A TURN AROUND STORY FOR SUSTAINABLE GROWTH

Analyst Meeting
1Q – 2009

PT Bank Negara Indonesia (Persero) Tbk
Jakarta, 29 April 2009

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Agenda

- Management Focus & Progress to date
  - 2009 Strategic Policy
  - Target vs Achievement in 2009
  - Summary Results
- Financial Performance
  - Income Statement, Balance Sheet, Financial Ratio
- Loan Quality
- APENDIX
  - BNI in brief
Management Focus & Progress to date
Strengthening Financial Foundation

1. Focus on Asset Quality
2. Improve Profitability
3. Low-cost Funding
4. Strengthen Tier-1 Capital
5. Increase Fee-Based Income
6. Improve Efficiency
7. Spin Off and/or Joint Venture Initiative
## 2009 Financial Target

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Initiatives</th>
<th>Target by end of 2009</th>
<th>Progress Jan-Mar 09</th>
<th>TREND</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asset Quality</strong></td>
<td>• Establish provision policy in line with peers &amp; economy climate</td>
<td>• Coverage: 110 - 120%</td>
<td>105,8%</td>
<td>+</td>
</tr>
<tr>
<td>Coverage ratio</td>
<td>• Increase recovery rate</td>
<td>• Targeted recovery: Rp 750 bn – Rp 1,0 tn</td>
<td>Rp 154 Bn</td>
<td>-</td>
</tr>
<tr>
<td>- Prevent NPL formation</td>
<td>• Strengthen early warning system on loan portfolio</td>
<td>• Gross NPL below 6%</td>
<td>Gross NPL 5,6%</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>• Proactive monitoring of Pre-NPL</td>
<td>• Net NPL between 1% - 1,5%</td>
<td>Net NPL 1,5%</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>• Resolve Top 10 NPLs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profitability</strong></td>
<td>• Increase lower cost funding base (CASA)</td>
<td>• NIM 5,5% - 6,5%</td>
<td>NIM 6,2%</td>
<td>+</td>
</tr>
<tr>
<td>• Net Interest Margin</td>
<td>• Selective loan growth</td>
<td>• CASA up to 12% - 14%</td>
<td>CASA down by 6%</td>
<td>-</td>
</tr>
<tr>
<td>• Increase recurring FBI</td>
<td>• Increase Non-Interest Income</td>
<td>• Loan growth 14% - 16%</td>
<td>Loan Growth 2,5%</td>
<td>+</td>
</tr>
<tr>
<td><strong>Productivity</strong></td>
<td>• Efficiency program</td>
<td>• Recurring Fee by Rp 4 Tn</td>
<td>Recurring Fee Rp 994 bn</td>
<td>-</td>
</tr>
<tr>
<td>Lower Cost Income Ratio</td>
<td>• Improve branch &amp; employee productivity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strengthen Tier-1 Capital</strong></td>
<td>• Dividend Pay Out Ratio</td>
<td>• Tier 1 Capital targeted above 10%</td>
<td>CIR 40,2%</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>• Asset Quality</td>
<td></td>
<td>Operating Income per</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employee: Rp 539</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>million</td>
<td></td>
</tr>
</tbody>
</table>

### TREND

- : Increase
+ : Decrease
### Summary Result 1Q-2009

| 1. Asset Quality | NPL 5.6%, Coverage 106%, Recovery Rp. 154 billion  | + |
| 2. Profitability  | NIM 6.2%, Net Income Rp 635 Billion, ROA 1.9; ROE: 16.7 | + |
| 3. Low Cost Fund  | CASA down 6% | - |
| 4. Tier-1 Capital | Tier-1: 11.3%, CAR: 15.0% | + |
| 5. Fee Income     | Recurring Fee Rp 994 Bn | + |
| 6. Efficiency     | Cost to Income Ratio 40.2% | + |
| 7. Spin Off / JV  | On going process | - |
|--------------|------|------|------|---------|---------|-------|
| **Net Interest Income** | 7.377 | 7.467 | 9.912 | 2.233   | 2.774   | 24.2% |
| Fee Income   | 2861  | 4.130 | 3.549 | 842     | 1.215   | 44.3% |
| - Recurring Fee | 2.230 | 2.907 | 3.692 | 853     | 994     | 16.5% |
| - Non Recurring Fee | 631   | 1.223 | (143) | (10)    | 221     |       |
| **Operating Income** | 10.238 | 11.597 | 13.461 | 3.072   | 3.990   | 29.9% |
| **Operating Expense** | (6.258) | (7.626) | (7.228) | (1.650) | (1.605) | -2.7% |
| Net Non Operating Income/(Expense) | 179   | 213   | 58   | (13)    | 38      | 392.3% |
| **Pre-Provision Income** | 4159  | 4.185 | 6.291 | 1.409   | 2.423   | 72.0% |
| **Provisioning** | (1.319) | (2.704) | (4.359) | (1.199) | (1.474) | 22.9% |
| **Net Income before Tax** | 2.840  | 1.481 | 1.932 | 210     | 949     | 351.9% |
| **Net Income** | 1.929  | 898   | 1.222 | 153     | 635     | 315.0% |
| Net Income per share [full amount] | 126   | 64    | 80    | 10      | 42      | 320.0% |
### Breakdown of Interest Income [%]

<table>
<thead>
<tr>
<th>Source</th>
<th>Interest Income [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>SBI</td>
<td>4%</td>
</tr>
<tr>
<td>Government Bonds</td>
<td>19%</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>7%</td>
</tr>
<tr>
<td>Fee &amp; Commission on Loan</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Growth of Interest Income from Loan [Rp Bn]

<table>
<thead>
<tr>
<th>Year</th>
<th>Fee</th>
<th>MS</th>
<th>Govt</th>
<th>SBI</th>
<th>Loan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>339</td>
<td>1.329</td>
<td>4.629</td>
<td>1.349</td>
<td>7.302</td>
</tr>
<tr>
<td>2007</td>
<td>422</td>
<td>1.771</td>
<td>3.553</td>
<td>711</td>
<td>8.380</td>
</tr>
<tr>
<td>2008</td>
<td>525</td>
<td>994</td>
<td>3.500</td>
<td>723</td>
<td>10.886</td>
</tr>
<tr>
<td>1Q2008</td>
<td>936</td>
<td>219</td>
<td>3.364</td>
<td>827</td>
<td>2.266</td>
</tr>
<tr>
<td>1Q2009</td>
<td>122</td>
<td>30</td>
<td>50</td>
<td>105</td>
<td>1.349</td>
</tr>
</tbody>
</table>

Total = Rp 4,98 trillion
Key highlights of non-interest income (Rp Bn)

- Non-interest income as % of total operating income

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>1Q2008</th>
<th>1Q2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>2.230</td>
<td>2.907</td>
<td>3.692</td>
<td>842</td>
<td>1.179</td>
</tr>
<tr>
<td>Gain</td>
<td>631</td>
<td>1.223</td>
<td>21%</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Markable Securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recurring Fee Income is targeted to cover operating expense

Breakdown of non-interest income (1Q-2009)

- Total = Rp 1.2 trillion

- Fees and commissions: 42%
- Insurance premium: 12%
- Others: 21%
- Foreign exchange gains: 25%
- Others: 21%

Non Interest Income

Gain from Marketable Securities

Insurance Sales Income

Fees and Commissions

Foreign Exchange Gains

Others
Key highlights of OPEX compare to CIR

- Cost to Income Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>OPEX [Rp Bn]</th>
<th>CIR %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>6.258</td>
<td>61.1%</td>
</tr>
<tr>
<td>2007</td>
<td>7.626</td>
<td>64.6%</td>
</tr>
<tr>
<td>2008</td>
<td>7.228</td>
<td>53.5%</td>
</tr>
<tr>
<td>1Q2008</td>
<td>1.650</td>
<td>53.8%</td>
</tr>
<tr>
<td>1Q2009</td>
<td>1.605</td>
<td>40.2%</td>
</tr>
</tbody>
</table>

Breakdown of OPEX [%]

- **Personnel Expense**: 50%
- **General & Administrative**: 30%
- **Promotion Expense**: 3%
- **Guarantee Premium**: 5%
- **Underwriting Insurance**: 9%
- **Others**: 5%

Total = Rp 1.6 trillion
## Balance Sheet Highlight

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>1Q-2008</th>
<th>1Q-2009</th>
<th>Y.o.Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>169.416</td>
<td>183.342</td>
<td>201.741</td>
<td>162.267</td>
<td>201.264</td>
<td>24.0%</td>
</tr>
<tr>
<td><strong>Placement with other banks &amp; BI</strong></td>
<td>32.340</td>
<td>14.809</td>
<td>22.642</td>
<td>7.895</td>
<td>17.996</td>
<td>127.9%</td>
</tr>
<tr>
<td><strong>Marketable Securities</strong></td>
<td>3.932</td>
<td>16.201</td>
<td>9.874</td>
<td>9.800</td>
<td>15.201</td>
<td>55.1%</td>
</tr>
<tr>
<td><strong>Loans (gross)</strong></td>
<td>66.460</td>
<td>88.651</td>
<td>111.994</td>
<td>89.171</td>
<td>114.770</td>
<td>28.7%</td>
</tr>
<tr>
<td><strong>Government Bonds</strong></td>
<td>41.227</td>
<td>36.701</td>
<td>34.655</td>
<td>36.384</td>
<td>35.676</td>
<td>-1.9%</td>
</tr>
<tr>
<td><strong>Customer Deposits</strong></td>
<td>135.797</td>
<td>146.189</td>
<td>163.164</td>
<td>126.425</td>
<td>165.044</td>
<td>30.5%</td>
</tr>
<tr>
<td><strong>Borrowings</strong></td>
<td>4.009</td>
<td>6.309</td>
<td>8.617</td>
<td>6.435</td>
<td>6.807</td>
<td>5.8%</td>
</tr>
<tr>
<td><strong>Subordinated Debt</strong></td>
<td>2.239</td>
<td>933</td>
<td>-</td>
<td>915</td>
<td>-</td>
<td>Na</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>14.794</td>
<td>17.220</td>
<td>15.431</td>
<td>14.923</td>
<td>16.566</td>
<td>11.0%</td>
</tr>
</tbody>
</table>
### Loans by Economic Sector [1Q-2009]

<table>
<thead>
<tr>
<th>Sectors</th>
<th>1Q-2008</th>
<th>1Q-2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>28%</td>
<td>26%</td>
</tr>
<tr>
<td>Trading, Resto &amp; Hotel</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Business Service</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Constructions</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Transportation &amp; Comm</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Social Services</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Mining</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Electricity, Gas &amp; Water</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Others</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td><strong>TOTAL LOAN [Rp Bn]</strong></td>
<td><strong>89.171</strong></td>
<td><strong>114.770</strong></td>
</tr>
</tbody>
</table>

### Consumer Loan Composition [1Q-2009]

- **Mortgage / Housing loan**: 41%
- **Auto**: 26%
- **Credit cards**: 15%
- **Cash collateral credit**: 2%
- **Multi-purpose**: 3%
- **Unsecured loan**: 2%

**Total Consumer Loan 1Q-2009: Rp 17,0 Tn**
Government Bonds

Fixed vs. floating rate (Rp bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fixed Rate</th>
<th>Floating Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>22,268</td>
<td>18,958</td>
</tr>
<tr>
<td>2007</td>
<td>19,565</td>
<td>17,135</td>
</tr>
<tr>
<td>2008</td>
<td>18,573</td>
<td>16,082</td>
</tr>
<tr>
<td>1Q2008</td>
<td>19,900</td>
<td>16,484</td>
</tr>
<tr>
<td>1Q2009</td>
<td>19,668</td>
<td>16,008</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Fixed Rate</th>
<th>Floating Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2007</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>2008</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>1Q2008</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>1Q2009</td>
<td>20%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Accounting Treatment

Trading 1%
Available for Sale 75%
Hold to Maturity 24%

Interest Income from Govt. bonds vs % from total interest income

- 2006: 32%
- 2007: 25%
- 2008: 22%
- 1Q-2008: 22%
- 1Q-2009: 19%
Customer deposit increased 30% (yoy) with CASA at 54%
### Financial Ratios [%]

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>1Q2008</th>
<th>1Q2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPITAL</strong></td>
<td></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>7.7</td>
<td>9.2</td>
<td>8.2</td>
</tr>
<tr>
<td>Tier I – CAR</td>
<td>10.0</td>
<td>11.7</td>
<td>9.8</td>
<td>12.1</td>
<td>11.3</td>
</tr>
<tr>
<td>Tier II – CAR</td>
<td>6.1</td>
<td>4.6</td>
<td>4.0</td>
<td>4.6</td>
<td>4.1</td>
</tr>
<tr>
<td>CAR [after adjustment for credit &amp; market risk]</td>
<td>15.3</td>
<td>15.7</td>
<td>13.5</td>
<td>16.3</td>
<td>15.0</td>
</tr>
<tr>
<td><strong>ASSET QUALITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Non Performing Loan</td>
<td>6.8</td>
<td>4.0</td>
<td>1.7</td>
<td>3.2</td>
<td>1.5</td>
</tr>
<tr>
<td>Gross Non Performing Loan</td>
<td>10.5</td>
<td>8.2</td>
<td>4.9</td>
<td>8.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Allowance for possible loan losses to gross NPL</td>
<td>55.1</td>
<td>71.9</td>
<td>101.0</td>
<td>83.4</td>
<td>105.8</td>
</tr>
<tr>
<td>Requirement for provision of Earning Assets</td>
<td>108.6</td>
<td>116.5</td>
<td>141.4</td>
<td>141.2</td>
<td>187.5</td>
</tr>
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</table>
## Financial Ratios [%]

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>1Q-2008</th>
<th>1Q-2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RENTABILITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROA</td>
<td>1.9</td>
<td>0.9</td>
<td>1.1</td>
<td>0.5</td>
<td>1.9</td>
</tr>
<tr>
<td>ROE</td>
<td>22.6</td>
<td>8.0</td>
<td>9.0</td>
<td>4.2</td>
<td>16.7</td>
</tr>
<tr>
<td>Net Interest Margin</td>
<td>5.2</td>
<td>5.0</td>
<td>6.3</td>
<td>6.0</td>
<td>6.2</td>
</tr>
<tr>
<td><strong>EFFICIENCY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOPO</td>
<td>84.9</td>
<td>93.0</td>
<td>90.2</td>
<td>95.1</td>
<td>85.0</td>
</tr>
<tr>
<td>Cost to Income Ratio</td>
<td>61.1</td>
<td>65.8</td>
<td>53.7</td>
<td>53.8</td>
<td>40.2</td>
</tr>
<tr>
<td><strong>LIQUIDITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan to Deposit Ratio</td>
<td>49.0</td>
<td>60.6</td>
<td>68.6</td>
<td>70.5</td>
<td>68.8</td>
</tr>
<tr>
<td><strong>COMPLIANCE</strong></td>
<td></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>6.7</td>
<td>12.1</td>
<td>5.0</td>
</tr>
<tr>
<td>Net Open Position</td>
<td>6.8</td>
<td>5.9</td>
<td>7.6</td>
<td>6.0</td>
<td>6.4</td>
</tr>
</tbody>
</table>
Loan Quality
Coverage

Coverage Ratio [LLR/NPL] increased from 83.4% to 105.8%
### 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>Electricity</td>
<td>Investment</td>
<td>2.707</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Steel Manufacture</td>
<td>Working Capital/ Investment</td>
<td>2.520</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Telecommunication</td>
<td>Investment</td>
<td>2.250</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Petro-Chemical</td>
<td>Working Capital/ Investment</td>
<td>2.043</td>
<td>1</td>
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<tr>
<td>5</td>
<td>Oil &amp; Gas</td>
<td>Working Capital/ Investment</td>
<td>1.829</td>
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<tr>
<td>6</td>
<td>Oil &amp; Gas</td>
<td>Working Capital/ Investment</td>
<td>1.733</td>
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<tr>
<td>7</td>
<td>Electricity</td>
<td>Working Capital/ Investment</td>
<td>1.618</td>
<td>1</td>
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<tr>
<td>8</td>
<td>Oil &amp; Gas</td>
<td>Working Capital/ Investment</td>
<td>1.583</td>
<td>1</td>
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<tr>
<td>9</td>
<td>Telecommunication</td>
<td>Working Capital/ Investment</td>
<td>1.289</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Construction</td>
<td>Working Capital/ Investment</td>
<td>1.050</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>18.622</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>% of total loans</strong></td>
<td></td>
<td><strong>16.2%</strong></td>
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</table>
## 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>Duta Rendamulya, Plywood</td>
<td>Working Capital/Investment</td>
<td>229</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Himalaya Tunas, Textiles</td>
<td>Working Capital/Investment</td>
<td>209</td>
<td>5</td>
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<tr>
<td>3</td>
<td>Prima Alloy Universal, Alloy Wheel</td>
<td>Investment</td>
<td>177</td>
<td>3</td>
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<tr>
<td>4</td>
<td>Sanex Elektronik Indonesia</td>
<td>Working capital</td>
<td>142</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Jakarana Tama, Food &amp; Beverage</td>
<td>Working capital</td>
<td>138</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Kusumaputra Santosa</td>
<td>Working capital</td>
<td>133</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Griya Pancaloka</td>
<td>Working capital</td>
<td>130</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Kusumahadi Santosa</td>
<td>Working capital</td>
<td>121</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Griya Pesona Mentari</td>
<td>Working capital/Investment</td>
<td>114</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Radiance</td>
<td>Working capital</td>
<td>109</td>
<td>5</td>
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<tr>
<td></td>
<td>Total</td>
<td></td>
<td>1,503</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of total NPL</td>
<td></td>
<td>22.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of total loans</td>
<td></td>
<td>1.3%</td>
<td></td>
</tr>
</tbody>
</table>
I. BNI in Brief
BNI has a long track record in the Indonesian banking sector

- **1946**: BNI Established
- **Indonesia Independence** (17 August 1945)
- **1996**: First state-owned bank, to “go public”
- **2000**: Post-recap. The Government owned 99.1% of BNI
- **2007**: Secondary Offering, +/- US$ 445mn new Tier-1 capital

<table>
<thead>
<tr>
<th></th>
<th>Total Assets</th>
<th>Gross Loan</th>
<th>Deposits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandiri</td>
<td>340 BRI</td>
<td>161 Mandiri</td>
<td>274</td>
</tr>
<tr>
<td>BRI</td>
<td>250 Mandiri</td>
<td>157 BCA</td>
<td>210</td>
</tr>
<tr>
<td>BCA</td>
<td>247 BCA</td>
<td>113 BRI</td>
<td>201</td>
</tr>
<tr>
<td>BNI</td>
<td>201 BNI</td>
<td>111 BNI</td>
<td>163</td>
</tr>
<tr>
<td>Danamon</td>
<td>105 Danamon</td>
<td>64 Danamon</td>
<td>74</td>
</tr>
<tr>
<td>CIMB</td>
<td>69 CIMB</td>
<td>50 Niaga</td>
<td>52</td>
</tr>
<tr>
<td>Niaga</td>
<td></td>
<td>37 Panin</td>
<td>46</td>
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<tr>
<td>Panin</td>
<td></td>
<td>35 Permata</td>
<td>44</td>
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<tr>
<td>Permata</td>
<td></td>
<td>35 BII</td>
<td>43</td>
</tr>
<tr>
<td>BII</td>
<td></td>
<td>32 BTN</td>
<td>34</td>
</tr>
<tr>
<td>Citibank</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Strong Brand Name** – 62 years History
- **Network** (+/- 1000 Branches) including Five Overseas Branches
- **Customer Base** – (+/- 10 millions customers)

Source: Bank Indonesia, SPI Dec 2008
Achil Ridwan Djayadiningrat
Commissioner
- Since February 2008
- Previously Managing Director of BNI (Compliance and Human Resource)

Suwarsono
Vice President Commissioner (Independent)
- Since July 2005
- Previously Commissioner to PT Bank Kesejahteraan Ekonomi

H.M.S Latif
Commissioner
- Since May 2005
- Previously President Director of PT Bank Syariah Ikhwanul Ummah

Erry Riyana Hardjapamekas
President Commissioner (Independent)
- Since February 2008
- Previously Vice Chairman of Corruption Eradication Commission

Parikesit Suprapto
Commissioner
- Since May 2007
- Currently Deputy Minister for Banking, Financial Services and Construction Sector, Ministry of SOE

Achjar Iljas (Independent)
- Since January 2004
- Previously Deputy Governor of Bank Indonesia

Fero Poerbonegoro
Commissioner
- Since February 2008
- Previously Managing Director of BNI [Treasury & Private Banking]
- Managing Director of Bank BCA
Board of Directors

Felicia 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
  - Vice President Director of BNI
  - Managing Director of Bank Danamon
BNI’s multiple touch points for individual and corporate customers

- **Individual customer highlights**
  - 11.2mm deposit accounts
  - 1.4 mm credit cards
  - 74,500 mortgage customers

- **Corporate/SME customer highlights**
  - 141,000 corporate deposit accounts
  - 816 corporate borrowers
  - 67,800 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.
Offering leading products...

Key asset and liability products

Credit Cards (Visa & Mastercard)
Launched in October 1997
Balance: Rp. 2.3 trillion
# Applications: 35,000/month
# of cards holder: 1.4 millions

TAPPLUS (Savings Product)
Launched in 1989
Balance: Rp. 50.0 trillion
# Applications: 20,000/month
# of accounts: 10.5 million

BNI Wirausaha (Commercial)
Launched in August 2005
Balance: Rp 2,58 trillion
# Applications: 1,000/month
# of member: 13,407

BNI Griya (Housing Loan)
Launched in 2005
Balance: Rp. 6.5 trillions
# Applications: 3,000/month
# of accounts: 72,226

Product Focus 2009

- **TAPPLUS, [saving account]**
  - To balance CASA – Non CASA composition
  - Target growth 2008: 12%
- **BNI Griya [housing loan]** with growth target in 2008 over 20%
- **BNI Wirausaha [loan product for Small Business]** with growth target 20%
- **Remittance**, more extensive acquisition through our overseas branches with target growth 100%

Credit cards in-force in Indonesia in 2008 ('000s)

<table>
<thead>
<tr>
<th>Bank</th>
<th>In-Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citibank</td>
<td>1,800</td>
</tr>
<tr>
<td>BNI</td>
<td>1,400</td>
</tr>
<tr>
<td>BCA</td>
<td>1,300</td>
</tr>
<tr>
<td>Mandiri</td>
<td>1,200</td>
</tr>
<tr>
<td>HSBC</td>
<td>950</td>
</tr>
</tbody>
</table>

Source: Company reports, data for credit cards in-force in Indonesia based on recent available information
Accolades

- **Islamic Finance Quality Awards**
  Category: The Best Sharia Division, The Most Earning Asset Expansion, The Most Third Party Fund Expansion, The Top of Mind Sharia Division and The 1st Rank Sharia Skill Competition
  [From Karim Business Consulting]

- **2007 Vision Award**, Annual Report Competition
  Category: Gold in Banking and Financial Institution
  [From League of Americans Communications Professionals]

- **Banking Service Excellence Awards 2008**
  Category: 2nd The Rising star Bank in Service Excellence Commercial Bank [from MRI and InfoBank]

- **Service Quality Award 2008**
  Category: Regular Banking Services – Domestic Banking [from: Marketing Magazine and Carre, Center Customer]

- **Indonesian Banking Loyalty Award**
  Category: The Best Loyalty Program for Sharia Banking & he Best Loyalty Program for Credit Card [from InfoBank & Markplus]

- **Annual Report Award**
  Category : BUMN Financial listed [from BI, Bappepam, Directorate of Tax, and GCG Committee]
### BNI ratings

...Improving Market Confident...

<table>
<thead>
<tr>
<th>Rating Agency</th>
<th>National long term rating</th>
<th>Long term foreign &amp; local currency</th>
<th>Short term foreign &amp; local currency</th>
<th>Individual rating</th>
<th>Subordinated debt</th>
<th>Credit rating</th>
<th>Senior unsecured rating</th>
<th>Subordinated rating</th>
<th>Long term subordinated debt rating</th>
<th>Deposit rating</th>
<th>Bank Financial Strength Rating</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fitch Rating</strong></td>
<td>AA- (idn)</td>
<td>BB/stable</td>
<td>B</td>
<td>D</td>
<td>BB-</td>
<td>BB-/Stable/B</td>
<td>BB-</td>
<td>B</td>
<td>Ba2</td>
<td>BI</td>
<td>D- Stable</td>
<td>Stable</td>
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<tr>
<td><strong>Standard &amp; Poor's</strong></td>
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<td><strong>Moody's</strong></td>
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<tr>
<td><strong>Pefindo</strong></td>
<td>idAA-/Stable</td>
<td>idAA-/Stable</td>
<td>idA+/Stable</td>
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</tbody>
</table>

2007

2008

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Outperform share in 1Q-2009

Government of Indonesia has 76.36% of BNI shares
Issued shares 15.273.940.510 shares
Price [April 28, 2009] : Rp 1.130,-
Market Capitalization : Rp. 1,7 trillion [+/- US$ 1,7 billion]

Increased 66,2% from December’08 (680) to 28 April’09 (1130)

As of March 31, 2008
Thank you

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Corporate Communication Division,
Investor Relations Group
BNI Building, 24th Floor
Jl Jend Sudirman kav. 1 Jakarta 10220
T: 62-21-5728868
F: 62-21-5728053
E: investor.relations@bni.co.id