.99%	18.26%	18.18%	20.08%	

^{*)} As of January 2015:

⁻ Implementation of Basel 3: recognition of 100% current year net profit into capital, previously only 50%

⁻ Ref to PBI No. 15/12/2013: appropriated reserves is categorized as Tier 2 Capital, previously Tier 1 Capital

Balance Sheet



... Strong capital to withstand challenges ahead...

Description	2010	2011	2012	2013	2014	Mar'14	Mar'15	YoY
Total Assets	398,393	456,531	535,209	606,370	778,018	595,741	781,181	31.1%
- Gross Loans	246,964	283,583	348,227	430,618	490,403	432,436	472,915	9.4%
- Government Bonds (Recap)	13,626	8,996	4,316	4,511	4,304	4,315	4,301	-0.3%
- Other Earnings Assets	113,669	127,774	131,547	115,168	211,325	105,204	236,584	124.9%
Total Earning Assets	374,259	420,353	484,089	550,297	706,031	541,955	713,800	31.7%
Earning Assets Provision	(14,007)	(15,869)	(14,584)	(15,072)	(15,785)	(15,432)	(16,013)	3.8%
Total Earning Assets (net)	360,252	404,484	469,505	535,225	690,246	526,523	697,787	32.5%
Total Non Earning Assets	38,141	52,047	65,704	71,145	87,772	69,218	83,394	20.5%
Total Liabilities & S.E	398,393	456,531	535,209	606,370	778,018	595,741	781,181	31.1%
Total Customer Deposits	328,556	372,148	436,098	486,366	600,404	470,017	587,727	25.0%
- Demand Deposits	77,049	75,579	78,753	78,017	89,076	71,026	84,835	19.4%
- Saving Deposits	125,198	152,474	182,643	210,004	232,414	199,949	219,234	9.6%
- Time Deposits	126,310	144,095	174,702	198,346	278,915	199,042	283,658	42.5%
Other Interest Bearing Liabilities	16,595	18,413	14,466	19,873	56,677	19,175	64,197	234.8%
Non Interest Bearing Liabilities	16,569	16,195	20,008	21,261	23,784	27,747	33,741	21.6%
Tier I Capital*)	27,673	38,215	51,593	65,964	81,909	72,551	77,416	6.7%
Total Shareholder's Equity	36,673	49,775	64,637	78,870	97,153	78,801	95,516	21.2%

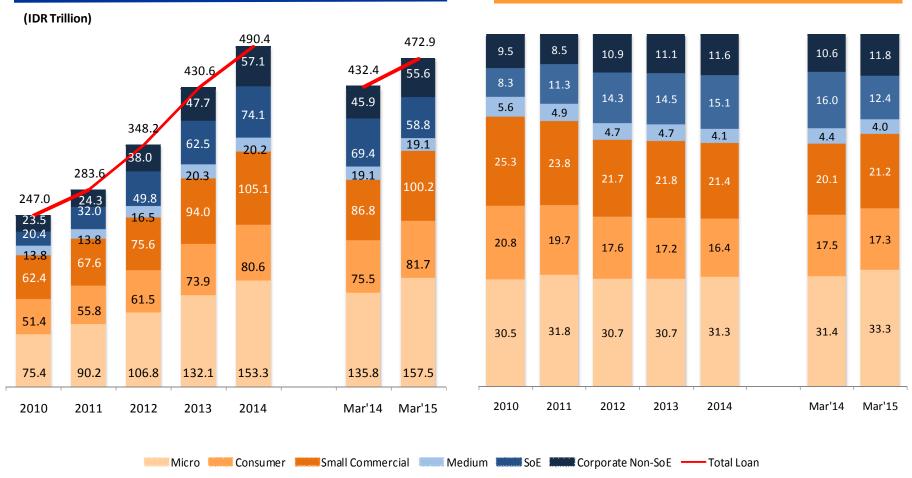
^{*)} As of January 2015:

⁻ Implementation of Basel 3: recognition of 100% current year net profit into capital, previously only 50%

⁻ Ref to PBI No. 15/12/2013: appropriated reserves is categorized as Tier 2 Capital, previously Tier 1 Capital



Loans Outstanding – by business segment Composition – by business segment (%)



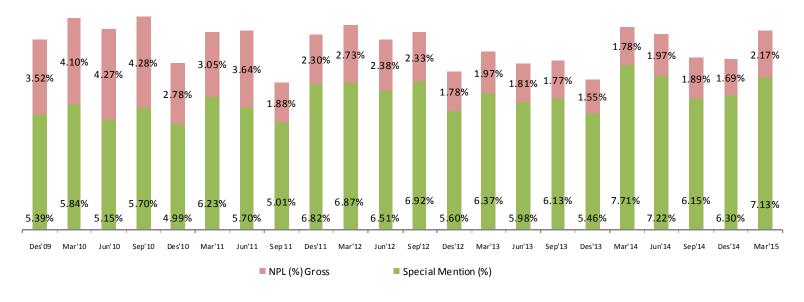
Loan Quality



Non Performing Loan - gross (%)

NPL (%)	2010	2011	2012	2013	2014	Mar'14	Mar'15
Micro	1.21	1.19	1.09	1.04	1.12	1.33	1.56
Consumer	1.40	1.53	1.60	1.40	1.21	1.50	1.44
Small Commercial	5.11	4.53	3.75	3.13	3.21	3.85	4.13
Medium	6.90	7.11	5.09	4.38	5.91	5.27	7.50
SoE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Corporate	4.64	2.24	1.00	0.87	1.78	0.92	1.92
Total	2.78	2.30	1.78	1.55	1.69	1.78	2.17

Special Mention (%)

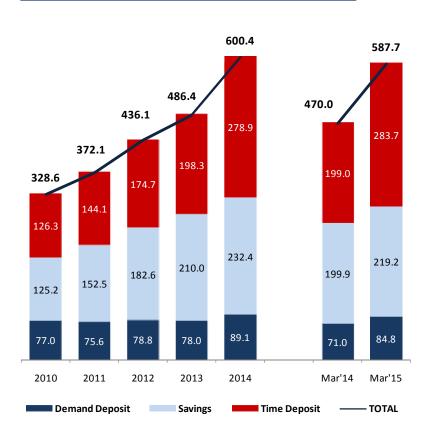


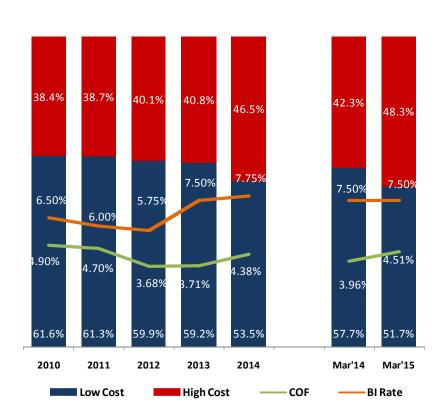
Note: Since FY 2010, figures are PSAK 50 & 55 compliant Numbers stated in this presentation are bank only

Deposits



Deposits: Trend (IDR Trillion) Deposit Composition, COF & BI Rate (%)





Income Statement - Highlights



Description	2010	2011	2012	2013	2014	Mar'14	Mar'15	YoY
Interest Income	43,971	46,949	47,922	57,301	72,466	16,456	20,083	22.0%
Interest Expense	(11,449)	(13,079)	(12,461)	(14,395)	(22,346)	(4,373)	(7,004)	60.2%
Net Interest Income	32,523	33,870	35,461	42,906	50,120	12,084	13,079	8.2%
Fee & Other Opr. Income*)	5,458	5,524	8,166	8,165	9,178	1,805	2,727	51.1%
Gross Operating Income	37,980	39,394	43,627	51,071	59,298	13,888	15,806	13.8%
Other Operating Expenses	(15,648)	(16,288)	(18,602)	(21,284)	(25,412)	(6,014)	(7,032)	16.9%
Pre Provision Operating Profit	22,332	23,106	25,025	29,788	33,886	7,874	8,774	11.4%
Provision	(7,926)	(5,532)	(2,555)	(3,916)	(5,613)	(1,108)	(1,483)	33.9%
Non Operating Income (Net)	497	1,157	1,169	1,776	2,497	605	288	-52.3%
Profit Before Tax n Minor. Int.	14,903	18,731	23,639	27,648	30,770	7,372	7,579	2.8%
Net Profit	11,472	15,083	18,521	21,160	24,197	5,902	6,101	3.4%
EPS**)	465.0	611.4	750.8	857.8	980.9	957.0	989.3	3.4%

^{*)} Detail on the Fee & Other Operating Income on page 29

- Strong and steady growth in Fee income
- Maintaining growth in Interest income, but accompanied by high growth in Interest expense resulting in moderate NII growth

^{**)} annualized



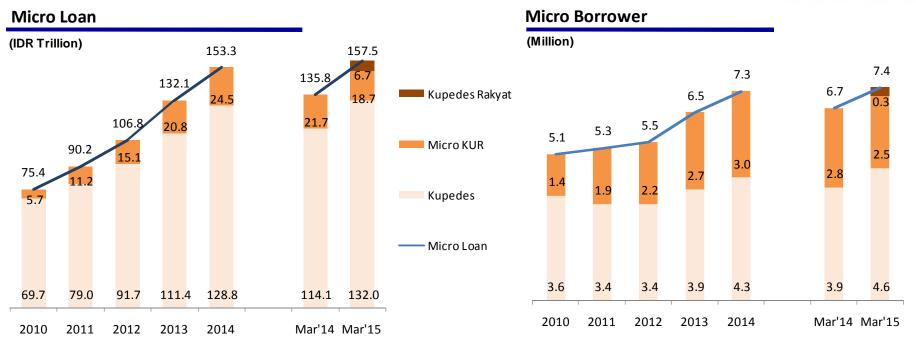
Business Updates



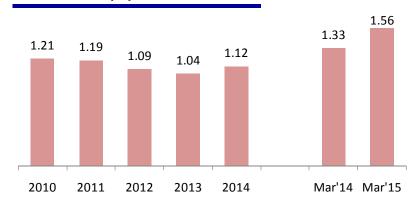
Micro Banking

Micro Banking - Loan





NPL - Micro (%)



- Total Microincreased 16% yoy, with number of borrower reaching 7.4 million.
- Kupedes Rakyat support micro loan growth. In Q1'15, this new product booked IDR 6.7 trillion of loan outstanding, with number of borrower reach around 300 thousand, compensate the declining in KUR

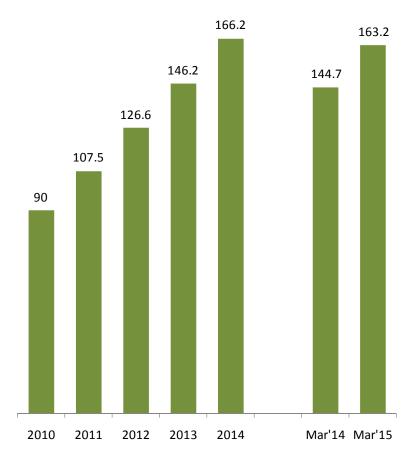
Micro Banking - Deposit



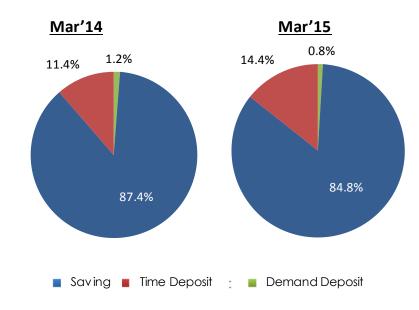
Micro Funding, providing liquidity from stable core funding

Deposit

IDR Trillion



Micro Deposit Composition



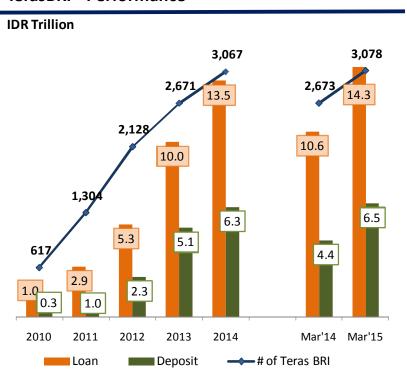
- Micro deposits growth is maintained at 12.8% (yoy).
- Savings, with composition of 84.8%, still dominates micro deposit.

Micro Banking - Teras BRI



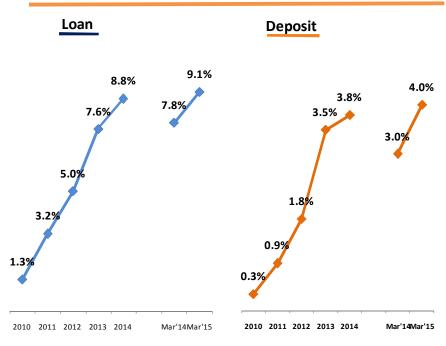
Teras BRI - more accessible, getting closer to customers

TerasBRI - Performance



TerasBRI continuously shows strong performance with loan growth of 34.9% and deposit of 47.7% yoy.

TerasBRI - Contribution to Micro Loan & Deposit



TerasBRI and mobile TerasBRI are the arm-length of conventional micro outlet, designed to develop the market and protect the market from competitors.





BRILink – create business, reach the un-banked



BRILink is utilization of BRI's e-banking infrastructure by third parties (BRILink Agent) through fee sharing scheme

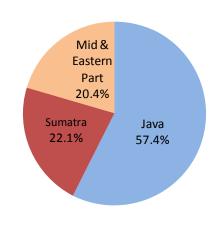
27,643 20,708 6,935

In Q1'15, BRILink Agent increased 6,935 Agents

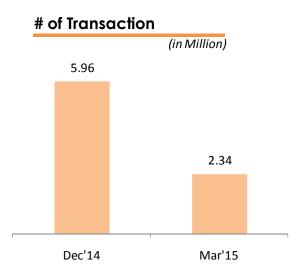
Mar'15

Des'14

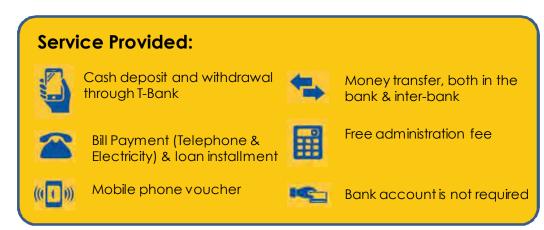
Distribution of Agent



Java (57.4%) dominates the Agent distribution



In Q1'15, number of transaction reached 2.34 million













Small Commercial & Medium Loans

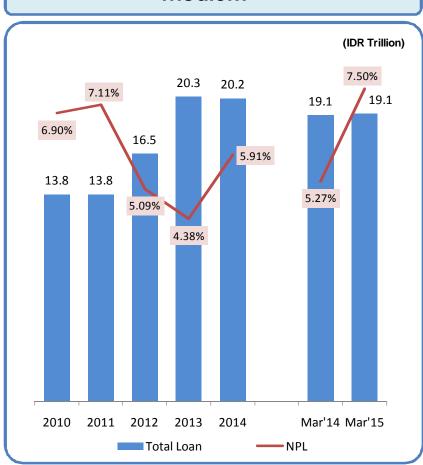
Small Commercial & Medium Loans



Small Commercial



Medium

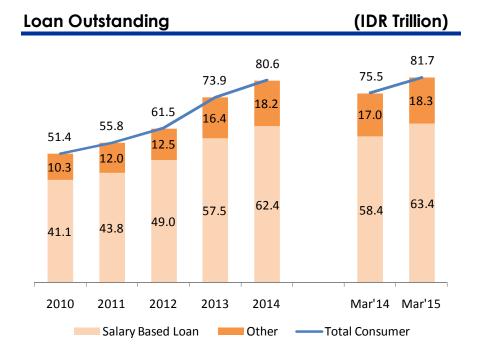


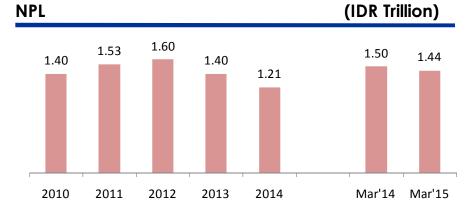


Consumer Loans

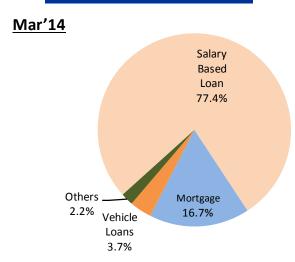
Consumer Loan



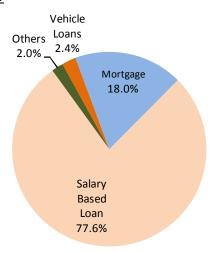




Composition



Mar'15





SoE & Corporate Loans

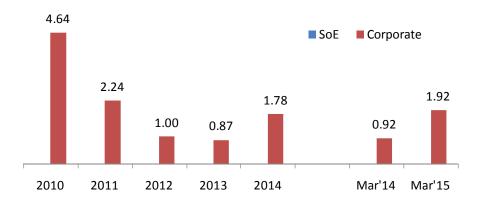
SOE & Corporate Loan



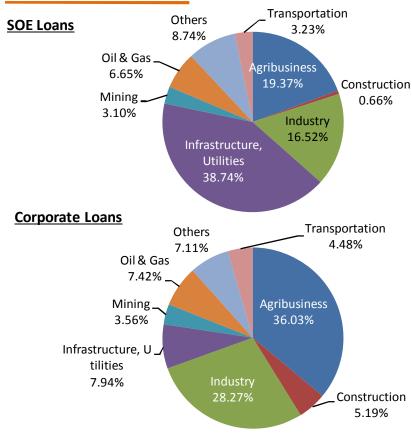




NPL - Trend (%)



By Business Segment



- Corporate segment grew 21.2%, (yoy) while for SoE, as 2 big SoEs received funding from state budget, the outstanding declining, -15.3% (yoy)
- The biggest portions of SOE were coming from Infrastructure and agribusiness, while for Corporate is to Agribusiness and Industry sector.
- SoE's NPL were manageable at 0%, while low commodity price drove Corporate's NPL increasing, reach 1.92% in March' 15

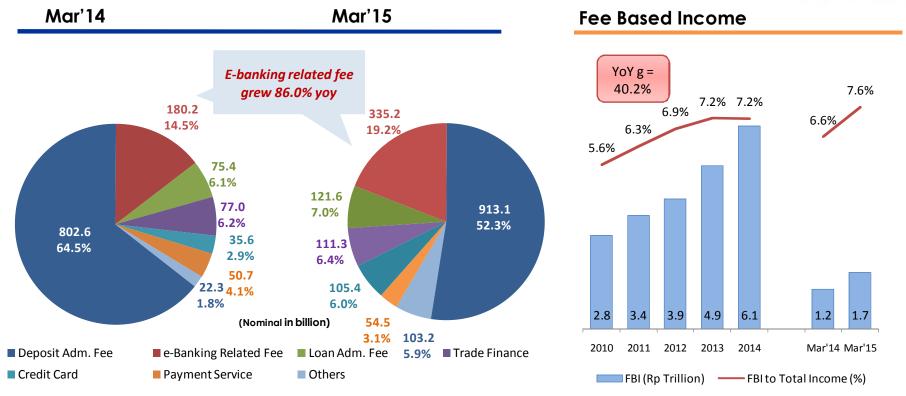
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Fee Based Income

e-Banking growth – source of alternative income





- Fee based income portion to total income keep increasing, reach 7.6% in Mar'15
- E-banking Related Fees increased significantly, yoy, 86.0%, raising its portion from 14.5% to 19.2% of the total Fee Income.
- Deposit administration fee still contribute the biggest part of fee-based income, as BRI has large number of customer accounts

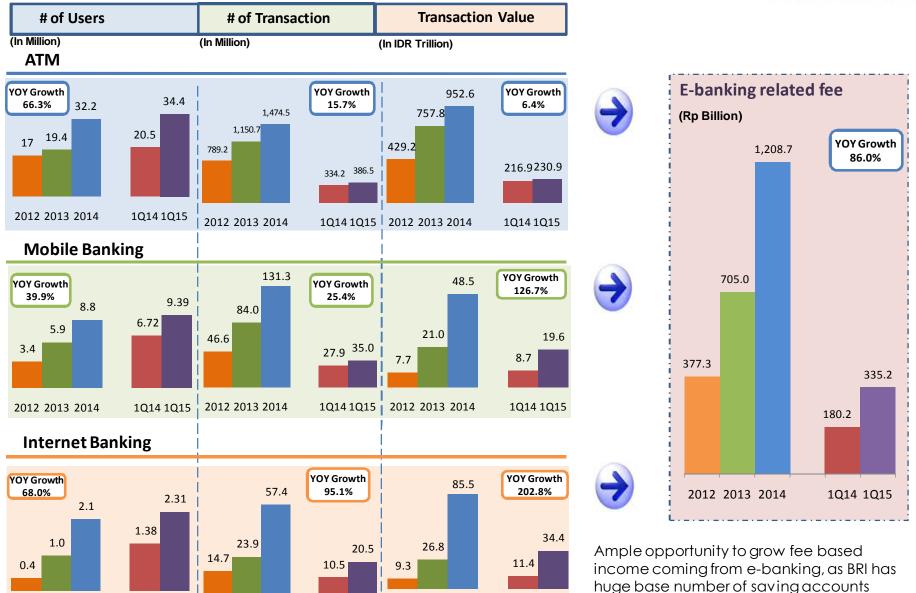
E-Banking Performance – a growing presence...

1014 1015

2012 2013 2014

2012 2013 2014





2012 2013 2014

10141015

1014 1015

(As of Mar' 15, >50 million deposit accounts)



Key Take Aways

Key Take Aways



Financial Highlights

- Q1'15 experienced seasonally low performance combined with low consumer's demand
- Steady growth of micro loan at 15.9%
- Lower commodity price and slow demand, drivers of increasing NPL (Mar'15: 2.17%)
- Fee based income grew 40.2% (yoy), with e-banking related fee grew at 86.0% (yoy), driving the FBI growth.
- Total CAR stood at 20.08%, positive impact from recognition of current year profit, as Basel 3 partially implemented

What's next

- Since March 19th , 2015 new management team is on-board. Existing business strategies are maintained
- What's next?
 - Balance Sheet
 - Optimizing LDR
 - Focus on high yield loan
 - Better CASA ratio
 - Profit and Loss
 - Improve efficiency
 - Asset quality
 - Selective loan expansion
 - Strengthen monitoring system



Appendixes

Financial Ratios



Description	2010	2011	2012	2013	2014	Mar 14	Mar 15
Cost of Fund (COF)	4.90%	4.70%	3.68%	3.71%	4.38%	3.94%	4.74%
Loan to Deposit Ratio	75.17%	76.20%	79.85%	88.54%	81.68%	92.01%	80.47%
Net Interest Margin (NIM)	10.77%	9.58%	8.42%	8.55%	8.51%	9.06%	7.57%
NPL ratio - Gross	2.78%	2.30%	1.78%	1.55%	1.69%	1.78%	2.17%
NPL ratio - Nett	0.74%	0.42%	0.34%	0.31%	0.36%	0.47%	0.60%
CKPN to Earning asset	4.58%	4.51%	3.43%	2.90%	2.40%	2.95%	2.44%
Opr. Expense to Opr. Income	70.86%	66.69%	59.93%	60.58%	65.37%	62.96%	68.04%
Cost Efficiency Ratio (CER)	42.22%	41.17%	43.11%	42.13%	43.10%	41.80%	45.08%
Tier I CAR ^{*)}	12.01%	13.67%	15.86%	16.13%	17.50%	17.38%	15.97%
Total CAR*)	13.76%	14.96%	16.95%	16.99%	18.26%	18.18%	20.08%
Return on Assets (ROA) - b.t	4.64%	4.93%	5.15%	5.03%	4.74%	5.02%	3.99%
Return on Assets (ROA) - a.t	3.57%	3.97%	4.04%	3.85%	3.73%	4.02%	3.21%
Return on Equity (ROE) - Tier I	43.83%	42.49%	38.66%	34.11%	31.23%	31.00%	29.84%
Return on Equity (ROE) - B/S	35.94%	35.10%	32.41%	30.10%	27.90%	29.27%	24.71%
Min. Reserve Requirement	8.05%	9.33%	10.64%	8.02%	8.07%	8.02%	8.03%
Net Open Position	4.45%	5.49%	3.00%	3.15%	3.86%	4.46%	5.48%

^{*)} As of January 2015:

Implementation of Basel 3: recognition of 100% current year net profit into capital, previously only 50%
 Ref to PBI No. 15/12/2013: appropriated reserves is categorized as Tier 2 Capital, previously Tier 1 Capital

Sources of Income



Total Income

IDR Billion

Total Income	2010	2011	2012	2013	2014	Mar'14	Mar'15	g(YoY)
Interest income	43,971	46,949	47,922	57,301	72,466	16,456	20,083	22.0%
Fee & Other Opr.Income	5,458	5,524	8,166	8,165	9,178	1,805	2,727	51.1%
Non Operating Income (net)	497	1,157	1,169	1,776	2,497	605	288	-52.3%
Total Income	49,926	53,631	57,256	67,242	84,141	18,866	23,099	22.4%

As of March 2015, Interest Income contributed 86.9% of total income

Interest Income

IDR Billion

Interest Income	2010	2011	2012	2013	2014	Mar'14	Mar'15	g(YoY)
Interest from Loans	39,587	41,657	42,623	51,733	65,373	14,929	17,219	15.3%
Int. from Other Earning Assets	2,878	4,178	5,299	5,567	7,093	1,528	2,864	87.5%
Total Interest Income	43,971	46,949	47,922	57,301	72,466	16,456	20,083	22.0%

Interest Income from loans contribute 85.7% of total interest income (or 74.5% of total income)

Fee & Other Operating Income

Fee & Other Operating Income	2010	2011	2012	2013	2014	Mar'14	Mar'15	g(YoY)
Gain Fr Value Increase of Securities								
and Govt. Recap Bonds	156	146	56	83	115	11	46	303.0%
Fees and Commissions	2,813	3,367	3,928	4,860	6,068	1,244	1,744	40.2%
Gain fr Forex	773	36	427	455	234	-	160	-
Recovery	1,525	1,794	2,251	1,932	2,087	396	453	14.6%
Others	191	181	1,504	835	673	154	324	110.1%
Total Fee & Other Opr. Income	5,458	5,524	8,166	8,165	9,178	1,805	2,727	51.1%

Other Operating Expenses



Other Operating Expenses	2010	2011	2012	2013	2014	Mar'14	Mar'15	g(YoY)
Personnel	8,478	8,327	9,215	11,748	13,562	3,146	3,815	21.2%
General and Administration	4,534	5,362	6,000	7,103	8,672	1,737	2,080	19.7%
Losses fr decrease of Securities					-	-	-	-
and Govt. Bonds value	-	-	-	-	-	-	-	-
Losses from forex transaction	-	-	-	-	-	212	-	-100.0%
Premium Paid on Govt Guarantees	517	610	729	885	991	249	315	26.5%
Promotion	479	603	731	652	747	105	149	41.4%
Others	1,640	1,386	1,928	897	1,440	564	673	19.4%
Total Other Opr. Expenses	15,648	16,288	18,602	21,284	25,412	6,014	7,032	16.9%

Balance Sheet (consolidated)



Description	2010	2011	2012	2013	2014	Q1 14	Q1'15	YoY
Total Assets	404,286	469,899	551,337	626,183	801,955	615,719	806,005	30.9%
- Gross Loans	252,489	294,515	362,007	448,345	510,697	450,157	493,371	9.6%
- Government Bonds (Recap)	13,626	8,996	4,316	4,511	4,304	4,315	4,301	-0.3%
- Other Earnings Assets	113,580	129,136	132,720	115,690	213,094	105,754	239,071	126.1%
Total Earning Assets	379,696	432,647	499,042	568,546	728,094	560,226	736,743	31.5%
Earning Assets Provision	(14,121)	(16,092)	(14,916)	(15,419)	(16,163)	(15,740)	(16,418)	4.3%
Total Earning Assets (net)	365,575	416,555	484,126	553,127	711,931	544,485	720,325	32.3%
Total Non Earning Assets	38,710	53,345	67,211	73,055	90,024	71,233	85,680	20.3%
Total Liabilities & S.E	404,286	469,899	551,337	626,183	801,955	615,719	806,005	30.9%
Total Customer Deposits	333,652	384,264	450,166	504,281	622,322	487,669	610,937	25.3%
- Demand Deposits	77,364	76,779	80,075	79,337	90,052	71,973	86,636	20.4%
- Saving Deposits	125,990	154,133	184,365	212,997	236,395	203,063	223,267	10.0%
- Time and Certificate Deposits	130,298	153,353	185,726	211,948	295,875	212,633	301,034	41.6%
Other Interest Bearing Liabilities	17,297	19,361	15,784	20,896	57,435	20,376	64,426	216.2%
Non Interest Bearing Liabilities	16,663	16,454	20,505	21,678	24,519	28,365	34,543	21.8%
Tier I Capital	28,135	38,809	52,325	67,270	83,139	73,745	80,243	8.8%
Total Shareholder's Equity	36,673	49,820	64,882	79,327	97,679	79,309	96,099	21.2%

Income Statement (consolidated)



Description	2010	2011	2012	2013	2014	Q1 14	Q1'15	YoY
Interest Income	44,615	48,164	49,610	59,461	75,121	17,099	20,868	22.0%
Interest Expense	(11,727)	(13,737)	(13,127)	(15,355)	(23,680)	(4,698)	(7,359)	56.6%
Net Interest Income	32,889	34,427	36,484	44,106	51,441	12,401	13,510	8.9%
Fee & Other Opr. Income	5,545	5,776	8,390	8,348	9,299	1,825	2,776	52.1%
Gross Operating Income	38,433	40,203	44,873	52,455	60,740	14,227	16,285	14.5%
Other Operating Expenses	(16,114)	(17,086)	(19,491)	(22,381)	(26,671)	(6,320)	(7,381)	16.8%
Pre Provision Operating Profit	22,319	23,117	25,382	30,074	34,069	7,906	8,904	12.6%
Provision	(7,917)	(5,533)	(2,700)	(3,946)	(5,719)	(1,100)	(1,565)	42.3%
Non Operating Income (Net)	506	1,172	1,177	1,782	2,497	606	292	-51.8%
Profit Before Tax n Minor. Int.	14,908	18,756	23,860	27,910	30,847	7,413	7,631	2.9%
Net Profit	11,472	15,088	18,687	21,354	24,241	5,938	6,147	3.5%
EPS *)	478.4	628.9	757.5	865.6	982.7	962.8	996.8	3.5%

^{*)} annualized



Others

The Most Extensive and Largest Networks



Regional Office Distribution



Outlets	2010	2011	2012	2013	2014	Mar'14	Mar'15	YoY
Head Offices	1	1	1	1	1	1	1	-
Regional Offices	18	18	18	18	19	18	19	1
Branches	413	431	446	453	461	456	461	5
Sub Branches	470	502	545	565	584	562	584	22
BRI Units	4,649	4,849	5,000	5,144	5,293	5,144	5,293	149
Cash Offices	822	870	914	950	971	953	974	21
Teras BRI	617	1,304	1,778	2,206	2,457	2,208	2,468	260
Teras Mobile		100	350	465	610	465	610	145
Total	6,990	8,075	9,052	9,802	10,396	9,807	10,410	603

E-Channel	2010	2011	2012	2013	2014	Mar'14	Mar'15	YoY
ATM	6,085	7,292	14,292	18,292	20,792	18,479	20,876	2,397
EDC	12,719	31,590	44,715	85,936	131,204	85,936	137,001	51,065
CDM	39	89	92	192	392	192	392	200
E-Buzz	2	19	42	50	55	45	55	10
Total	18,845	38,990	59,141	104,470	152,443	104,652	158,324	53,672





Regional Offices

Branch Offices





Sub-Branch Offices

Cash Counter





BRI Unit

Teras BRI

^{*}Total working units are including 3 overseas offices

Ratings



BRI Rating

	FITCH							
-	Long Term Foreign Currency IDR	BBB-, Stable Outlook						
-	Short Term Foreign Currency IDR	F3						
-	Support Rating Floor	BBB-						
-	Support Rating	2						
-	Viability Rating	bb+						
-	National Long-Term Rating	AAA (idn), Stable Outlook						
-	Rupiah Subordinated Debt	A+(idn)						
-	Senior Unsecured Notes	BBB-						
STANDARD AND POORS								
-	Outlook	Stable						
-	Long Term Foreign Issuer Credit	BB+						
-	Long Term Local Issuer Credit	BB+						
-	Short Term Foreign Issuer Credit	В						
-	Short Term Local Issuer Credit	В						
	MOODY'S							
-	Outlook	Stable						
-	Bank Deposit	Baa3/P-3						
-	Bank Financial Strength	D+						
-	Baseline Credit Assessment	Baa3						
-	Adjusted Baseline Credit Assessment	Baa3						
-	Senior Unsecured Notes	Baa3						
PEFINDO								
-	National Rating	id AAA, Stable Outlook						
	Indonesia Sovereign	Ratings						
Stand	ard and Poors	BB+, Stable Outlook						
Fitch		BBB-, Stable Outlook						
Mood	y's	Baa3, Stable Outlook						
Japar	Credit Rating Agency	BBB-, Stable Outlook						

Country Rating

Shareholders & Stock Performance



Shareholders Composition

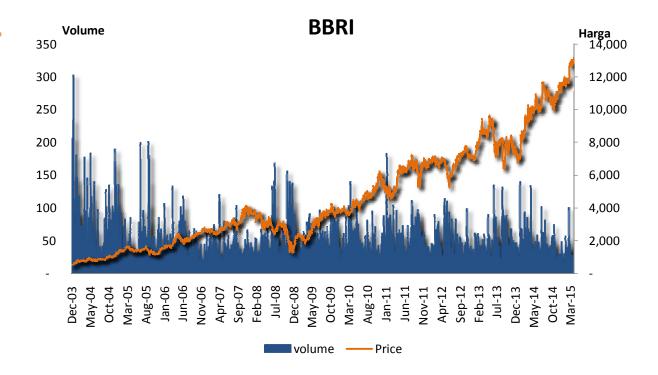
Shareholder	2003	2010	2011	2012	2013	2014	Mar'15
Government	59.50%	56.75%	56.75%	56.75%	56.75%	56.75%	56.75%
Public	40.50%	43.25%	43.25%	43.25%	43.25%	43.25%	43.25%
Foreign *)	79.10%	84.25%	83.93%	82.84%	78.94%	83.09%	85.06%
Domestic *)	20.90%	15.75%	16.07%	17.16%	21.06%	16.91%	14.94%

^{*)} percentage from public holding

Stock Price: Trend

BBRI Stock is member of:

- JCI Index
- LQ45 Index (Top 45 liquid stocks)
- SRI KEHATI Index (a UN affiliated biodiversity Index of 25 stocks)



Board of Directors





ASMAWI SYAM PRESIDENT DIRECTOR





SUNARSO **VICE PRESIDENT** DIRECTOR



GATOT MARDIWASISTO

DIRECTOR OF HUMAN CAPITAL



RANDI ANTO

DIRECTOR OF **ASSET & CREDIT** RISK MANAGEMENT



DJAROT KUSUMAYAKTI

DIRECTOR OF **MSMEs BUSINESS**



A. TONI SOETIRTO

DIRECTOR OF **CONSUMER BUSINESS**



MOHAMMAD IRFAN*

DIRECTOR OF INSTITUTIONAL **BUSINESS**



ZULHELFI ABIDIN*

DIRECTOR OF IT& **DISTRIBUTION CHANNEL**



SUSY LIESTIOWATY*

DIRECTOR OF COMPLIANCE



DONSUWAN SIMATUPANG*

DIRECTOR OF COMMERCIAL **BUSINESS**



HARU KOESMAHARGYO*

DIRECTOR OF FINANCE & **TREASURY**

^{*} effective after the Issuance of approval by the Financial Services Authority on Fit and Proper Test and the fulfillment of the prevailing regulations

Board of Commissioners





MUSTAFA ABU BAKAR

PRESIDENT
COMMISSIONER
/INDEPENDENT
COMMISSIONER



GATOT TRIHARGO*

VICE PRESIDENT COMMISSIONER



FUAD RAHMANY*

INDEPENDENT COMMISSIONER



AHMAD FUAD

INDEPENDENT COMMISSIONER



ADYAKSA DAULT

INDEPENDENT COMMISSIONER



SONY KERAF*

INDEPENDENT COMMISSIONER



VINCENTIUS SONY LOHO

COMMISSIONER



JEFFRY W. WURANGIAN*

COMMISSIONER



GATOT M. SUWONDO*

COMMISSIONER

³⁸



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