



A TURN AROUND STORY FOR SUSTAINABLE GROWTH

Corporate Presentation
PT Bank Negara Indonesia (Persero) Tbk

FY - 2008

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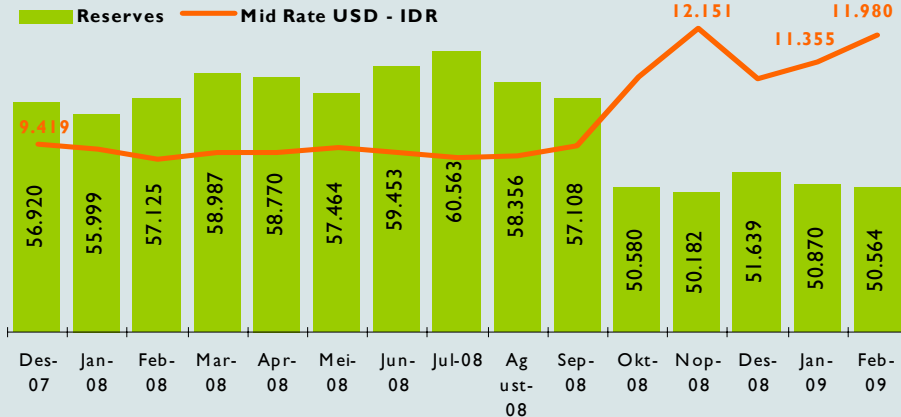
Agenda

- ▶ **BNI in brief**
- ▶ **Management Focus & Progress to date**
 - ☑ 2008 Strategic Policy
 - ☑ Target vs Achievement in 2008
- ▶ **Financial Performance** 
 - ☑ Balance Sheet, Income Statement, Financial Ratio
- ▶ **Loan Quality**
- ▶ **Business Unit Performance**
 - ☑ Corporate Business, SME & Sharia Business, Consumer Banking, Treasury & International Banking
- ▶ **Going Forward**

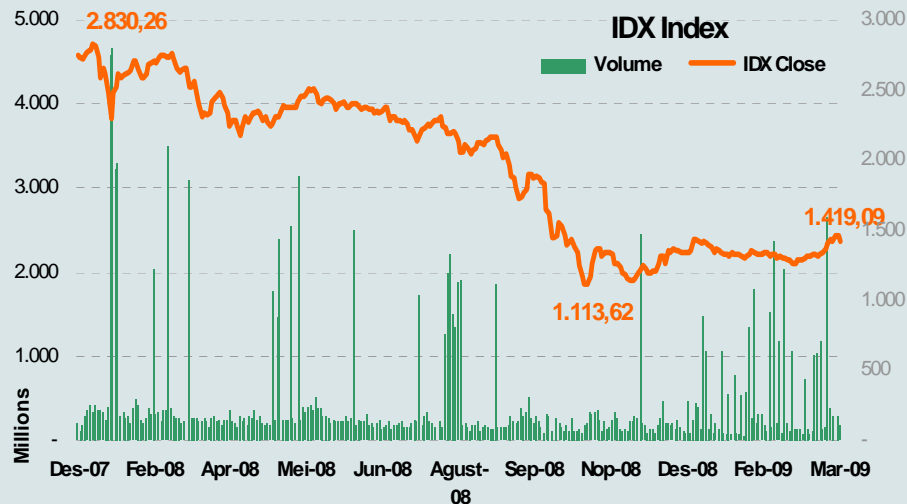
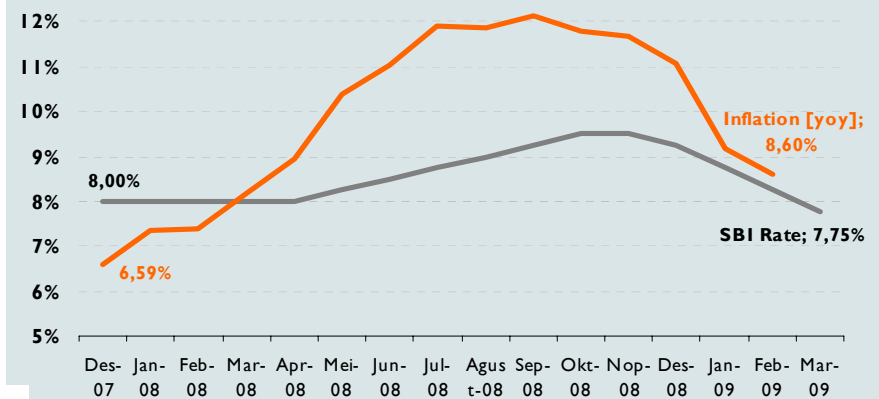
BNI in brief

Indonesia Macro Economy

Reserves & Mid Rate USD-IDR



SBI rate & Inflation [yoy]



Indonesia Macro

	2007	2008	2009
GDP	6,25	6,06	4,5% - 5%
Interest Rate	8,0%	9.25%	8,0%
Inflation	6,59%	11,06%	5,0% - 7,0%
Mid Rate USD-IDR	9.419	10.950	10,5 – 11 th
Oil Price			US\$ 40-60

BNI has a long track record in the Indonesian banking sector



1946: BNI
Established

1996

First state-owned bank, to
"go public"

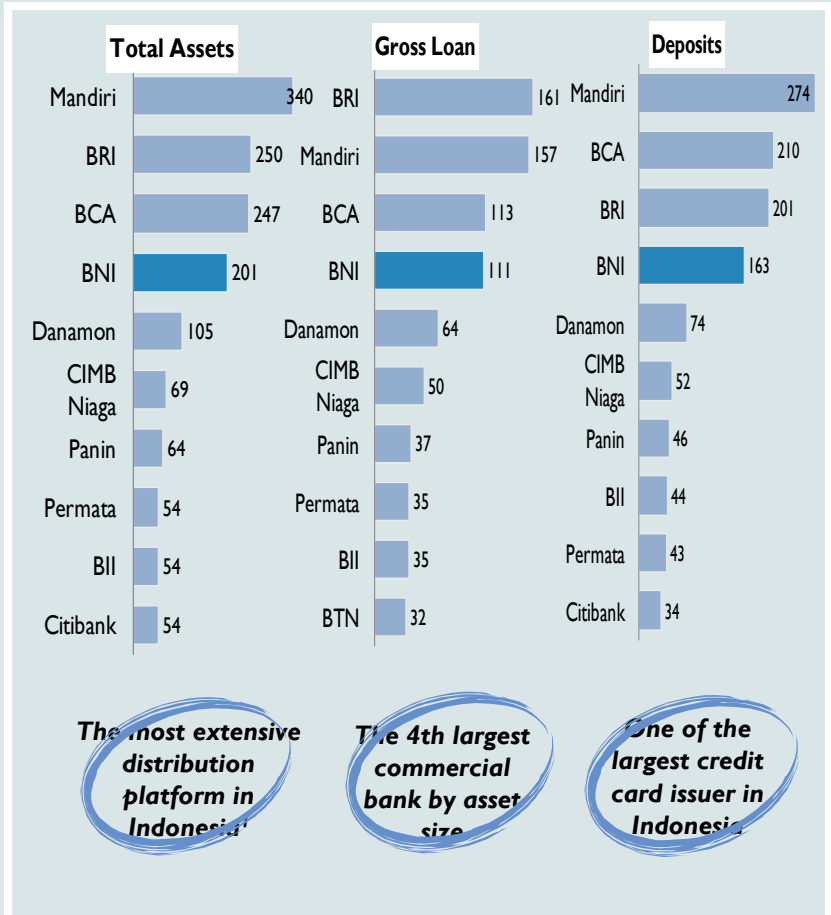
2000: Post-recap.
The Government
owned 99.1% of
BNI



2007: Secondary
Offering, +/- US\$
445mn new Tier-I
capital

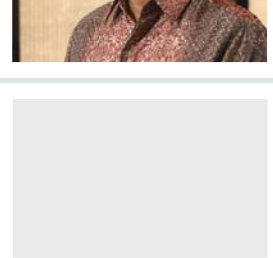
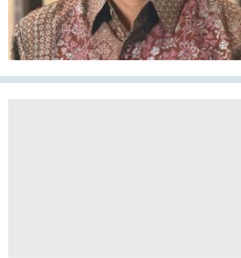
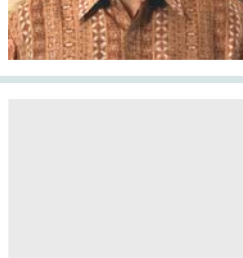
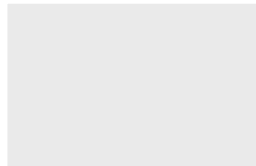
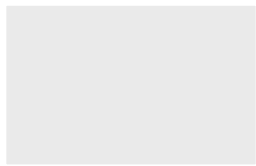
**Indonesia
Independence**
(17 August 1945}

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



Source: Bank Indonesia, SPI Dec 2008

Board of Commisioners



**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 Suprpto
Commissioner

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

Achjar Iljas
Commissioner
(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



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

Darwin Suzandi
Managing Director (Consumer)

- Since February 2008
- Previously
 - GM of Network Distribution
 - GM of HR Division

Suwoko Singoasto
Managing Director (Operation)

- Since February 2008
- Previously
 - EVP Network & Operation
 - GM of Network Distribution Division

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

Yap Tjay Soen
Managing Director / CFO

- Since February 2008
- Previously
 - Commissioner of Bank Mandiri
 - Commissioner of BNI
 - CFO, Bank Int'l Indonesia

Gatot Mudiantoro Suwondo
President Director/ CEO

- Since February 2008
- Previously
 - Vice President Director of BNI
 - Managing Director of Bank Danamon

Ahdi Jumhari Luddin
Managing Director (Compliance)

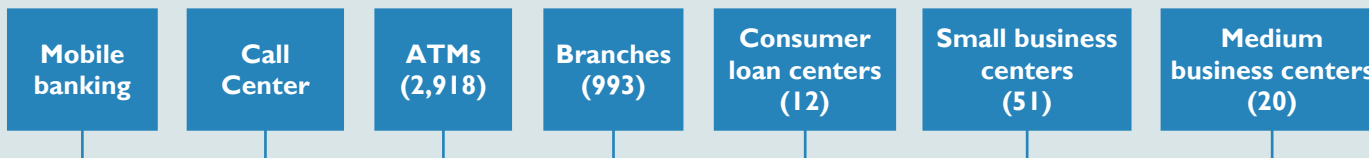
- Since February 2008
- Previously Director, Banking Supervisory, Bank Indonesia

Krishna R Suparto
Managing Director (Corporate)

- Since February 2008
- Previously
 - President Director of Barclays Securities
 - Managing Director of Bank Danamon

Network & Distribution

BNI's multiple touch points for individual and corporate customers



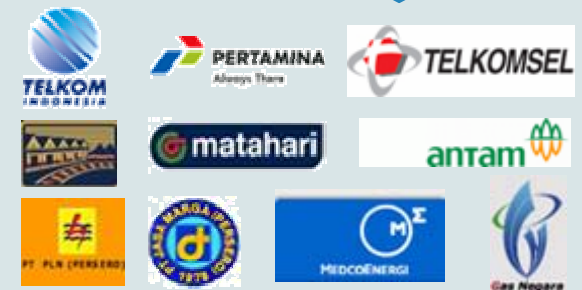
BNI has also entered into key arrangements with prominent companies for payment channeling, financing, loan distribution, and network/outlet development

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

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



TAPLUS (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 2,05 trillion
Applications: 1.000/month
of member: 11.067



BNI Griya (Housing Loan)

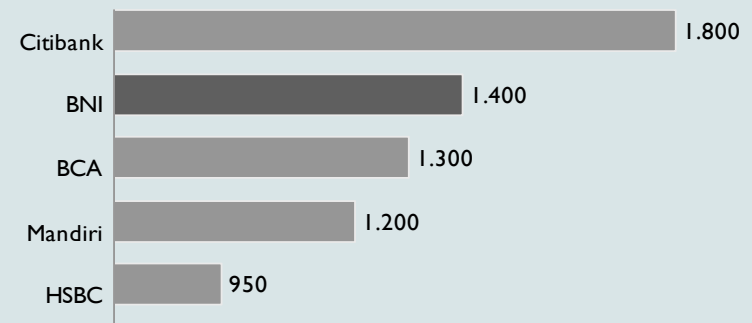
Launched in 2005
Balance: Rp. 6,5 trillions
Applications: 3.000/month
of accounts: 72.226



Product Focus 2009

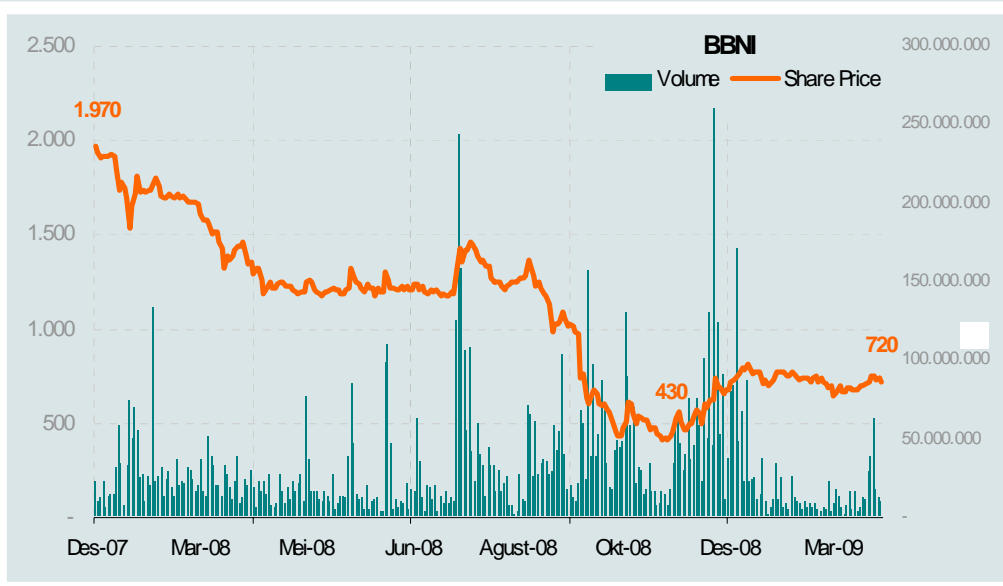
- **TAPLUS, [saving account]**
 - To balance CASA – Non CASA composition
 - Target growth 2008: : 12%
- **BNI Griya [housing loan]** with growth target in 2008 over 20%
- **BNI Wirausaha [loan product for Small Business]** with growth target 20%
- **Remittance**, more extensive acquisition through our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

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



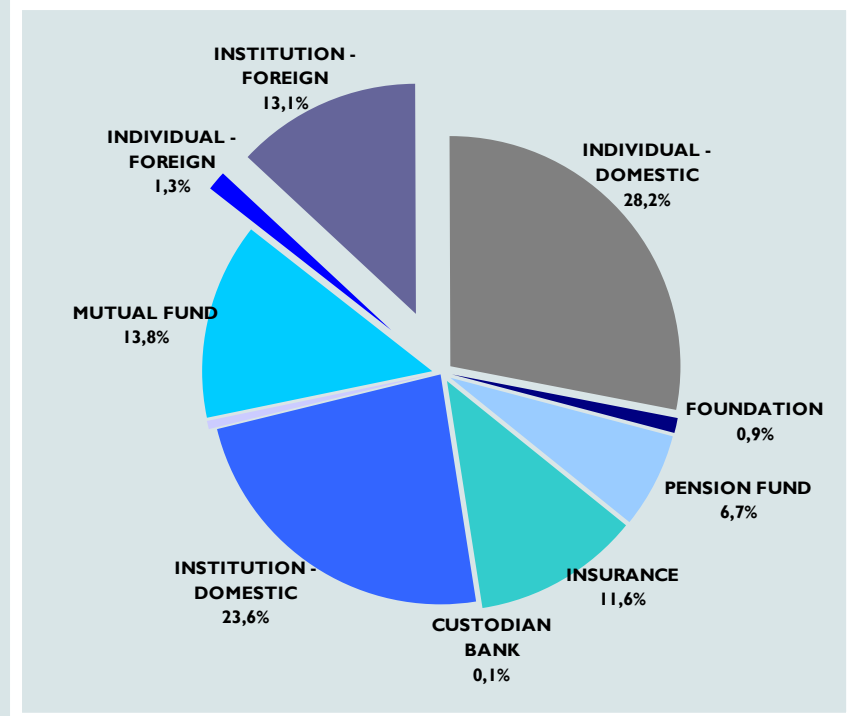
BNI Shares & Ownership

BBNI Latest Movement



- ⑩ Government of Indonesia has 76.36% of BNI shares
- ⑩ Issued shares 15.273.940.510 shares
- ⑩ Price [March 31, 2009] : Rp 720,-
- ⑩ Market Capitalization : Rp. 1 trillion [+/- US\$ 1 billion]

BBNI Public Ownerships [23.64%]



As of December 31, 2008

Accolades



10 Islamic Finance 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 Islamic and Financial Quality Award]



10 2007 Vision Award,

Annual Report Competition Category: Gold in Banking and Financial Institution [From League of Americans Communications Professionals]



10 Service Quality Award 2008

Category: Regular Banking Services – Domestic Banking [from: Marketing Magazine and Carre, Center Customer]



10 Indonesian Banking Loyalty Award

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

10 Annual Report Award

Category : BUMN Financial listed [from BI, Bappepam, Directorate of Tax, and GCG Committee]

BNI ratings

...Improving Market Confident...

		2007	2008
Fitch Rating	National long term rating	AA- (idn)	AA- (idn)
	Long term foreign & local currency	BB/stable	BB/stable
	Short term foreign & local currency	B	B
	Individual rating	D	D
	Subordinated debt	BB-	--
Standard & Poor's	Credit rating	BB-/Stable/B	BB-/Stable/B
	Senior unsecured rating	BB-	BB-
	Subordinated rating	B	--
Moody's	Long term subordinated debt rating	Ba2	Ba2
	Deposit rating	BI	BI
	Bank Financial Strength Rating	D-	D-
	Outlook	Stable	Stable
Pefindo	Corporate rating	^{id} AA-/Stable	^{id} AA-/Stable
	Bond I	^{id} AA-/Stable	^{id} AA-/Stable
	Subordinated	^{id} A+/Stable	--

Management Focus & Progress to date

2008 STRATEGIC POLICY

1st POLICY

Provisioning Policy
Target Coverage Ratio 100%

5th POLICY

Sustainable Cost Structure
✓ Efficiency
✓ Productivity
✓ Good Cost

Strengthening Financial Foundation

2nd POLICY

Improving Asset Quality
✓ Asset Management
✓ Robust NPL Management
✓ Increase recovery
✓ Prudent Lending

4th POLICY

Sustainable Business
Model to increase
recurring fee income

3rd POLICY

Focus on Profitability
without neglecting asset growth

2008 Target vs Achievement

Areas for improvement	Initiatives	Target by end of 2008	Achievement 2008	Trend
Profitability : <ul style="list-style-type: none"> • Higher Net Interest Margin • Increase recurring fee-based income 	<ul style="list-style-type: none"> • Review the pricing policy on assets & liabilities portfolio • Increase non interest income through better services in financial transactions 	<ul style="list-style-type: none"> • NIM 5.8% • Increase CASA by $\pm 8\%$ • Overall loan growth $\pm 20\%$ • Interest income vs fee-based income = 70:30 	<ul style="list-style-type: none"> • NIM = 6,2% • CASA up by Rp 3,35 trillion or 3,7% • Loan up by 26,3% • Interest Income vs Fee Based Income 73:27 	<div>+</div> <div>-</div> <div>+</div> <div>-</div>
Productivity : <ul style="list-style-type: none"> • Lower Cost Income Ratio 	<ul style="list-style-type: none"> • Improve branch and employee productivity • Efficiency program across the board through “bottom line” mindset 	<ul style="list-style-type: none"> • Improve CIR to $\pm 55\%$ • Operating Income per employee \pm Rp 320 million 	<ul style="list-style-type: none"> • CIR 53,5% (from 64,6%) • Operating Income per employee Rp 343 million 	<div>+</div> <div>+</div>

2008 Target vs Achievement

Areas for improvement	Initiatives	Target by end of 2008	Achievement 2008	Trend
Asset Quality : <ul style="list-style-type: none"> • Lower NPL level • Higher coverage ratio • Yield Enhancement 	<ul style="list-style-type: none"> • Implement Government Decree No 33 on haircut policy • Strengthen early warning system on loan portfolio • Disclose & resolve Top 10 NPLs 	<ul style="list-style-type: none"> • Gross NPL below 5% • Coverage ratio above 100% • Targeted recovery Rp 500 billion 	<ul style="list-style-type: none"> • Gross NPL 4,95% (from 8,2% in 2007) • Coverage ratio 101% from 71,9% (2007) • Recovery = Rp 750bn {from Write Off Loan = Rp.555 bn & from PSB Rp 195bn} 	+
	<ul style="list-style-type: none"> • Increase provision • Increase recovery rate 	<ul style="list-style-type: none"> • Targeted recovery Rp 500 billion 	<ul style="list-style-type: none"> • Recovery = Rp 750bn {from Write Off Loan = Rp.555 bn & from PSB Rp 195bn} 	+
	<ul style="list-style-type: none"> • Quick asset review with the aim to improve risk asset allocation • Yield enhancement program 	<ul style="list-style-type: none"> • Increase LDR to $\pm 64\%$ 	<ul style="list-style-type: none"> • LDR 68,6% 	+

Financial Performance

FY 2008

- I. Balance Sheet**
- II. Profit & Loss**
- III. Financial Ratio**

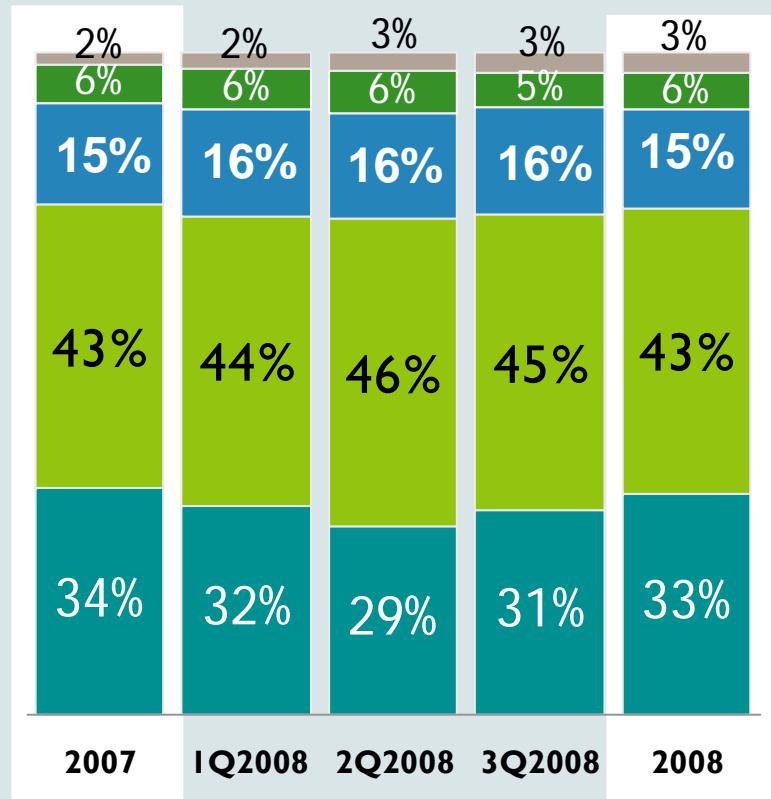
Balance Sheet Highlight

[Rp Billions]	2007	1Q-2008	2Q-2008	3Q2008	2008	Growth
Total Assets	183.342	162.267	176.047	179.644	201.741	↑ 10,1%
Current Account with BI	17.573	11.974	12.095	12.675	9.351	↓ -46,8%
Placement with other banks & BI	14.809	7.895	12.872	12.722	22.642	↑ 52,9%
Marketable Securities	16.201	9.800	9.564	4.135	9.874	↓ -39,0%
Loans (gross)	88.651	89.171	99.023	106.850	111.994	↑ 26,3%
Government Bonds	36.701	36.384	34.281	33.978	34.655	↓ -5,6%
Customer Deposits	146.189	126.425	140.257	143.249	163.164	↑ 11,6%
Borrowings	6.309	6.435	3.817	2.614	8.617	↑ 36,6%
Subordinated Debt	933	915	917	--	-	na
Equity	17.220	14.923	14.665	14.896	15.431	↓ -10,4%

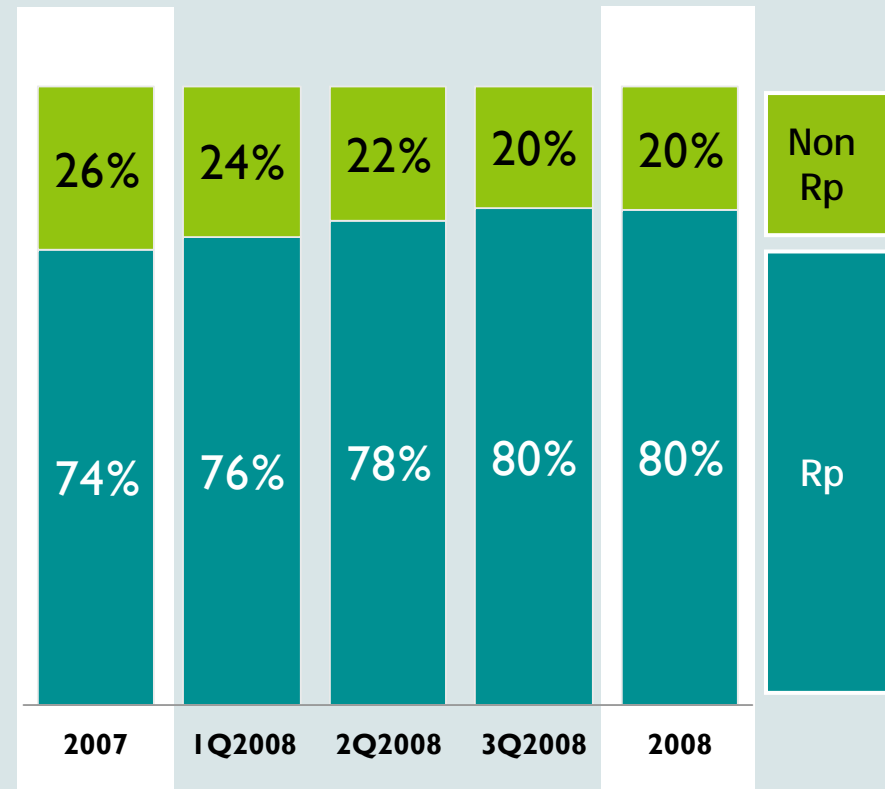
Loan Composition

Loan Composition (% , Rp bn)

88.651 89.171 99.023 106.850 111.994



Rp vs non-Rp loans (%)

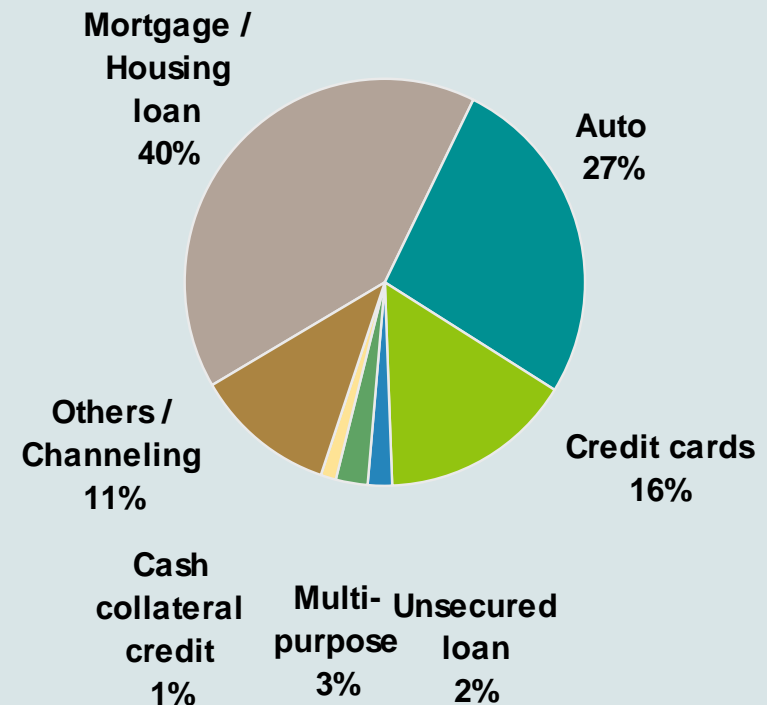


Loan diversifications

Loans by Economic Sector [2008]

Sectors	2007	2008
Manufacturing	29%	26%
Trading, Resto & Hotel	22%	19%
Agriculture	9%	5%
Business Service	7%	11%
Constructions	7%	5%
Transportation & Comm	5%	6%
Social Services	2%	6%
Mining	1%	1%
Electricity, Gas & Water	0%	3%
Others	18%	19%
TOTAL LOAN [Rp Bn]	88,65	111,99

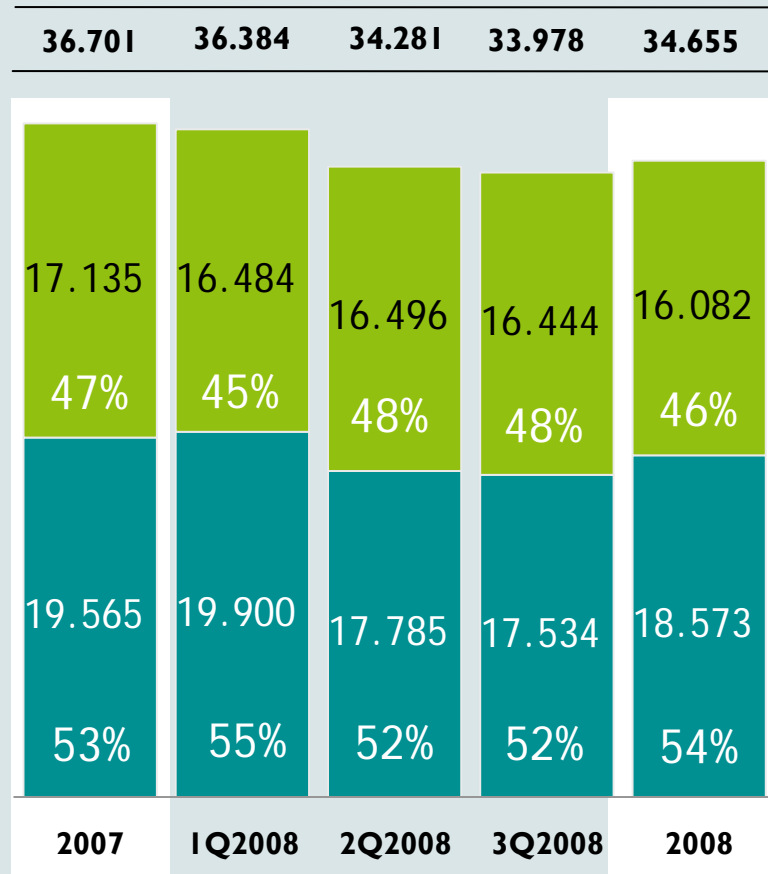
Consumer Loan Composition [2008]



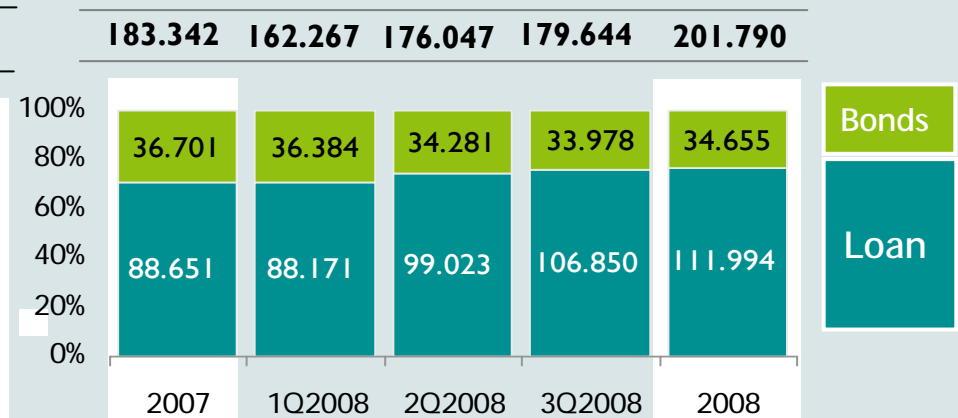
Total Consumer Loan 2008: Rp 17,2 Tn

Government Bonds

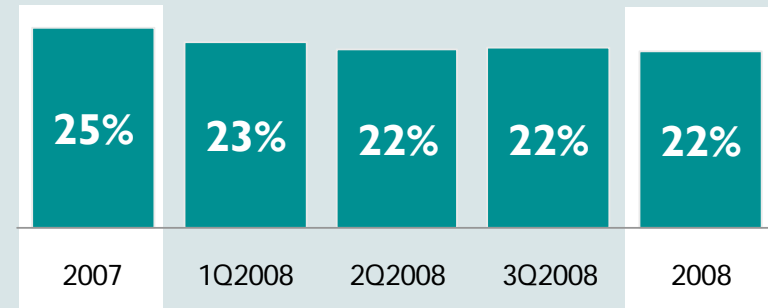
Fixed vs. floating rate government bonds (Rp bn)



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

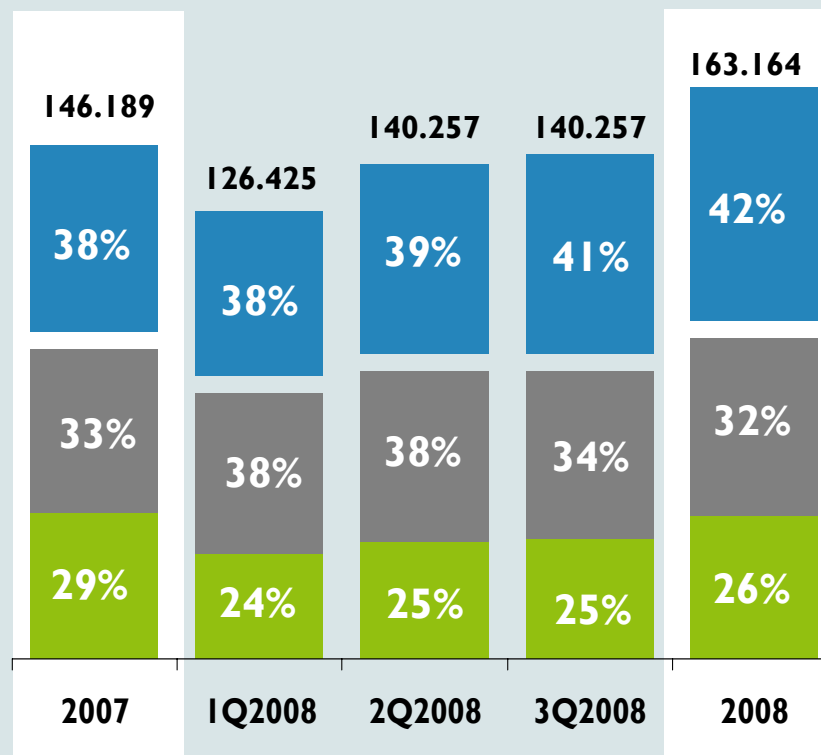


Income from Govt. bonds as % of total interest income (%)

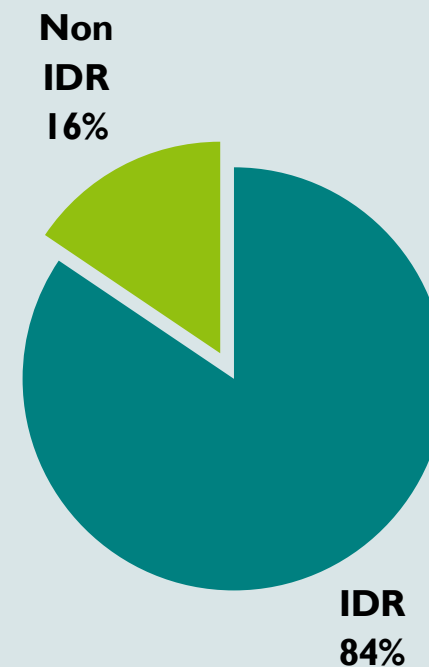


Customer Deposit

Breakdown by Type (Rp Bn)



Breakdown by Currencies



CASA 62% 62% 63% 59% 58%

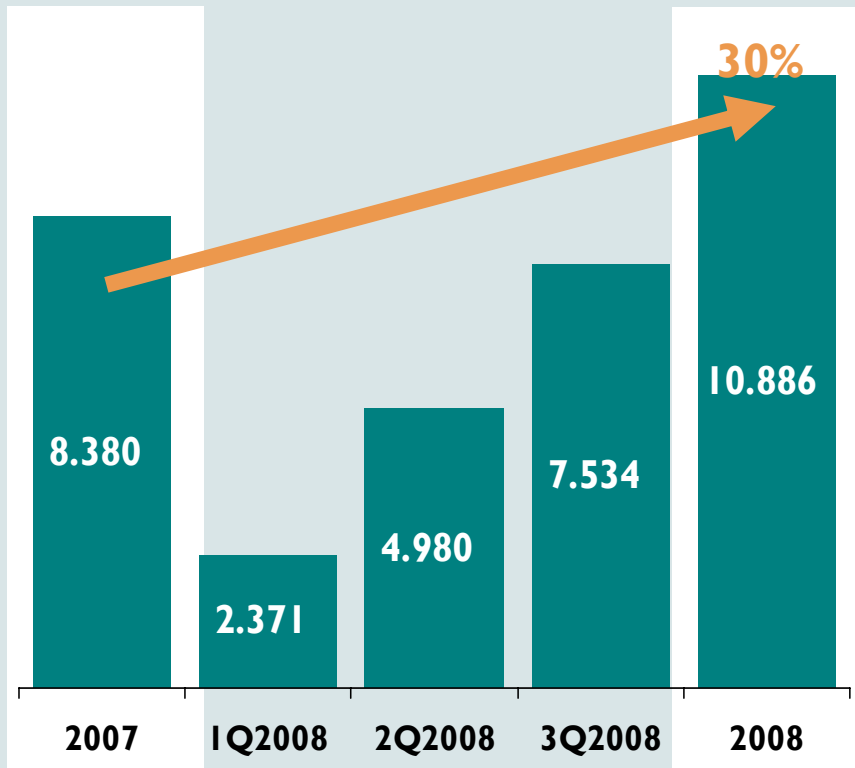
Customer deposit increased by 12% with CASA at 58%

Profit & Loss

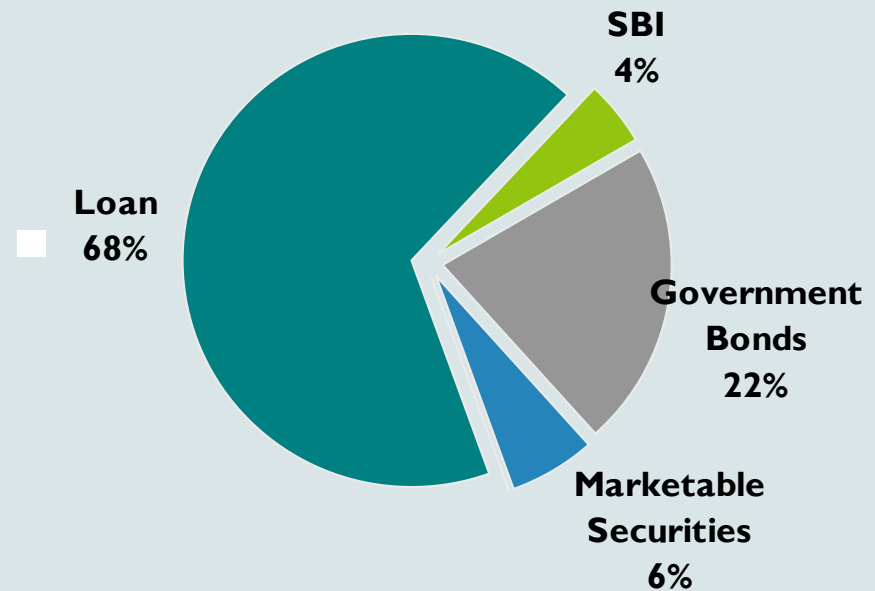
[Rp Billions]	2007	1Q-2008	2Q-2008	3Q-2008	2008	Growth [yoy]
Net Interest Income	7.467	2.233	4.629	7.163	9.912	↑ 32.7%
Fee Income	4.130	839	1.699	2.538	3.549	↓ -14,1%
- Reccuring Fee	2.907	842	1.720	2.580	3.692	↑ 27,0%
-- Non Recurring Fee	1.223	(3)	(21)	(42)	(143)	
Operating Income	11.597	3.072	6.328	9.700	13.461	↑ 16,1%
Operating Expense	(7.626)	(1.650)	(3.559)	(5.266)	(7.228)	↓ -5,2%
Net Non OperatingIncome/(Expense)	213	(13)	27	26	58	↓ -72.9%
Pre-Provision Operating Income	4.185	1.409	2.796	4.460	6.291	↑ 50.3%
Provisioning	(2.704)	(1.199)	(2.154)	(3.258)	(4.359)	↑ 61,2%
Net Income before Tax	1.481	210	642	1.202	1.932	↑ 30,5%
Net Income	898	153	439	832	1.222	↑ 36,1%
Net Income per share [full amount]	64	10	28	54	80	↑ 25,0%

Interest Income Composition

Growth of interest income from loan [Rp Bn]



Breakdown of interest income



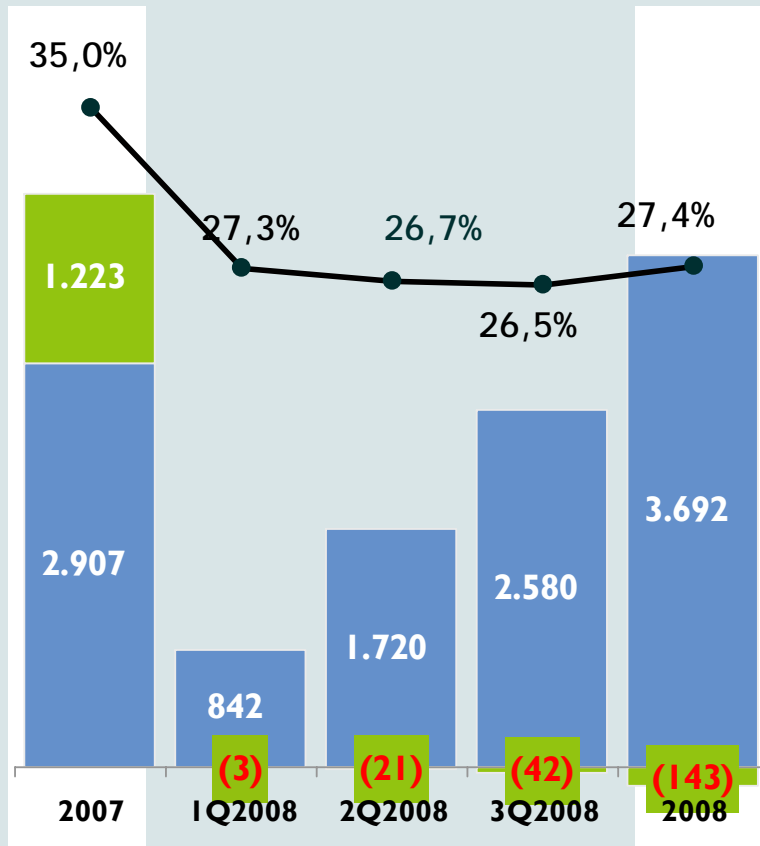
Total = Rp 16,1 trillion

Interest income from loan is the main sources of interest income

Non Interest Income

Key highlights of non-interest income (Rp Bn)

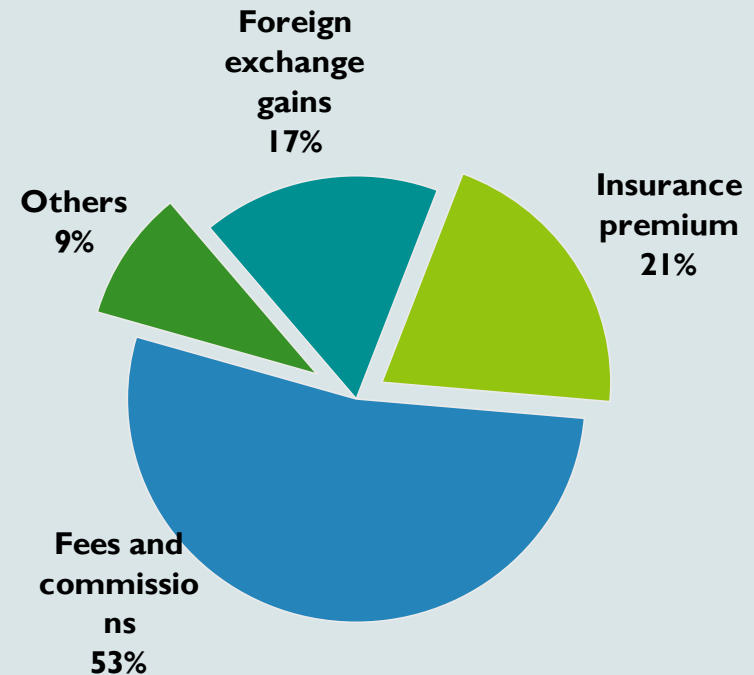
● Non-interest income as % of total revenue



Breakdown of non-interest income (2008)

2008

Total = Rp 3,7 trillion

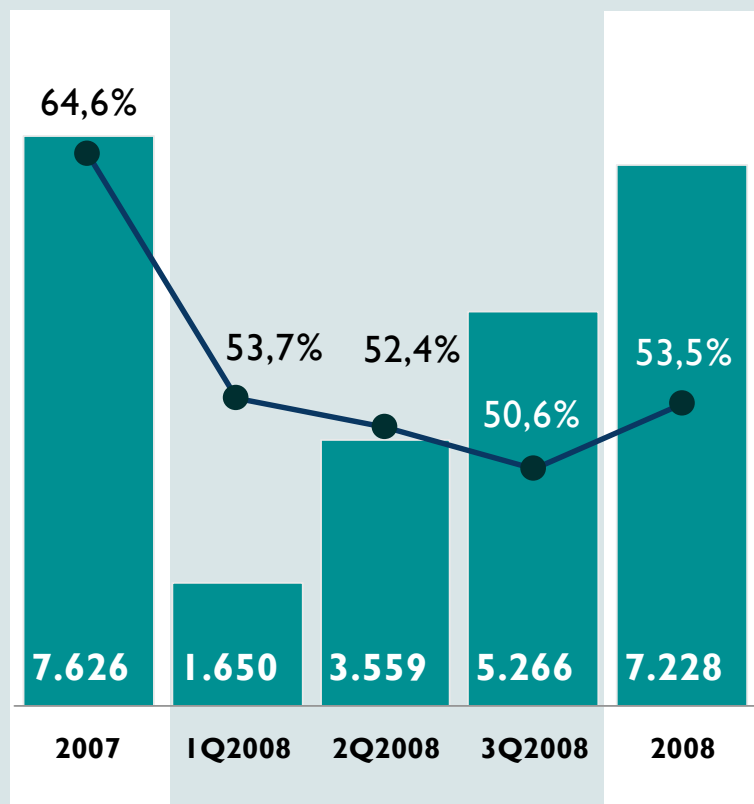


Recurring Fee Income is targeted to cover operating expense

Operating Expense

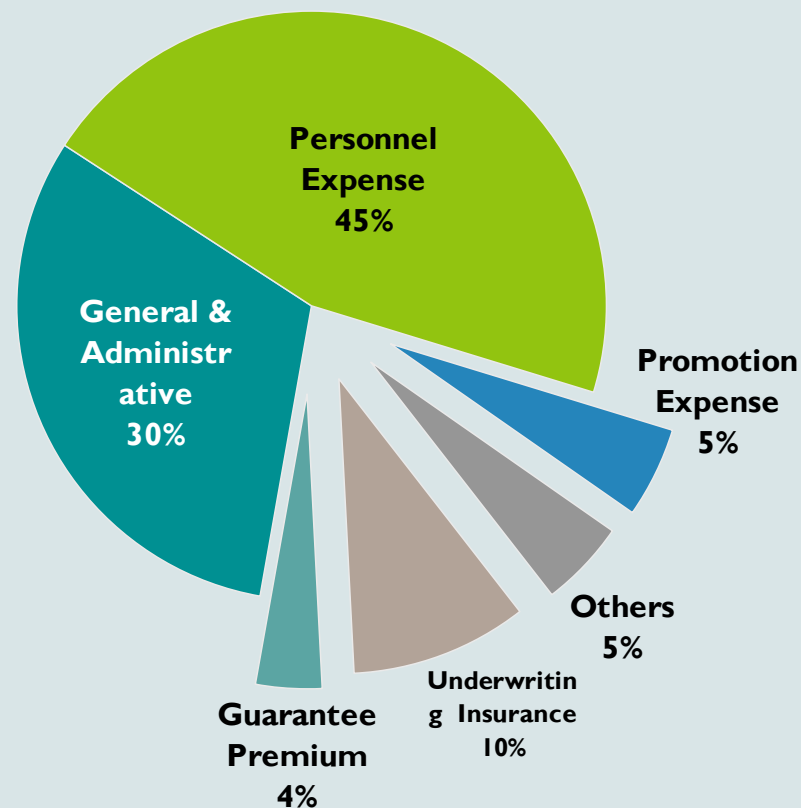
Key highlights of OPEX compare to CIR

● Cost to Income Ratio



Breakdown of OPEX

Total = Rp 7,2 trillion



Financial Ratios [%]

	2007	1Q2008	2Q2008	3Q2008	2008
CAPITAL					
Shareholders equity to total assets	9,4	9,2	8,3	8,29	7,7
Tier I – CAR	11,7	12,1	10,8	10,4	9,8
Tier II – CAR	4,6	4,6	4,3	4,0	4,0
CAR [after adjustment for credit & market risk]	15,7	16,3	14,5	13,9	13,5
ASSET QUALITY					
Net Non Performing Loan	4,0	3,2	1,7	1,1	1,7
Gross Non Performing Loan	8,2	8,6	7,5	6,5	4,9
Allowance for possible loan losses to gross NPL	71,9	83,4	99,5	104,7	101,0
Requirement for provision of Earning Assets	116,5	141,2	144,7	121,9	141,4

Financial Ratios [%]

	2007	1Q-2008	2Q-2008	3Q-2008	2008
RENTABILITY					
ROA	0,5	0,4	0,5	0,9	1,1
ROE	5,6	3,3	6,2	8,1	9,0
Net Interest Margin	5,0	6,0	6,1	6,2	6,3
EFFICIENCY					
BOPO	93,0	95,1	93,2	91,5	90,2
Cost to Income Ratio	64,6	53,8	52,4	50,6	53,5
LIQUIDITY					
Loan to Deposit Ratio	60,2	70,5	69,6	73,2	68,6
COMPLIANCE					
Statuary Reserve Requirement (Rupiah)	14,7	12,1	10,0	10,0	6,7
Net Open Position	5,9	6,0	6,6	4,3	7,6

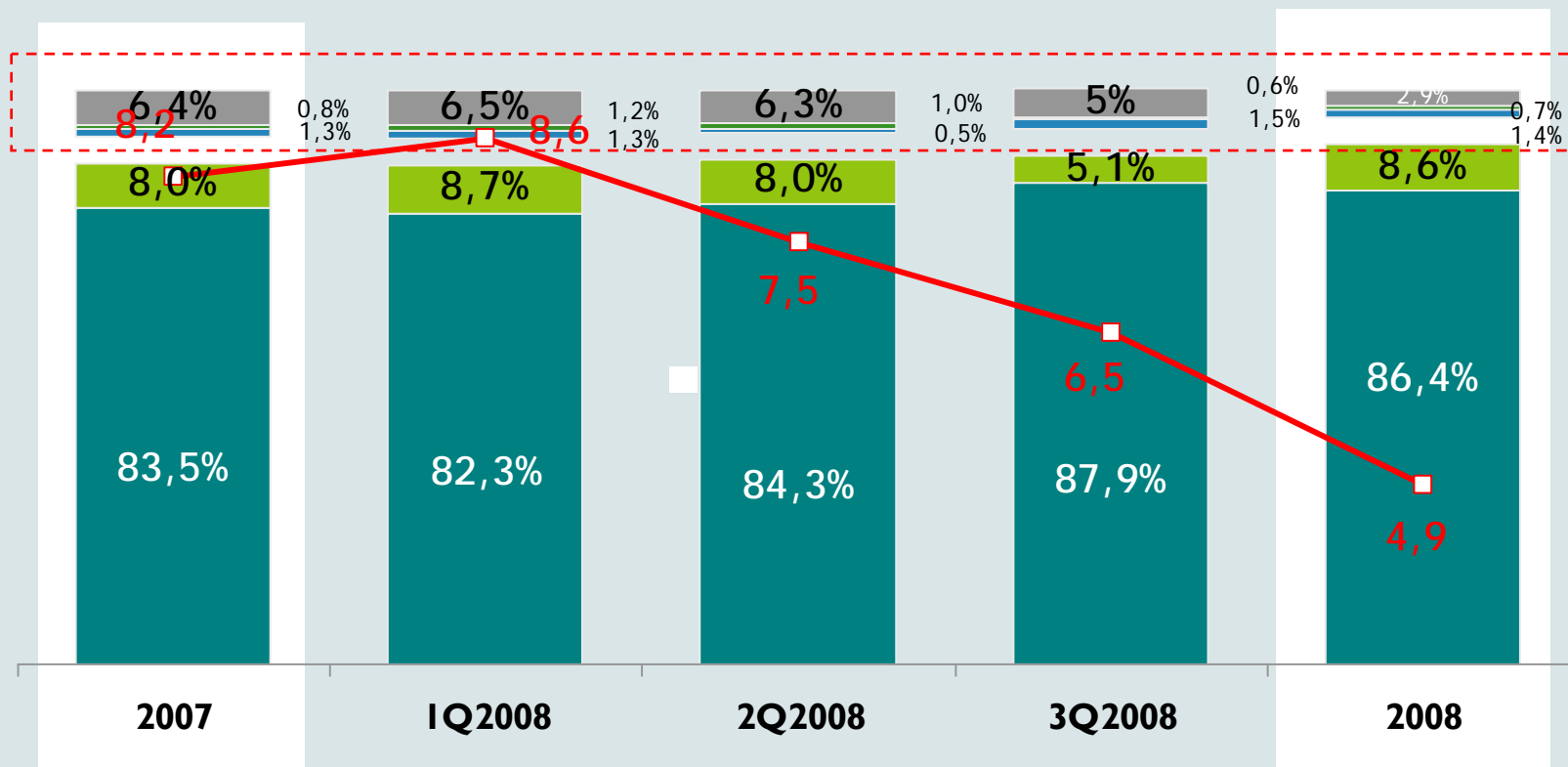
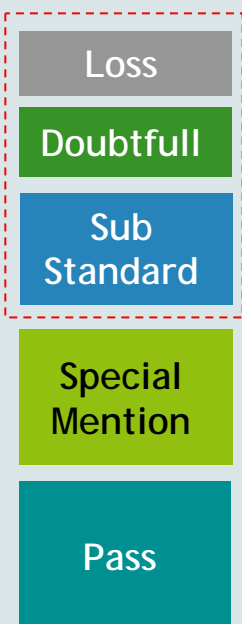
Loan Quality

Conservative provisioning policy

Coll	BI Regulation	Internal Policy
1	Exposure x 1%	Minimum 1%
2	(Exposure - collateral value) x 5%	Up to 14%
3	(Exposure - collateral value) x 15 %	Up to 49%
4	(Exposure - collateral value) x 50 %	Up to 99%
5	(Exposure - collateral value) x 100 %	[Exposure - (10% x collateral value)] x 100% & Up to 100%

Healthier Loan Collectibility

—■— : NPL %



Loans (Rp bn)

88.651

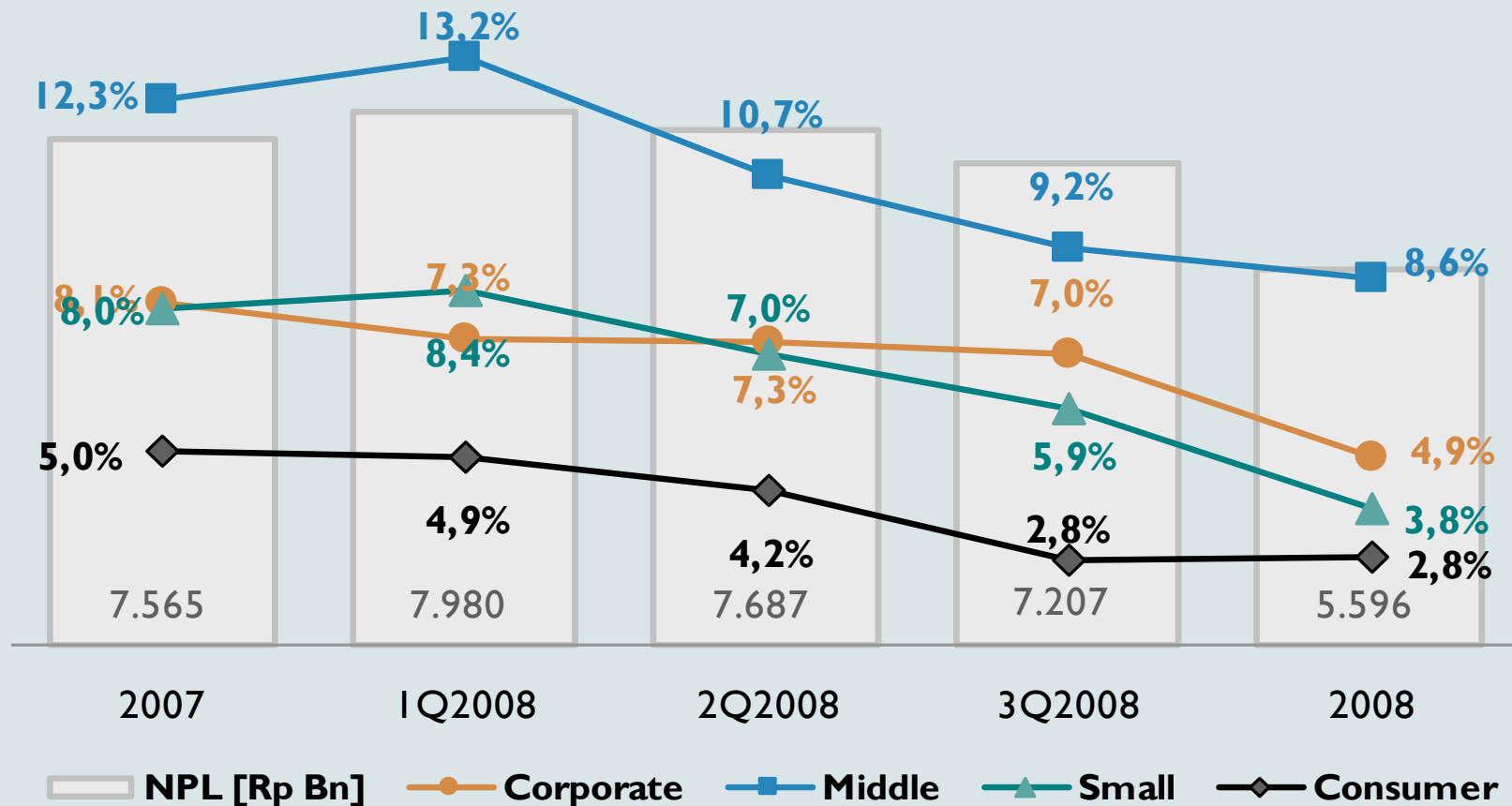
89.171

99.023

106.850

111.994

NPL by Segment

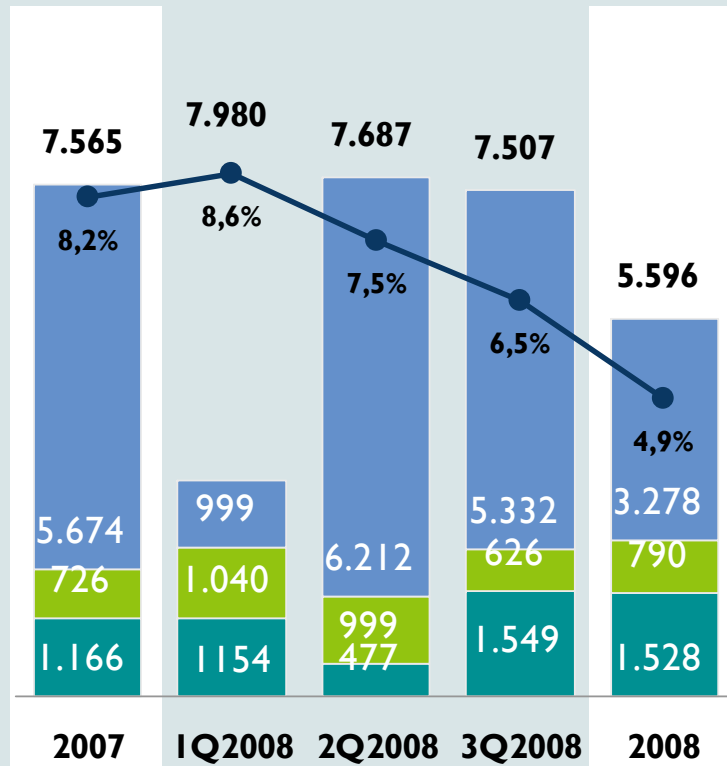


NPL declined due to restructurings and write off (legacy exposure)

Lower NPL and 100% Coverage

Non-performing loans [Rp Bn]

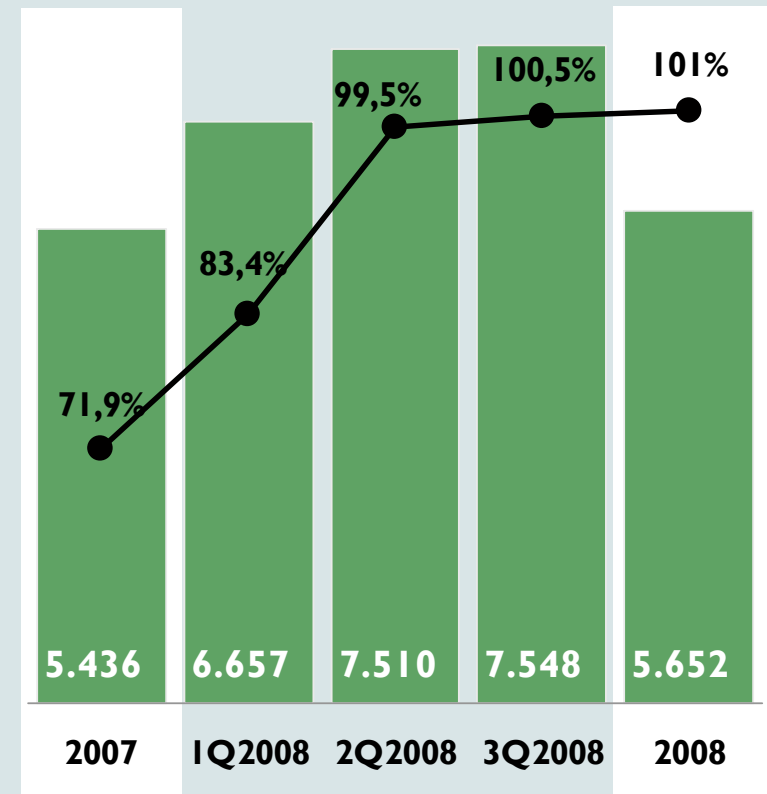
● NPL ratio



LLR/NPLs

LLR (Rpbn)

● LLR/NPL ratio



Coverage Ratio [LLR/NPL] increased from 71.9% to 101%

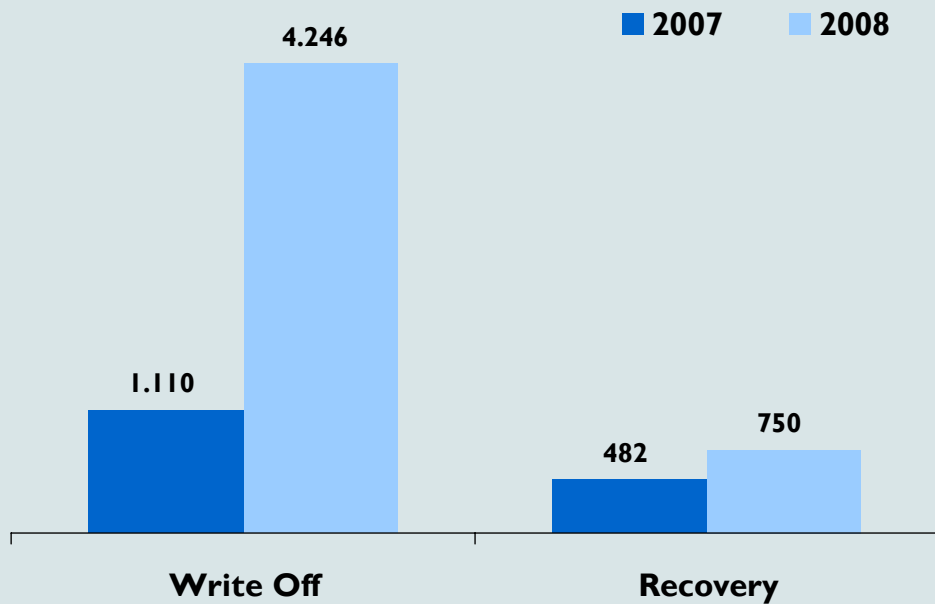
Top 10 Debtors

No	Debtors by Industry	Type of banking arrangement	Total outstanding of loans (Rp bn)	Loan Classifications
1	Telecommunication	Working Capital/ Investment	2.710	I
2	Electricity	Working Capital/ Investment	2.616	I
3	Steel	Working Capital/ Investment	2.137	I
4	Oil & Gas	Investment	2.091	I
5	Chemical	Working Capital/ Investment	1.753	I
6	Oil & Gas	Working Capital/ Investment	1.635	I
7	Electricity	Investment	1.526	I
8	Telecommunication	Working Capital/ Investment	1.295	I
9	Property	Investment	1.018	I
10	Construction	Investment	964	I
Total			17.745	
% of total loans			15,8%	

Top 10 NPL Debtors

No	Company, Industry	Type of banking arrangement	Total outstanding of loans (Rp bn)	Loan Classifications
1	Duta Rendamulya, Plywood	Working Capital/Investment	219	5
2	Himalaya Tunas, Textiles	Working Capital/Investment	198	5
3	Prima Alloy Universal, Alloy Wheel	Investment	171	3
4	Sanex Elektronik Indonesia	Working capital	142	4
5	Jakarana Tama, Food & Beverage	Working capital	139	3
6	Radiance, Food	Working capital	132	5
7	Kusumaputra Santosa	Working capital	125	4
8	Griya Pancaloka	Working capital/Investment	122	3
9	Griya Pesona Mentari	Investment Loan	115	5
10	Kusumahadi Santosa	Working capital	114	4
Total			1.479	
% of total NPL			22,4%	
% of total loans			1,3%	

Write off & Recovery



	2007	2008	%
Write-off (Rp billion)	1.110	4.246	283%
Recovery (Rp billion)	482	750	56%

- Proceed from recovery was used to increase provision and not accrued as income
- BNI continues to pursue collection from write-off loans

Business Unit Highlight

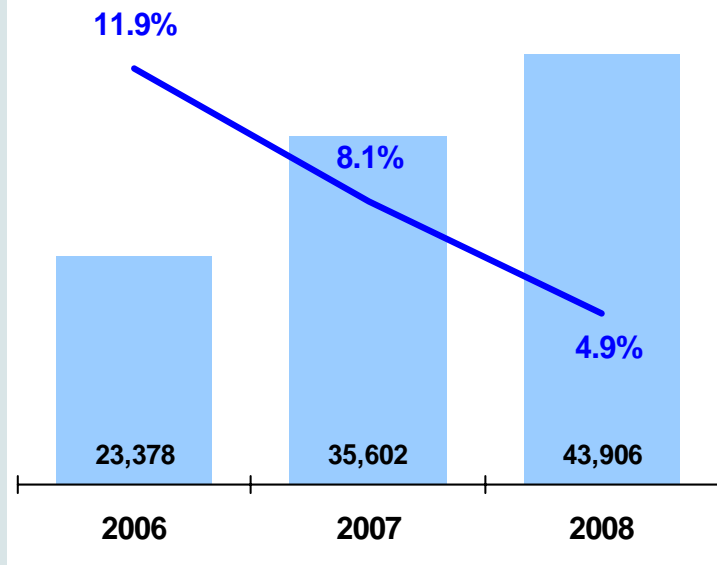
Business Model & Strategy

	Corporate (> \$ 10mn)	SME & Sharia (M: \$ 1mn - \$ 10mn) (S: < \$ 1mn)	Consumer	Treasury & Int'l
Target Segment	Focus on leading largest both in private publicly-listed companies & SOE with strategic value	<ul style="list-style-type: none"> • Focus to industry with sustainable growth • Strong backward linkage 	Targeting affluent, mass-market segment	Corporate clients & middle segment with treasury, trade finance and International activities
Brand Position	To be a premier corporate bank providing total financial solutions.	<ul style="list-style-type: none"> • Leading bank with extensive network & cap market competence • Excellence Services 	<ul style="list-style-type: none"> • Friendly local character with international exposure • Competitive value 	<ul style="list-style-type: none"> • Bank with large customer base and excellent in service • Strong domestic & overseas network
Key Product	<ul style="list-style-type: none"> • Corporate Finance • Loan Syndication • Trade Finance • Cash Management 	<ul style="list-style-type: none"> • Wide product-range & tailor-made product • Integrated Islamic & conventional banking with global partner 	<ul style="list-style-type: none"> • Transaction and investment for liabilities product • High yield loan mortgage product 	<ul style="list-style-type: none"> • Trade finance & remittance • Inter-bank placement • Leading in money market & capital market
Channel / Process	<ul style="list-style-type: none"> • Value Chain including Synergizing with subsidiaries • Value Added Services • Quick turnaround with constant service level 	<ul style="list-style-type: none"> • Value chain approach • Faster processing time • Adding more Account Officers 	<ul style="list-style-type: none"> • New Branch Concept, supported with strong active sales team and user friendly electronic channel • Hassle-free open account initiation program • Cross Selling & Strategic Alliances 	<ul style="list-style-type: none"> • Overseas branches & 757 correspondent banks • Centralized trade finance processing • Treasury Remote Area

Corporate Banking

Loan > Rp 100 billion

Corporate Loan



Amount in Rp billion

— NPL level

Target Segment

Focus on selected leading private & SOE

Brand Position

To be a premier corporate bank providing total financial solutions.

Key Product

- Corporate Finance
- Syndication
- Trade Finance
- Cash Management

Channel / Process

- Value Chain including Synergizing with subsidiaries
- Value Added Services
- Quick turnaround with excellent service level

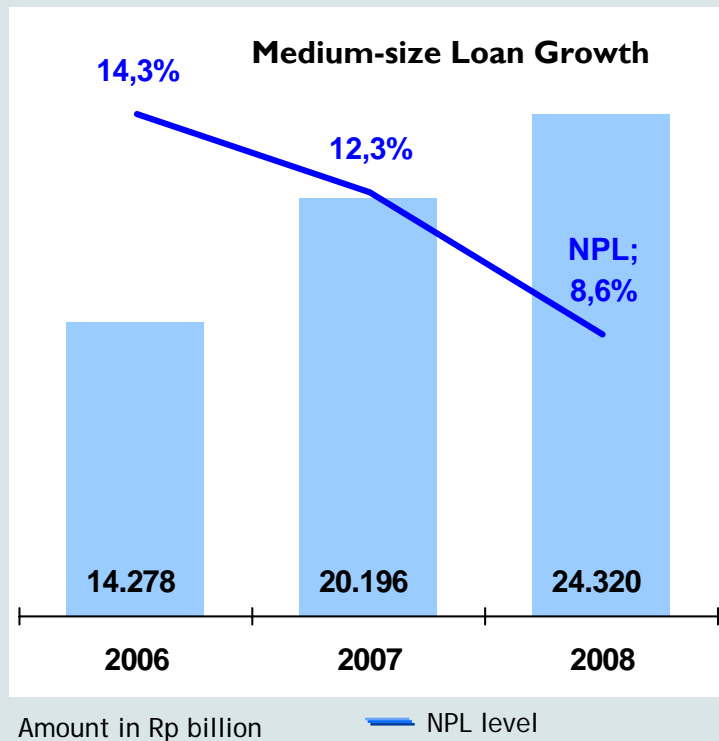
Performance Highlight

1. Main growth from telecommunication, electricity & palm oil industries
2. Asset growth primarily from loan syndication
3. First time ranked #1 in Bloomberg Loan Syndication arranger & book runner league table
4. Improve fee-based income by 58% from trade, cash management & syndication fees
5. Robust NPL management resulting in improved PL from 92% to 95%
6. Institutional funding growth $\pm 21\%$
7. Value-chain linked to SME & consumer resulting in increased asset.

Medium-size Business

LOAN SIZE:

Rp 10 – 100 billion



Target Segment

- Export-oriented company
- Sector : agribusiness & fishery, manufacturing

Brand Position

- Leading bank with extensive network & value chain linkage with corporate clients

Key Product

- Working Capital
- Trade finance
- Warehouse financing scheme

Channel / Process

- Optimize network distribution with additional 2 medium loan centers
- Simplify credit process

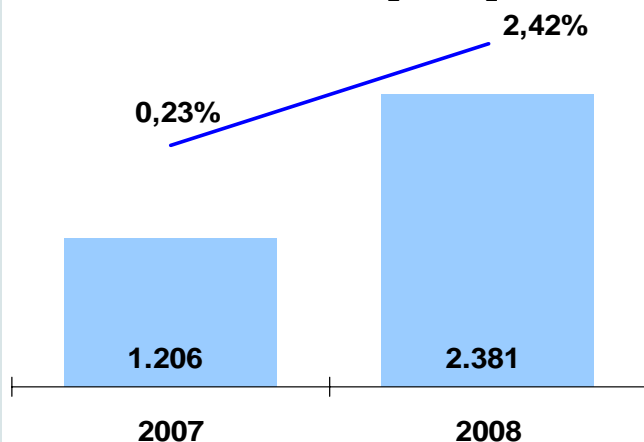
Performance Highlight

1. Loan growth 20% from 138 new debtor
2. Established 4 new outlets (Palu, Bandar Lampung, Pontianak, Batam)
3. Robust NPL Management:
 - Decentralization in NPL Mgt
 - Continue Loan restructuring
 - Exercise Collateral through Private Auction Office
4. PL increased from 87,7% to 91,4%

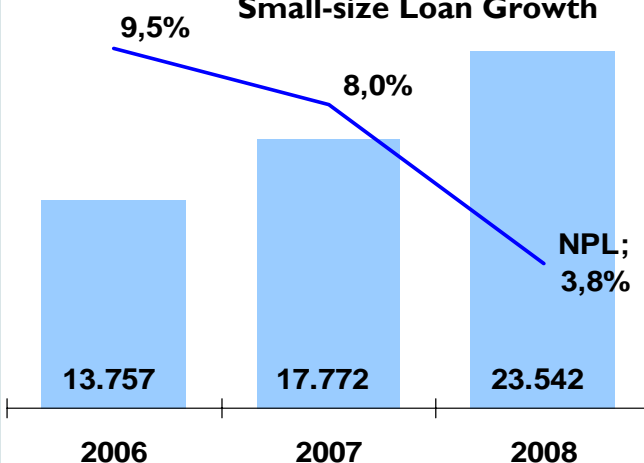
LOAN SIZE:
Up to Rp 10 billion

Small-size Business

BNI Wirausaha Growth [BWU]



Small-size Loan Growth



Amount in Rp billion

— NPL level

Target Segment

Sector : trading, processing industry

Key Product

- BNI Wirausaha
- BNI KUR

Brand Position

- Leading bank with extensive network
- Excellence Services

Channel / Process

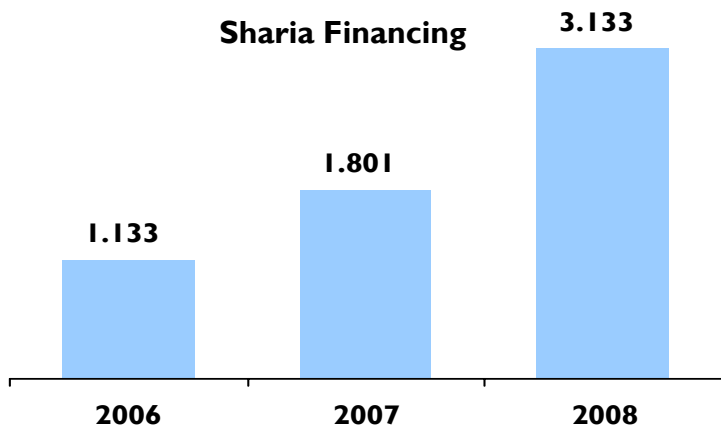
- Implementation of eLO system
- Linkage program

Performance Highlight

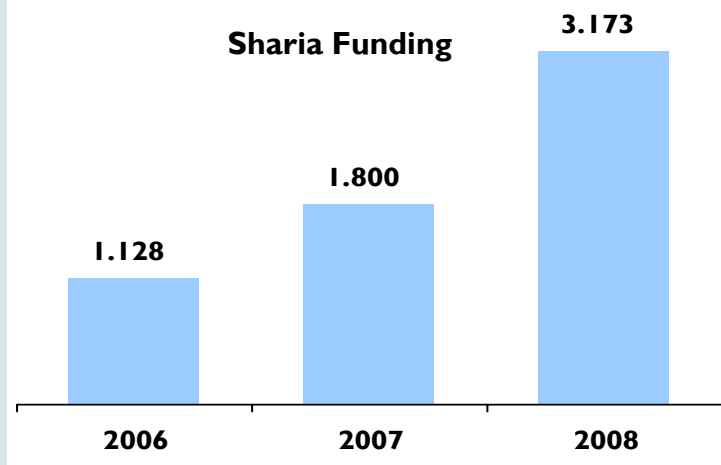
- Small-size Loan Growth 32,4%
- composition per sector industry trading (52,9%), Services (17,5%),,, Manufacture (12,6%)
- PL increase from 92,2% to 96,2%
- BNI Wirausaha balance growth 97,6%
- KUR balance Rp 1,2tn
- Enhance 229 credit center with eLo implementation
- Linkages through BPR & Cooperatives growth 210,8%

Sharia Banking

Sharia Financing



Sharia Funding



Amount in Rp billion

Target Segment

- Focus in financing small & medium-size company
- Targeting mass & affluent market

Brand Position

- Leading bank with extensive network
- Excellence Services

Key Product

- Consumer financing (mortgage, auto & multipurpose financing)
- Commercial financing
- BNI Wlrausaha Syariah

Channel / Process

- Network expansion by office channeling
- Improve approval process
- More consumer sales force

Performance Highlight

1. BNI Syariah market share increase from 6,9% to 8,2%.
2. Growth : Financing 74%; Funding 76%
3. Growth of Financing : Productive 102%; Consumer 58%.
4. Share of Financing : Small (≤ 5 Bn) = 75%, Medium (> 5 Bn) = 25%.
5. PF level $> 95\%$
6. Additional 19 new office channeling, now 655 SCO.
7. SCO Funding increase from Rp.282Bn to Rp.823Bn.
8. Wirausaha Syariah increase from Rp.6Bn to 101Bn.
9. Tunas Usaha Syariah / KUR increase from Rp.1,2Bn to Rp.59,2Bn.
10. Spin-off still under negotiation phase

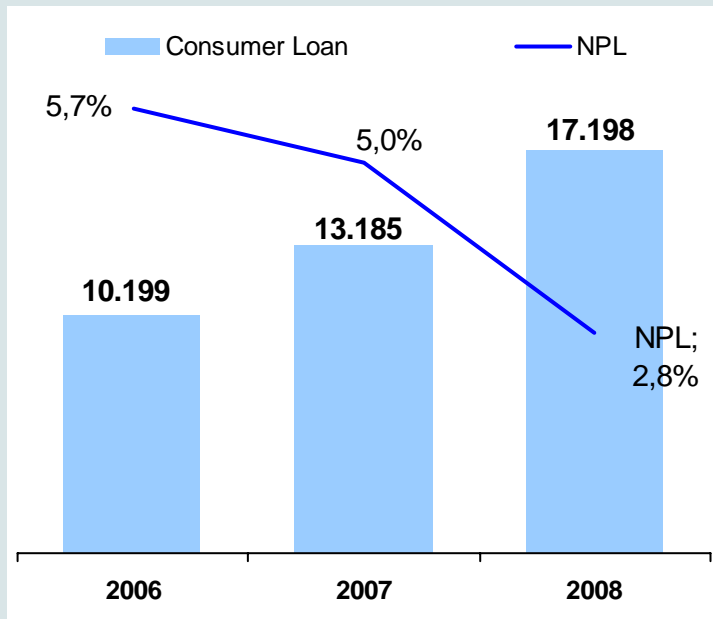
Consumer Banking

Product Champion

BNI Taplus

BNI Griya

BNI Credit Card



Amount in Rp billion

Target Segment

Targeting affluent, mass-market segment

Brand Position

- Lifestyle
- Convenient
- Competitive value

Channel / Process

- Strong, active sales team
- User friendly electronic channel
- Cross Selling & Strategic Alliances

Performance Highlight

- Mortgage loan grew by 48%, with NPL down from 5% to 2.7%
- Mortgage loan customer increased by \pm 21.000 accounts
- Market share consumer credit grew from 4,6% to 5,8% & mortgage loan from 5,0% to 5.72%
- New credit card increased by 37%, with issuing sales volume grew by 20% & acquiring sales volume grew by 82%
- \pm 1 million new customer deposit account, with outstanding Taplus grew by 9%
- 442 additional proprietary ATM

Rupiah Secondary Reserve

	1Q2008	2Q2008	3Q2008	4Q2008
% Avg. Sec. Reserve to Required SR	478 %	223 %	114 %	324 %

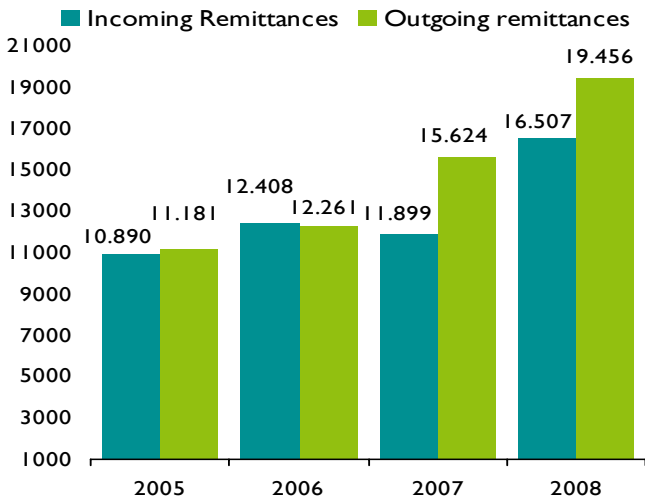
USD Secondary Reserve

	1Q2008	2Q2008	3Q2008	4Q2008
% Avg. Sec. Reserve to Required SR	137 %	141 %	121 %	144 %

2008 Performance highlight

- BNI maintain Secondary Reserve at a level above the required level by Risk Management Policy
- As per 31 December 2008 our Secondary Reserve was IDR 16,268 billion, and USD 714 million
- BNI has commitment from creditor to continue to support BNI's liquidity
- Bilateral loan totaling USD 400 million

Treasury & International Business



Amount in USD million

Target Segment

Corporate, mid-size, retail clients with treasury, trade finance & remittance activities

Brand Position

- Solid & trustworthy bank with large domestic & overseas network

Key Product

- Trade finance & remittance
- Money market & capital market
- FX transaction & Risk Mgt solutions

Channel / Process

- Overseas branches & 757 correspondent banks
- Centralized trade finance processing
- Treasury Remote Area
- Strategic alliances with international institutions

2008 Performance highlight

- Implementation of Web-based Smart Remittance
- New remittance representative in Qatar & Saudi Arabia
- Remittance agreement with telco provider, and remittance agency in Malaysia & Brunei
- Assign Marketing Rep Officer to perform marketing & advisory role in trade finance
- Incoming Remittance volume increased by 40%
- Strategic Alliances with SCB
- New Treasury Remote Area in Makassar & Balikpapan
- Straight Through Processing [STP] for Treasury Settlement

Going Forward



2009 Financial Target

Indicators	Initiatives	Target by end of 2009
Healthier Asset Quality : - Higher coverage ratio - Prevent NPL formation	<ul style="list-style-type: none"> • Establish provision policy in line with peers & economy climate • Increase recovery rate 	<ul style="list-style-type: none"> • Coverage: 110 - 120% • Targeted recovery : Rp 750 bn – Rp 1,0 tn
	<ul style="list-style-type: none"> • Strengthen early warning system on loan portfolio • Proactive monitoring on Pre-NPL portfolio • Resolve Top 10 NPLs 	<ul style="list-style-type: none"> • Gross NPL below 6% • Net NPL between 1% - 1,5%
Profitability : • Maintain NIM • Increase recurring FBI	<ul style="list-style-type: none"> • Increase lower cost funding source (CASA) • Very selective loan growth • Increase non-interest income 	<ul style="list-style-type: none"> • Maintain NIM 5.5% - 6,5% • Increase CASA by 12% - 14% • Overall loan growth 14% - 16% • Recurring Fee in increase 30%-40%
Productivity : Lower Cost Income Ratio	<ul style="list-style-type: none"> • Efficiency program • Improve branch & employee productivity 	<ul style="list-style-type: none"> • Maintain CIR max 55% • Increase Operating Income per employee to Rp 350mn – Rp 400mn
Strengthen Tier-I Capital	<ul style="list-style-type: none"> • Dividend Pay Out Ratio • Asset Quality 	<ul style="list-style-type: none"> • Tier I Capital targeted above 10%



Thank you

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