Agenda

- BNI in brief
  - BNI update
  - Strategy
  - Provisioning Policy

- Financial Performance
  - Balance Sheet
  - Profit & Loss
  - Financial Ratio
  - Quality of Loan

- Going Forward
BNI in brief
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Erry Riyana Hardjapamekas</td>
<td>President Commissioner (Independent)</td>
<td>Since February 2008, Previously Vice Chairman of Corruption Eradication Commission</td>
</tr>
<tr>
<td>Suwarsono</td>
<td>Vice President Commissioner (Independent)</td>
<td>Since July 2005, Previously Commissioner to PT Bank Kesejahteraan Ekonomi</td>
</tr>
<tr>
<td>Achil Ridwan Djayadiningrat</td>
<td>Commissioner</td>
<td>Since February 2008, Previously Managing Director of BNI (Compliance and Human Resource)</td>
</tr>
<tr>
<td>H.M.S Latif</td>
<td>Commissioner</td>
<td>Since May 2005, Previously President Director of PT Bank Syariah Ikhwanul Ummah</td>
</tr>
<tr>
<td>Achjar Iljas</td>
<td>Commissioner (Independent)</td>
<td>Since January 2004, Previously Deputy Governor of Bank Indonesia</td>
</tr>
<tr>
<td>Parikesit Suprapto</td>
<td>Commissioner</td>
<td>Since May 2007, Currently Deputy Minister for Banking, Financial Services and Construction Sector, Ministry of SOE</td>
</tr>
<tr>
<td>Fero Poerbonegoro</td>
<td>Commissioner</td>
<td>Since February 2008, Previously Managing Director of BNI [Treasury &amp; Private Banking]</td>
</tr>
</tbody>
</table>
Board of Directors

Gatot Mudiantoro Suwondo
President Director/ CEO
- Since February 2008
- Previously
  - Vice President Director of BNI
  - Managing Director of Bank Danamon

Felia Salim
Vice President Director & Chief Risk Officer
- Since February 2008
- Previously
  - Independent Commissioner of BNI
  - Deputy Chairman, Indonesian Banking Restructuring Agency
  - Director, Jakarta Stock Exchange

Gatot Mudiantoro Suwondo
President Director/ CEO
- Since February 2008
- Previously
  - Independent Commissioner of BNI
  - Deputy Chairman, Indonesian Banking Restructuring Agency
  - Director, Jakarta Stock Exchange

Yap Tjay Soen
Managing Director / CFO
- Since February 2008
- Previously
  - Commissioner of Bank Mandiri
  - Commissioner of BNI
  - CFO, Bank Int'l Indonesia

Achmad Baiquni
Managing Director (SME & Sharia)
- Since Dec 2003
- Previously
  - MD of Corporate Banking
  - MD of Consumer Banking
  - Head of Personal Banking Business Development

Bien Subiantoro
Managing Director (Intl. & Treasury)
- Since Dec 2003
- Previously
  - MD of SME & Sharia Business
  - MD of Risk Management
  - Group Head of Overseas Network Bank Mandiri

Krishna R Suprapto
Managing Director (Corporate)
- Since February 2008
- Previously
  - President Director of Barclays Securities
  - Managing Director of Bank Danamon

Ahdi Jumhari Luddin
Managing Director (Compliance)
- Since February 2008
- Previously
  - Director, Banking Supervisory, Bank Indonesia

Darwin Suzandi
Managing Director (Consumer)
- Since February 2008
- Previously
  - GM of Network Distribution
  - GM of HR Division

Suwoko Singasto
Managing Director (Operation)
- Since February 2008
- Previously
  - EVP Network & Operation
  - GM of Network Distribution Division
Number of BJNI shares: 15,273,940,510 shares
Price [per 31 March 2008]: Rp 1,390,- per shares
Market Capitalization: Rp 21,2 trillion
Network & Distribution

Jaringan distribusi yang tersebar di seluruh nusantara & pusat keuangan dunia

Domestik
- 12 Kantor Wilayah
- 978 Kantor cabang¹
- 54 cabang BNI Syariah
- 2,328 ATM
- PhonePlus
- Mobile banking

Cabang Luar Negeri
- Singapore (Nov 1955)
- Hong Kong (Apr 1963)
- Tokyo (Sep 1969)
- London (1987)
- New York Agency (Apr 1971)

Jumlah Cabang²

<table>
<thead>
<tr>
<th>Bank</th>
<th>BNI</th>
<th>Mandiri</th>
<th>BCA</th>
<th>BRI</th>
<th>Danamon</th>
<th>Lippo</th>
<th>Bukopin</th>
<th>Permata</th>
<th>BI</th>
<th>NISP</th>
<th>Niaga</th>
</tr>
</thead>
<tbody>
<tr>
<td>978</td>
<td>924</td>
<td>791</td>
<td>585</td>
<td>559</td>
<td>398</td>
<td>295</td>
<td>288</td>
<td>276</td>
<td>259</td>
<td>240</td>
<td></td>
</tr>
</tbody>
</table>

ATM³

<table>
<thead>
<tr>
<th>Bank</th>
<th>BCA</th>
<th>Mandiri</th>
<th>BNI</th>
<th>Danamon</th>
<th>BRI</th>
<th>Lippo</th>
<th>BI</th>
<th>Lippo</th>
<th>BRI</th>
<th>Permata</th>
<th>Niaga</th>
<th>NISP</th>
<th>Bukopin</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,042</td>
<td>2,800</td>
<td>2,325</td>
<td>754</td>
<td>700</td>
<td>687</td>
<td>674</td>
<td>581</td>
<td>395</td>
<td>346</td>
<td>259</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Termasuk cabang, kantor cabang pembantu, cabang Syariah dan cabang pembantu Syariah
² Tidak termasuk unit mikro
³ Data ATM berdasarkan Laporan Tahunan dan data website
BNI’s multiple touch points for individual and corporate customers

- Mobile banking
- Call Center (PhonePlus)
- ATMs (2,328)
- Branches (978)
- Consumer loan centers (12)
- Small business centers (51)
- Medium business centers (20)
- ATM partnership with PT Pos (300)

Individual customer highlights:
- 10.2mm deposit accounts
- 1.3mm credit cards
- 57,302 mortgage customers

Corporate/SME customer highlights:
- 140.694 corporate deposit accounts
- 741 corporate borrowers
- 51.642 SME lending accounts

Platform for efficient and effective cross-selling of products and services

BNI has also entered into key arrangements with prominent companies for payment channeling, financing, loan distribution, and network/outlet development.
### BNI ratings

#### Corporate rating
- **2006**: A+ (idn)
- **2007**: AA- (idn)

#### Bond 1 Subordinated
- **2006**: BB-/positive
- **2007**: BB/Stable

#### Long term subordinated debt rating
- **2006**: B+/Stable/B
- **2007**: BB-/Stable/B

#### Deposit rating
- **2006**: B+ Stable
- **2007**: BB-/Stable/B

#### Bank Financial Strength Rating
- **2006**: Stable
- **2007**: Stable

#### National long term rating
- **2006**: A+ (idn)
- **2007**: AA- (idn)

#### Long term foreign & local currency
- **2006**: BB-/positive
- **2007**: BB/Stable

#### Short term foreign & local currency
- **2006**: B+/Stable/B
- **2007**: BB-/Stable/B

#### Individual rating
- **2006**: B+/Stable/B
- **2007**: BB-/Stable/B

#### Subordinated debt
- **2006**: B+/Stable/B
- **2007**: BB-/Stable/B

### ...Improving Market Confident...

<table>
<thead>
<tr>
<th>Source</th>
<th>Ratings</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fitch Rating</strong></td>
<td>National long term rating</td>
<td>A+ (idn)</td>
<td>AA- (idn)</td>
</tr>
<tr>
<td></td>
<td>Long term foreign &amp; local currency</td>
<td>BB-/positive</td>
<td>BB/Stable</td>
</tr>
<tr>
<td></td>
<td>Short term foreign &amp; local currency</td>
<td>B+</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td>Individual rating</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td></td>
<td>Subordinated debt</td>
<td>B+</td>
<td>BB-</td>
</tr>
<tr>
<td><strong>Standard &amp; Poor's</strong></td>
<td>Credit rating</td>
<td>B+/Stable/B</td>
<td>BB-/Stable/B</td>
</tr>
<tr>
<td></td>
<td>Senior unsecured rating</td>
<td>B+</td>
<td>BB-</td>
</tr>
<tr>
<td></td>
<td>Subordinated rating</td>
<td>B-</td>
<td>B</td>
</tr>
<tr>
<td><strong>Moody's</strong></td>
<td>Long term subordinated debt rating</td>
<td>Ba3</td>
<td>Ba2</td>
</tr>
<tr>
<td></td>
<td>Deposit rating</td>
<td>B2</td>
<td>B1</td>
</tr>
<tr>
<td></td>
<td>Bank Financial Strength Rating</td>
<td>D- Stable</td>
<td>D- Stable</td>
</tr>
<tr>
<td></td>
<td>Outlook</td>
<td>Stable</td>
<td>Stable</td>
</tr>
<tr>
<td><strong>Pefindo</strong></td>
<td>Corporate rating</td>
<td>idA/Stable</td>
<td>idAA-/Stable</td>
</tr>
<tr>
<td></td>
<td>Bond 1</td>
<td>idA/Stable</td>
<td>idAA-/Stable</td>
</tr>
<tr>
<td></td>
<td>Subordinated</td>
<td>idA-/Stable</td>
<td>idA+/Stable</td>
</tr>
</tbody>
</table>
**Awards & Accolades**

**INFORMATION TECHNOLOGY**
- **IT Excellence Award** from MIS Asia as Top 3 Finalist in Asia’s Best Change Management (August 2007)
- **Century Era Award** in Gold category, in recognition of quality, leadership, technology and innovation based on QC100 TQM, International Business Initiatives Directions (B.I.D) Quality Convention, Geneva (April 2007)

**SERVICE EXCELLENCE**
- **2nd rising star bank in service excellence**, MRI and Info Bank magazine
- **TOP BRAND AWARD** from Frontier Consulting Group and Marketing Magazine (February 2007)
- **Service Quality Award**, banking service domestic category, Marketing magazine.
- **Gold Achievement Award** for The Performance Excellence Growth in Indonesia Quality Award 2007 (December 2007)

**CONSUMER INNOVATIVE**
- **Consumer Banking Excellence Award** from Perbanas (Indonesian Associations of Banks), SWA Magazine and Synovate as 3rd Winner - Best in Mobile Banking, 3rd Winner - Best in Internet Banking, 4th Overall Winner in Saving and Deposits Access Product (October 2007)
Corporate Initiative

- 16 January 2008. as a lead of syndication loan to construction of Bekasi Timur - Cawang – Kampung Melayu toll road project. The toll road is about 21 kilometers, with total investment is Rp 5.74 trillions, whereby BNI commit to finance Rp 1.41 trillions.
- 16 January 2008. BNI signed the agreement with The Islamic Corporation for the Development of Private Sector (ICD) to study the feasibility of setting up a new joint venture bank with sharia principle in Indonesia.
- Singapore, 22 January 2008 – Singapore Post Limited (SingPost) and BNI announced a new remittance service to Indonesia at 51 designated SingPost branches (post offices).
- 29 January 2008. BNI launch mailbox PO BOX GCG-BNI and email: gcg@bni.co.id to receive complains or comments from all BNI’s stakeholders, about the implementation of Good Corporate Governance in BNI.
- 21 February 2008. BNI signed Bilateral Loan Agreement with Standard Chartered Bank amounted USD 150 millions with 3 years tenor.
- 13 March 2008. BNI signed agreement with Mandala Airlines for e-Top Deposit Travel Agent services. The Services is for online payment through BNI Internet Banking and BNI ATM for Mandala ticket agencies.
- 13 April 2008. BNI and Telkomsel signed agreement for T-Cash Remittance services, The services is payment transfer with digital and mobile transaction services through mobile phone feature to BNI branch network and ATM throughout Indonesia.
- 17-26 April 2008. BNI distributed Kredit Usaha Rakyat in Purworejo, Palangkaraya, Banjarmasin and Pasuruan.
Vision & Mission

**Vision**

☑️ To be a leading bank with excellent services & performance

**Mission**

☑️ Becoming a bank-of-choice, providing excellence service and value-added solution to all customer

☑️ Deliver investment value to shareholder

☑️ Creating a performance-driven environment as the best place to work and deliver the best result;

☑️ Improving responsibility & fostering community development;

☑️ Become the best-practices for implementation of good corporate governance.
Customer Centric Process

- Clear & focus
- Understanding
- Customer driven
- Integrated & aggressive
- Customer Satisfaction & loyal
- Sustainable Profit & growth
- Customer Value,
- Cost to Customer,
- Convenience to Customer,
- Customer Intimacy

“Change from product driven to customer centric process“
To be a leading bank with excellent services & performance

Corporate Banking Dir
- Corporate Banking
- Institution Fund & Services

Consumer Banking Dir
- Credit Card
- Consumer Credit
- Individual fund
- Personal Banking

SME Banking Dir
- Medium-size Business
- Small-size Business
- Syariah

Treasury & International Dir
- Treasury
- International business

Finance Director (CFO)
- Financial Control
- Investor Relations
- Subsidiaries

Compliance & Risk Director
- Legal
- Compliance
- Risk Management
- Credit Risk

Operation Director
- Network & Services
- Operation
- Logistic

PRESIDENT DIRECTOR [CEO] & DEPUTY PRESIDENT DIRECTOR [CRO]
### Opportunity for Improvement

<table>
<thead>
<tr>
<th>Reflected in financial indicator:</th>
<th>Not-reflected in financial indicator:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Profitability</td>
<td>• “installed capacity” of the bank’s infrastructure, resources and competencies have not been capitalized well</td>
</tr>
<tr>
<td>• Productivity</td>
<td>• Good Program, but lack of execution capability</td>
</tr>
<tr>
<td>• Asset Quality</td>
<td>• Strengthen coordination among units in the organization</td>
</tr>
<tr>
<td></td>
<td>• Improve cross-selling program, initiatives and proper execution</td>
</tr>
<tr>
<td></td>
<td>• Productivity</td>
</tr>
<tr>
<td></td>
<td>• Complex systems and ineffective bureaucratic procedures in the business process</td>
</tr>
</tbody>
</table>

- Net Interest Margin
- Cost-to-Income Ratio
- NPL level
- Coverage ratio
- Earning asset allocation
### Short-term Initiatives

<table>
<thead>
<tr>
<th>Areas for improvement</th>
<th>Opportunity for improvement</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| **Profitability**     | **Net Interest Margin**    | • Review the pricing policy on assets & liabilities portfolio  
                        |                            | • Increase non interest income thru better services in financial transactions |
| **Productivity**      | **Cost to Income Ratio**   | • Improve branch and employee productivity  
                        |                            | • Efficiency program across the board thru “bottom line” mindset |
| **Asset Quality**     | **NPL level**              | • Implement Government Decree No 33 on haircut policy  
                        |                            | • Strengthen early warning system on loan portfolio  
                        |                            | • Disclose & resolve Top 10 NPLs |
|                       | **Coverage ratio**         | • Increase provision  
                        |                            | • Increase recovery rate |
|                       | **Earning Asset allocation** | • Quick asset review with the aim to improve risk asset allocation  
                        |                            | • Yield enhancement program |
## Short-term Initiatives

<table>
<thead>
<tr>
<th>Areas for improvement</th>
<th>Opportunity for improvement</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| **Business Focus & Segments** | “installed capacity” of the bank’s infrastructure, resources and competencies have not been capitalized | • Implement customer centric approach  
• Re-design “go to market” strategy for all business unit thru capitalizing on “installed capacity”  
• Recapture trade finance  
• Drive transactional banking business aggressively |
| **Program vs execution** | • Good programs, but lack execution  
• Strengthening coordination among units in the organization  
• Improve cross-selling program, initiatives and proper execution | • Establish Change Management Office  
• Improve communication quality along with alignment of organization  
• Establish portfolio and client profitability analysis |
| **Human Resources Issues** | Productivity | • Pay for Performance  
• Review and improve Man Power Planning,  
• Develop talent management  
• Efficiency program across the board through “bottom line” mindset  
• Cultivate strong sales & services culture |
| **Systems & Procedure** | Complex systems and ineffective bureaucratic procedures in the business process | • Simplify procedures to improve Business Process  
• Establish Enterprise Risk Management (ERM) framework to improve risk & governance environment |
### Business Strategy

<table>
<thead>
<tr>
<th>Corporate</th>
<th>SME &amp; Sharia</th>
<th>Consumer</th>
<th>Treasury &amp; Int’l</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Segment</strong></td>
<td>Focus on leading largest both in private publicly-listed companies &amp; SOE with strategic value</td>
<td><strong>Focus to industry with sustainable growth</strong>&lt;br&gt;<strong>Strong backward linkage</strong>&lt;br&gt;Targeting affluent, mass-market segment</td>
<td>Corporate clients &amp; middle segment with treasury, trade finance and International activities</td>
</tr>
<tr>
<td><strong>Brand Position</strong></td>
<td>To be a premier corporate bank providing total financial solutions.</td>
<td><strong>Leading bank with extensive network &amp; cap market competence</strong>&lt;br&gt;<strong>Excellence Services</strong></td>
<td><strong>Bank with large customer base and excellent in service</strong>&lt;br&gt;<strong>Strong domestic &amp; overseas network</strong></td>
</tr>
<tr>
<td><strong>Key Product</strong></td>
<td>- Corporate Finance&lt;br&gt;- Loan Syndication&lt;br&gt;- Trade Finance&lt;br&gt;- Cash Management</td>
<td><strong>Wide product-range &amp; tailor-made product</strong>&lt;br&gt;<strong>Integrated Islamic &amp; conventional banking with global partner</strong>&lt;br&gt;<strong>Transaction and investment for liabilities product</strong>&lt;br&gt;<strong>High yield loan mortgage product</strong>&lt;br&gt;<strong>New Branch Concept, supported with strong active sales team and user friendly electronic channel</strong>&lt;br&gt;<strong>Hassle-free open account initiation program</strong>&lt;br&gt;<strong>Cross Selling &amp; Strategic Alliances</strong>&lt;br&gt;<strong>Overseas branches &amp; 757 correspondent banks</strong>&lt;br&gt;<strong>Centralized trade finance processing</strong>&lt;br&gt;<strong>Treasury Remote Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Channel / Process</strong></td>
<td>- Value Chain including Synergizing with subsidiaries&lt;br&gt;- Value Added Services&lt;br&gt;- Quick turnaround with constant service level</td>
<td><strong>Value chain approach</strong>&lt;br&gt;<strong>Faster processing time</strong>&lt;br&gt;<strong>Adding more Account Officers</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Value chain approach</strong>&lt;br&gt;<strong>Faster processing time</strong>&lt;br&gt;<strong>Adding more Account Officers</strong></td>
<td><strong>Friendly local character with international exposure</strong>&lt;br&gt;<strong>Competitive value</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Value chain approach</strong>&lt;br&gt;<strong>Faster processing time</strong>&lt;br&gt;<strong>Adding more Account Officers</strong></td>
<td><strong>Competitive value</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Value chain approach</strong>&lt;br&gt;<strong>Faster processing time</strong>&lt;br&gt;<strong>Adding more Account Officers</strong></td>
<td><strong>Competitive value</strong></td>
<td></td>
</tr>
</tbody>
</table>

Building on Strong Foundations to Drive Shareholder Value
**Long-term Plan**

**Build a Platform for Sustainable Growth**

- **Trust Improvement**
  1. Gather support and acquire trust from all stakeholders:
     - Open two-way communication, to external and internal stakeholder
     - Full Disclosure
  2. Review Corporate Vision & Mission
  3. Redesign “go-to market” strategy; SME, Consumer & Corporate business model
  4. Build Performance-based organization
  5. Identify the 2008 Quick-wins
  6. Improving data security system

  **Feb-Jun 2008**

- **Fit in Infrastructure**
  Building a strong platform to support sustainable growth
  1. Achieve financial aspiration (Profitability, Liquidity and Solvability/Capital)
  2. Ensure implementation of Performance-based Organization Structure
  3. Productivity enhancement & capacity planning
  4. Build supporting infrastructure
  5. Realize the 2008 Quick-wins

  **June-Dec 2008**

**Maintain Momentum and Excellence Performance**

- **Sharpening Business**
  Sharpening business focus & segment, with aggressive growth
  1. Expand distribution network in selected segment
  2. Become a leader in key segments and products – in transactional banking thru IT driven
  3. Increase market share and improve franchise value
  4. Establish strong BNI Incorporated

  **2009**

- **Sustainable Superior Performance**
  1. Maintain aggressive growth momentum
  2. Maintain market share (consumer & SME)
  3. Leading in profitability
  4. Excellence service, especially in transaction settlement

  **2010-forward**

---

Building on Strong Foundations to Drive Shareholder Value
Provisioning Policy
### Macro Condition

#### Global
- Subprime crisis in US starting to the new recession
- Oil Price
- Market Index
- USA in / close to recession
- No clear de coupling global market to US market

#### Domestic
- Budget Pressure (Deficit & Global Bond Covenant, Oil Price & Subsidies)
- Unemployment & Inflation Pressure (Interest Rate Effect)
- Capital market (drop)
- Political Heat & Uncertainty Lead into 2009 Elections
- Natural Disaster
Facing uncertainty global economics conditions, BNI taking more conservative approach to especially to manage asset quality and determine conservative provisioning.
Provisioning Policy

FY 2007
- Provision for non-loan asset: 9%
- Provision related to subsidiaries: 10%
- Additional loan provision: 31%
- Provision for loan (required by BI): 50%

Total = Rp 2.70 trillion

1Q 2008
- Provision for non-loan asset: 4%
- Provision related to subsidiaries: 4%
- Additional loan provision: 59%
- Provision for loan (required by BI): 33%

Total = Rp 1.20 trillion

✔ Conservative

✔ Reassessment of earning assets

✔ Provision policy exceeds than regulation and equal with average Peer Group
Key highlights of OPEX compare to CIR

Operational Expense

Breakdown of OPEX (as of December 2007)

Past Service Liabilities expense to fulfill PSAK 24 that makes big jump in our CIR in 2007
Financial Performance

I Q - 2008

I. Balance Sheet
II. Profit & Loss
III. Ratio
IV. Asset Quality
### Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>IQ2007</th>
<th>IQ2008</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>169.416</td>
<td>183.342</td>
<td>174.972</td>
<td>162.267</td>
<td>-7.3%</td>
</tr>
<tr>
<td>Current Account with BI</td>
<td>15.160</td>
<td>17.573</td>
<td>15.733</td>
<td>11.974</td>
<td>-23.9%</td>
</tr>
<tr>
<td>Placement with other banks and BI</td>
<td>32.340</td>
<td>28.144</td>
<td>32.850</td>
<td>7.895</td>
<td>-75.9%</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>3.932</td>
<td>4.498</td>
<td>6.805</td>
<td>9.800</td>
<td>44.0%</td>
</tr>
<tr>
<td>Loans</td>
<td>66.460</td>
<td>88.651</td>
<td>69.133</td>
<td>89.171</td>
<td>29.0%</td>
</tr>
<tr>
<td>Government Bonds</td>
<td>41.227</td>
<td>36.701</td>
<td>39.718</td>
<td>36.384</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Customer Deposits</td>
<td>135.797</td>
<td>146.189</td>
<td>141.727</td>
<td>126.425</td>
<td>-10.8%</td>
</tr>
<tr>
<td>Borrowings</td>
<td>4.009</td>
<td>6.309</td>
<td>4.703</td>
<td>6.435</td>
<td>36.8%</td>
</tr>
<tr>
<td>Subordinated Debt</td>
<td>2.239</td>
<td>933</td>
<td>2.271</td>
<td>915</td>
<td>-59.7%</td>
</tr>
<tr>
<td>Equity</td>
<td>14.794</td>
<td>17.219</td>
<td>14.549</td>
<td>14.923</td>
<td>2.6%</td>
</tr>
</tbody>
</table>
...Toward 30 : 70 (corporate vs non-corporate)

Loan Composition

Increasing middle market focus (%, Rp bn)

Rp vs. non-Rp loans (%)

Loan Portfolio in non-corporate segment was increasing...
...since December 2005, composition of loan was not dominate by certain sector or product...

Loan diversifications
...CASA was increased from 50% to 63% (Q1-2007 to Q1-2008)...

Customer Deposit by Type

Customer Deposit by currencies

Non IDR 16%
IDR 84%
Government Bonds

Fixed vs. floating rate government bonds (Rp bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fixed rate</th>
<th>Floating rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>41,227</td>
<td>39,718</td>
</tr>
<tr>
<td>2007</td>
<td>36,701</td>
<td>36,384</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed</td>
<td>54.0%</td>
<td>54.0%</td>
</tr>
<tr>
<td>Floating</td>
<td>46.0%</td>
<td>46.0%</td>
</tr>
</tbody>
</table>

Government bond vs. loans comparison as % of total assets (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Loans</th>
<th>Govt. Bonds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>28.5%</td>
<td>22.7%</td>
</tr>
<tr>
<td>2007</td>
<td>25.3%</td>
<td>22.7%</td>
</tr>
<tr>
<td>1Q2007</td>
<td>24.3%</td>
<td>39.2%</td>
</tr>
<tr>
<td>1Q2008</td>
<td>22.7%</td>
<td>39.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Total assets (Rp bn)</th>
<th>Loans</th>
<th>Govt. Bonds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>169,416</td>
<td>28.5%</td>
<td>22.7%</td>
</tr>
<tr>
<td>2007</td>
<td>183,342</td>
<td>25.3%</td>
<td>22.7%</td>
</tr>
<tr>
<td>1Q2007</td>
<td>174,972</td>
<td>24.3%</td>
<td>39.2%</td>
</tr>
<tr>
<td>1Q2008</td>
<td>162,267</td>
<td>22.7%</td>
<td>39.5%</td>
</tr>
</tbody>
</table>

Income from Govt. bonds as % of total interest income (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>1Q2007</th>
<th>1Q2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>31%</td>
<td>25%</td>
<td>27%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>[ Rp Billions ]</td>
<td>2006</td>
<td>2007</td>
<td>1Q2007</td>
<td>1Q2008</td>
</tr>
<tr>
<td>-----------------</td>
<td>------</td>
<td>------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Net Interest Income</td>
<td>7.377</td>
<td>7.467</td>
<td>1.528</td>
<td>2.233</td>
</tr>
<tr>
<td>Fee Income</td>
<td>2.861</td>
<td>4.130</td>
<td>1.210</td>
<td>839</td>
</tr>
<tr>
<td>Operating Income</td>
<td>10.238</td>
<td>11.597</td>
<td>2.738</td>
<td>3.072</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>(6.258)</td>
<td>(7.626)</td>
<td>(1.669)</td>
<td>(1.650)</td>
</tr>
<tr>
<td>Net Non Operating Income/(Expense)</td>
<td>179</td>
<td>213</td>
<td>160</td>
<td>(13)</td>
</tr>
<tr>
<td>Pre-Provision Operating Income</td>
<td>3.980</td>
<td>3.971</td>
<td>1.229</td>
<td>1.409</td>
</tr>
<tr>
<td>Provisioning</td>
<td>(1.319)</td>
<td>(2.704)</td>
<td>(623)</td>
<td>(1.199)</td>
</tr>
<tr>
<td>Net Income before Tax</td>
<td>2.840</td>
<td>1.481</td>
<td>606</td>
<td>210</td>
</tr>
<tr>
<td>Net Income</td>
<td>1.926</td>
<td>898</td>
<td>400</td>
<td>153</td>
</tr>
<tr>
<td>Net Income per share [ full amount / Rp ]</td>
<td>126</td>
<td>59</td>
<td>26</td>
<td>10</td>
</tr>
</tbody>
</table>
Interest Income Composition

Breakdown of interest income (1Q-2007)

- Marketable Securities: 8.0%
- Government Bonds: 27.5%
- SBI: 11.3%
- Others: 0.4%

Total = Rp 3.605 bn

Breakdown of interest income (1Q-2008)

- Marketable Securities: 11.6%
- Government Bonds: 22.3%
- SBI: 1.5%
- Others: 0.3%

Total = Rp 3.688 bn
Key highlights of non-interest income

Non-interest income (Rpbn) | Non-interest income as % of total revenue
--- | ---
2006 | 2.230 | 27.90%
2007 | 2.907 | 34.97%
1Q2007 | 457 | 16%
1Q2008 | 842 | 27.30%

Breakdown of non-interest income (1Q-2008)

1Q2008
Total = Rp 839 bn

- Insurance premium 23%
- Fees and commissions for other banking services 54%
- Foreign exchange gains 7%
- Gains on marketable securities 0.4%
- Others 16%

1Q2007
Total = Rp 1.210 bn

- Insurance premium 21%
- Fees and commissions for other banking services 29%
- Foreign exchange gains 6%
- Gains on marketable securities 37.7%
- Others 6%
Key highlights of OPEX compare to CIR

Breakdown of OPEX (as of March 31, 2008)

OPEX:
Total = Rp 1.650 bn

Personnel Expense:
Total = Rp 814 bn
### Financial Ratios [%]

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>1Q2007</th>
<th>1Q2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPITAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders equity to total assets</td>
<td>8,7</td>
<td>9,4</td>
<td>8,3</td>
<td>9,2</td>
</tr>
<tr>
<td>Tier I – CAR</td>
<td>10,0</td>
<td>11,7</td>
<td>10,9</td>
<td>12,1</td>
</tr>
<tr>
<td>Tier II – CAR</td>
<td>6,1</td>
<td>4,6</td>
<td>5,6</td>
<td>4,6</td>
</tr>
<tr>
<td>CAR [after adjustment for market risk]</td>
<td>15,3</td>
<td>15,7</td>
<td>15,7</td>
<td>16,3</td>
</tr>
<tr>
<td><strong>ASSET QUALITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Non Performing Loan</td>
<td>6,6</td>
<td>4,0</td>
<td>6,6</td>
<td>3,2</td>
</tr>
<tr>
<td>Gross Non Performing Loan</td>
<td>10,5</td>
<td>8,2</td>
<td>10,5</td>
<td>8,6</td>
</tr>
<tr>
<td>Allowance for possible loan losses to gross NPL</td>
<td>55,1</td>
<td>71,9</td>
<td>52,6</td>
<td>83,4</td>
</tr>
<tr>
<td>Requirement for provision of Earning Assets</td>
<td>108,6</td>
<td>116,5</td>
<td>112,6</td>
<td>141,2</td>
</tr>
<tr>
<td></td>
<td>2006</td>
<td>2007</td>
<td>1Q2007</td>
<td>1Q2008</td>
</tr>
<tr>
<td>------------------------------</td>
<td>------</td>
<td>------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td><strong>RENTABILITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROAA</td>
<td>1,2</td>
<td>0,5</td>
<td>0,9</td>
<td>0,4</td>
</tr>
<tr>
<td>ROAE</td>
<td>14,4</td>
<td>5,6</td>
<td>11,3</td>
<td>3,3</td>
</tr>
<tr>
<td>Net Interest Margin</td>
<td>5,2</td>
<td>5,0</td>
<td>4,1</td>
<td>6,0</td>
</tr>
<tr>
<td><strong>EFFICIENCY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOPO</td>
<td>84,8</td>
<td>93,0</td>
<td>90,0</td>
<td>95,1</td>
</tr>
<tr>
<td>Cost to Income Ratio</td>
<td>60,1</td>
<td>64,6</td>
<td>60,2</td>
<td>53,8</td>
</tr>
<tr>
<td><strong>LIQUIDITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan to Deposit Ratio</td>
<td>49,0</td>
<td>60,2</td>
<td>48,8</td>
<td>70,5</td>
</tr>
<tr>
<td><strong>COMPLIANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statuary Reserve Requirement (Rupiah)</td>
<td>13,0</td>
<td>14,7</td>
<td>12,1</td>
<td>12,1</td>
</tr>
<tr>
<td>Net Open Position</td>
<td>6,8</td>
<td>5,9</td>
<td>6,3</td>
<td>6,0</td>
</tr>
</tbody>
</table>
Loan Collectibility

- **Pass**: 76.0% in 2006, 83.5% in 2007, 77.6% in 1Q2007, 82.3% in 1Q2008
- **Special Mention**: 8.0% in 2006, 11.9% in 1Q2007, 8.7% in 1Q2008
- **Substandard**: 14.0% in 2006, 0.8% in 2007, 11.9% in 1Q2007, 1.0% in 1Q2008
- **Doubtful**: 2.0% in 2006, 2.6% in 2007, 7.3% in 1Q2007, 6.5% in 1Q2008
- **Loss**: 0.0% in 2006, 0.6% in 2007, 0.6% in 1Q2007, 1.3% in 1Q2008

**Total loans (Rpbn)**
- 2006: 66,460
- 2007: 88,651
- 1Q2007: 69,133
- 1Q2008: 89,171
Coverage Ratio [LLR/NPL] increased 30.8% from 52.6% to 83.4% as result of provisioning policy applied.
## Top 10 Debtors

<table>
<thead>
<tr>
<th>No</th>
<th>Debtors by Industry</th>
<th>Type of banking arrangement</th>
<th>Total outstanding of loans (Rp bn)</th>
<th>Loan Classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Oil &amp; Gas</td>
<td>Investment</td>
<td>2.679</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Electricity</td>
<td>Working Capital/ Investment</td>
<td>1.455</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Telecommunication</td>
<td>Working Capital/ Investment</td>
<td>1.437</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Oil &amp; Gas</td>
<td>Working Capital/ Investment</td>
<td>1.381</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Property</td>
<td>Working Capital/ Investment</td>
<td>1.233</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Manufacturing</td>
<td>Working capital</td>
<td>888</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Agriculture</td>
<td>Working Capital/ Investment</td>
<td>767</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Electricity</td>
<td>Working capital/Investment</td>
<td>727</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Construction</td>
<td>Investment Loan</td>
<td>717</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Pulp &amp; Paper</td>
<td>Working Capital</td>
<td>668</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>11.950</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>% dari total pinjaman</strong></td>
<td></td>
<td><strong>13.4%</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Note: The table lists the top 10 debtors by industry, detailing the type of banking arrangement, the total outstanding loan amount, and the loan classification. The debtors are ranked according to the total outstanding loan amount.*
### Top 10 NPL Debtors

<table>
<thead>
<tr>
<th>No</th>
<th>Company, Industry</th>
<th>Type of banking arrangement</th>
<th>Total outstanding of loans (Rp bn)</th>
<th>Loan Classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Semen Bosowa Maros, Manufaktur</td>
<td>Investment</td>
<td>584</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Prima Inreksa, Manufaktur</td>
<td>Working Capital</td>
<td>343</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Perwita Karya, Konstruksi</td>
<td>Working Capital</td>
<td>186</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Himalaya Tunas, Textile</td>
<td>Working capital</td>
<td>171</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Jakarana Tama, Makanan</td>
<td>Working capital</td>
<td>142</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Griya Pesona Mentari, Property</td>
<td>Working capital</td>
<td>123</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Zidon Indonesia, Electronik</td>
<td>Working capital</td>
<td>122</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Citra Insulindo Abadi, Konstruksi</td>
<td>Working capital</td>
<td>109</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Damai Indah Kaca Tipis, Manufaktur</td>
<td>Investment Loan</td>
<td>107</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Alam Tirta Sari, Manufaktur</td>
<td>Investment Loan</td>
<td>84</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,971</strong></td>
<td></td>
</tr>
</tbody>
</table>

% dari total NPL: **24.7%**

% dari total pinjaman: **2.2%**
In 2007, BNI has not yet implemented Government Decree No 33.

As of 17 January 2008, BNI was released from “Bank Under Intensive Supervision”.

Proceed from recovery was used to increase provision and not accrued as income.

### Write-off & Recovery

<table>
<thead>
<tr>
<th></th>
<th>1Q2007</th>
<th>1Q2008</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write-off (Rp billion)</td>
<td>527,34</td>
<td>49,26</td>
<td>-90,6%</td>
</tr>
<tr>
<td>Recovery (Rp billion)</td>
<td>76,81</td>
<td>62,47</td>
<td>-18,6%</td>
</tr>
</tbody>
</table>
Going Forward
### 2008 Financial target

<table>
<thead>
<tr>
<th>Areas for improvement</th>
<th>Short-term Initiatives</th>
<th>Target by end of 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profitability:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Higher Net Interest Margin</td>
<td>• Review the pricing policy on assets &amp; liabilities portfolio</td>
<td>• Improve NIM &gt; 5.5%</td>
</tr>
<tr>
<td>• Increase recurring fee-based income</td>
<td>• Increase lower cost funding source (CASA)</td>
<td>• Increase CASA by ±20%</td>
</tr>
<tr>
<td></td>
<td>• Higher growth in SME &amp; Consumer loan</td>
<td>• Overall loan growth ±20%:</td>
</tr>
<tr>
<td></td>
<td>• Increase non-interest income through better services in financial transactions &amp; new product features</td>
<td>• SME loan growth 22%-25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consumer loan growth 20%-22%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase recurring fee-based income 25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Interest income vs fee-based income = 70:30</td>
</tr>
<tr>
<td><strong>Productivity:</strong></td>
<td>• Improve branch &amp; employee productivity</td>
<td></td>
</tr>
<tr>
<td>• Lower Cost Income Ratio</td>
<td>• Efficiency program across the board</td>
<td>• Improve CIR to ±55%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase Operating Income per employee</td>
</tr>
<tr>
<td>Opportunity for improvement</td>
<td>Initiatives</td>
<td>Target by end of 2008</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------</td>
<td>----------------------</td>
</tr>
<tr>
<td><strong>Asset Quality:</strong></td>
<td>• Implement Government Decree No 33&lt;br&gt;• Strengthen early warning system on loan portfolio&lt;br&gt;• Disclose &amp; resolve Top 10 NPLs</td>
<td>• Gross NPL below 5%&lt;br&gt;• Policy only applicable for SME debtor below Rp 5 billion with targeted proceed of Rp 180 billion from Rp 455 billion outstanding NPL.</td>
</tr>
<tr>
<td>- <strong>Lower NPL level</strong></td>
<td>• Establish provision policy that exceed minimum requirement&lt;br&gt;• Increase recovery rate</td>
<td>• Accelerated increase in coverage ±100%&lt;br&gt;• Targeted recovery : Rp 500 billion</td>
</tr>
<tr>
<td>- <strong>Higher coverage ratio</strong></td>
<td>• Decrease composition of lower yield asset (cash, placement to Bank Indonesia, etc)</td>
<td>• Increase LDR to ±64%</td>
</tr>
<tr>
<td>- <strong>Yield Enhancement</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thank you

PT Bank Negara Indonesia (Persero) Tbk
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Investor Relations Group
BNI Building, 24th Floor
Jl Jend Sudirman kav. 1 Jakarta 10220
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E: investor.relations@bni.co.id