

Corporate Presentation

FY - 2013

19 February 2014

PT Bank Negara Indonesia (Persero) Tbk

< BBNI.IJ >



Agenda

**Macro, Banking
Sector &
Management
Focus 2013**

**Financial
Performance
FY-2013**

**Business Focus
& Strategy**

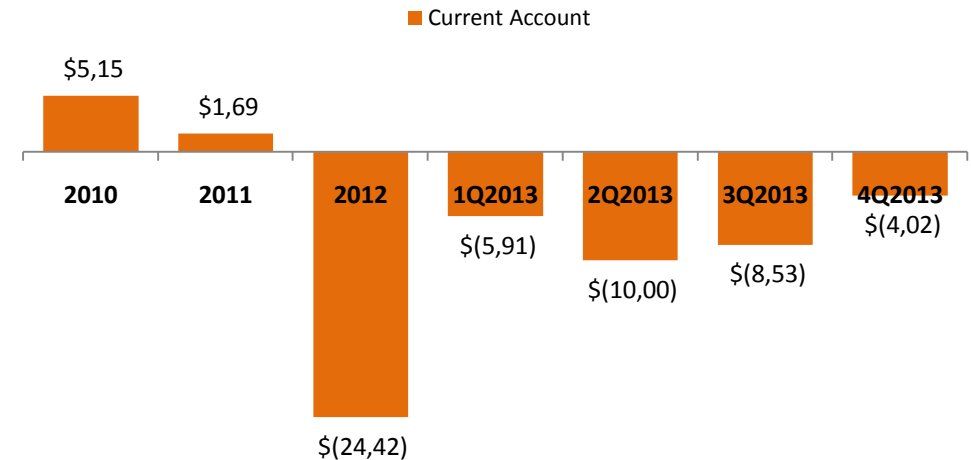
Macro, Banking Sector & Management Focus

Macro & Banking Sector

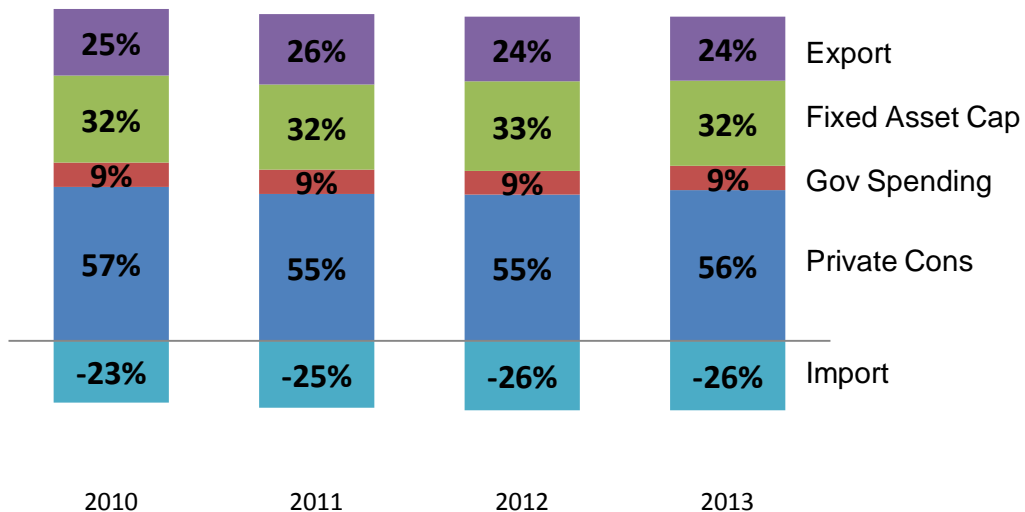
Negative Current Account

- Indonesia's Current Account Deficit worsened due to lower exports and higher imports
- However, Indonesia managed to trim the deficit to USD 4 billion by 4Q2013, better than expected

Indonesia Current Account (in USD Billion)



GDP Component by Expenditure



Economic Growth

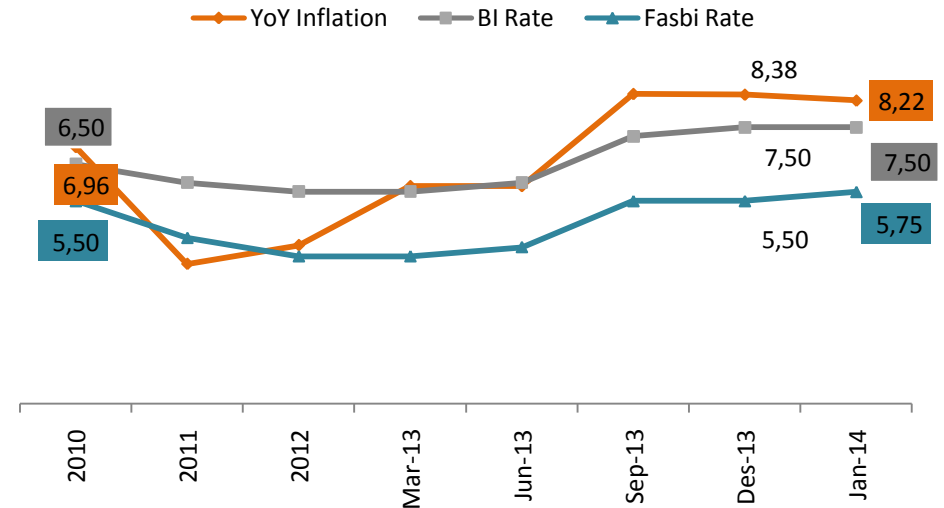
- Indonesia reported 5.72% YoY GDP growth in 4Q2013 which helped GDP to grow 5.78% for the whole year 2013
- Private Consumption represented 56% of GDP, the largest part of Indonesia economic growth
- Strong private consumption could buffer domestic economy while global economic is slowing

Macro & Banking Sector

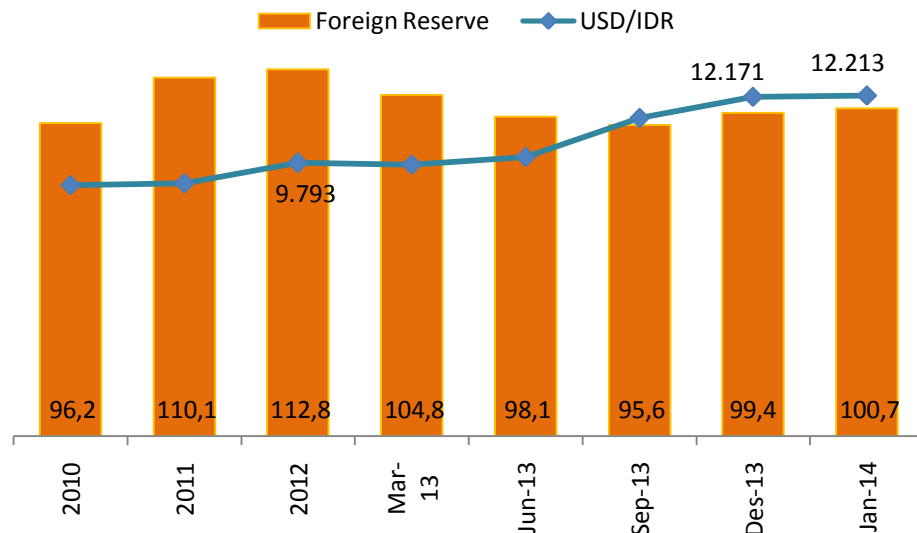
Inflation and Interest Rate

- Inflationary pressure stood at 8.38% for the whole of 2013 but was lower than its earlier projection in the range of 9-9.5%
- BI has raised benchmark rates 175 bps during 2013 to 7.5% to curb inflation and stabilize the weakening currency

Interest Rate and Inflation %YoY



Foreign Reserve (in USD Billion) and Exchange Rate (in IDR/USD)



Rupiah and Foreign Reserve

- Rupiah fell to IDR 12.171 per USD by the end of 2013 from IDR 9,793 at the end of 2012
- However, BI was able to lift Foreign Reserve to USD 100.7 billion in Januari 2014, raised from USD 95.6 billion in September 2013

Banking Sector Highlights

Banking Sector Highlights in IDR Trillion

	Dec-10	Dec-11	Dec-12	Dec-13	YoY Δ
Total Assets	3,009	3,653	4,263	4,955	16.2%
Total Loan	1,766	2,200	2,708	3,293	21.6%
Total Deposits	2,339	2,785	3,225	3,664	13.6%
NIM	5.73%	5.91%	5.49%	5.40%	
NPL	2.56%	2.17%	1.87%	1.77%	
LDR	75.5%	79.0%	84.0%	90.6%	
CAR	17.2%	16.1%	17.4%	18.4%	

Source: Bank Indonesia & BNI estimate

Macro & Banking Assumptions

MACROECONOMIC	2012	2013	2014 BNI VIEW
GDP Growth (%)	6.20	5.8	5.0-5.5
Inflation (%)	4.30	8.38	6.0-6.5
Currency (IDR/USD)	9,403	12,171	11,500-12,000
BI Rate (%)	5.75	7.5	7.0-7.5
BANKING SECTOR	2012	2013	2014 BNI VIEW
Loan Growth (%)	23.10	21.6	15.0-18.0
Deposit Growth (%)	15.80	13.6	13.0-14.0

- Indonesia Banking through December 2013 remained robust with 21.6% year on year loan growth, stronger CAR and even lower NPL from a year earlier.
- NIM for December 2013 stood at 5.40%, fell from 5.49% in December 2012.

Strategic Policy 2013



Initiatives & Target 2013

Strategic Policy	Initiatives	Target 2013	Progress YTD	Trend
Synergize Business Banking with Consumer & Retail Banking	<ul style="list-style-type: none"> • Business Banking expansion in leading industries which have high growth potential while optimizing the value chain for corporate customers. • Optimizing consumer financing toward business banking customers. • Optimizing cross selling to consumers. 	<ul style="list-style-type: none"> • ROA: 3.0% - 3.2% • ROE: 20% - 22% 	<ul style="list-style-type: none"> • ROA: 3.4% • ROE: 22.5% 	<ul style="list-style-type: none"> + +
Quality Asset Growth	<ul style="list-style-type: none"> • Loan growth with a focus on major players in leading sectors. • Increasing share of wallet. especially for business banking customers. • Growth in consumer loans with a focus on first mortgages and credit cards. • Improved Credit process through RM-CA model and the strengthening of the credit committee process. • Increased monitoring frequency as early warning. • Pro-Actively reviewing corporate and commercial debtors with European exposure. 	<ul style="list-style-type: none"> • Loan Growth(%): 23% - 25% <ul style="list-style-type: none"> ✓ Business Banking : 21% - 23% ✓ Consumer & Retail : 27% - 29% • Coverage ratio: 121% - 125% • Gross NPL: 2.5 - 2.75% • Recovery : Rp. 1.6– 1.9T 	<ul style="list-style-type: none"> • Loan Growth(%): 24,9% <ul style="list-style-type: none"> ✓ Business Banking : 26.5% ✓ Consumer & Retail : 15.5% • Coverage ratio: 128.5% • Gross NPL: 2.2% • Recovery : 2.4 T 	<ul style="list-style-type: none"> + + - + + +
Optimizing BNI as a transactional bank to raise Fee Based Income and low-cost funds	<ul style="list-style-type: none"> • Maintaining transaction cycle within BNI to increase floating funds and fee based income • Enhancing cash management processes using value chain orientation. • Optimizing International network to increase trade finance, treasury, and wealth management business. • Expanding consumer payment transaction processing to increase Fee Based Income 	<ul style="list-style-type: none"> • Deposit Growth: 16% - 18% • CASA Growth: 16% - 18% • Saving Growth: 19% - 21% • Recurring Fee Growth: 10% - 15% 	<ul style="list-style-type: none"> • Deposit Growth: 13.3% • CASA Growth: 15.3% • Saving Growth: 11.7% • Recurring Fee Growth: 14.5% 	<ul style="list-style-type: none"> - - - +

Initiatives & Target 2013

Strategic Policy	Initiatives	Target 2013	Progress YTD	Trend
Improving Customer Engagement	<ul style="list-style-type: none"> • Capitalizing on BNI's reputation and brand awareness. • Enhancing the level of service to every customer. • Customer referral program initiated to increase the number of customers and product utilization 	Service Level: Top 3 in the industry (Independent Surveyor)	Service Level: Top 2	+
Continue to Improve Operational Efficiency and effectiveness	<ul style="list-style-type: none"> • Continuing to identify processes that will benefit from centralization and simplification to improve customer service and lower overhead • Optimizing human capital, logistics, and infrastructure. • Improving the effectiveness of promotional costs. • Optimizing the use of low cost channels. • Building a selling culture by emphasising that each interaction is a sales opportunity • Improving employee competency 	• CIR: 48% - 49%	• CIR: 46.7%	+
Strengthening BNI Incorporated	<ul style="list-style-type: none"> • Optimization of synergies with our subsidiaries through the use of outlets and other strategic alliances. • Strengthening subsidiaries by strengthening capital, identifying strategic investors, and/or acquisition. 	• ROE on total investment in Subsidiaries: 8% -10%	• ROE on total investment in Subsidiaries: 9.1%	+

Key Events in 2013

SUBSIDIARY

Des 2, BNI and Sumitomo life sign agreement for Sumitomo Life to acquire a 40% holding in BNI Life Insurance for Rp 4,2 T



BUSINESS BANKING

Aug 28, BNI signed loan agreement with Pelindo II (Indonesia Port Corporation) with total financing Rp 4 T



NETWORK

May 14, BNI ATM inter-connected with BCA ATM Network



NETWORK

Feb 20, BNI open sub branch in Osaka, Japan



BUSINESS BANKING

Feb 25, The First Bank in Indonesia appointed as Trustee for Oil and Gas Industry



CONSUMER

Jan 22, BNI Prepaid Card available for Transjakarta Bus user



TRANSACTIONAL SERVICES

Aug 2, BNI appointed by the Immigration office to manage non tax revenue from Immigration offices



TRANSACTIONAL SERVICES

Feb 15, BNI appointed as Clearing Bank for State Income (Tax & Non Tax) in Foreign Currency



CSR ACTIVITIES

Jan 8, BNI plants 2 millions Trees in Taman Nasional Gunung Gede Pangrango



CUSTOMER LOYALTY

July 25, BNI Present Chelsea FC to Indonesia.



Management Focus 2014

Strategic Policy 2014

Increase employee and Information Technology capabilities to strengthen competitiveness

5

Synergize Business Banking, Consumer & Retail, and subsidiaries to optimize profits through value chain activities

1

**Sustainable
Financial
Growth**

Continue to improve operational efficiency and cost effectiveness

4

Prudent asset and liabilities growth

2

3

Optimize customer engagement and channel to increase sales and transactions

Initiatives & Target 2014

Strategic Policy	Initiatives	Target 2014
Synergize Business Banking, Consumer & Retail, and Subsidiaries to optimize profits through value chain activities	<ul style="list-style-type: none"> • Proactively create value chain opportunities among Business Banking, Consumer & Retail, and subsidiaries's customer . • Increase share of wallet by up-selling, cross selling, and product bundling. • Increase Fee Based Income through sales of bancassurance, investments, trade finance, and treasury products. • Strengthen the capital of subsidiaries and look for possible inorganic growth through acquisitions / joint ventures. 	<ul style="list-style-type: none"> • ROA: 3.4% - 3.6% • ROE: 21% - 23%
Prudent Asset and Liabilities Growth	<ul style="list-style-type: none"> • Be a pioneer of MP3EI Master Plan financing that focuses on three areas : Infrastructure, Food, and Energy. • Increase credit expansion in leading sectors in each region • Maintain growth in Consumer & Retail by focusing on BWU and BNI Flexi. • Proactively reduce Pre-NPL levels and improve remediation to lower NPL Ratio. 	<ul style="list-style-type: none"> • Loan Growth: 14% - 17% • Business Banking: 15% - 18% • Consumer & Retail: 14% - 16% • Coverage Ratio: 127% - 130% • Gross NPL: 1.8% - 2.2% • LDR: 85% - 87%

Initiatives & Target 2014

Strategic Policy	Initiatives	Target 2014
Optimize customer engagement and channel to increase sales and transactions	<ul style="list-style-type: none"> • Increase the usage of transactional banking solutions in corporations, government institutions, and capital markets. • Increase e-banking transactions (Internet Banking, ATM, SMS Banking, Mobile Banking) through feature enhancements and third party cooperation . • Improve CASA growth by cross selling, referral, and value chain. • Increase product holding ratio and deepen relationship of existing customers. • Increase front office service capabilities to create sales. 	<ul style="list-style-type: none"> • FBI Growth: 19% - 21% • Deposit Growth: 13% - 15% • CASA Growth: 14% - 16% • SAVING Growth: 12% - 15% • Service Level: Top 2
Continue to improve operational efficiency and cost effectiveness	<ul style="list-style-type: none"> • Carry out appropriate campaigns for targeted segment. • Improve business processes in credit, operations, and procurement. • Reduce cost to serve using e-channel transactions migration 	<ul style="list-style-type: none"> • CIR: 44%-46%
Increase employee and Information Technology capabilities to strengthen competitiveness	<ul style="list-style-type: none"> • Improve employee capabilities inline with key business competencies requirements through training programs. • Implement talent management to enhance leadership quality and strengthen competitiveness. • Strengthen and enhance information technology infrastructure and application development for the e-channel. • Accelerate application development time delivery. • Optimize management information systems capabilities through data warehouse development. 	<ul style="list-style-type: none"> • Earning Per Employee growth: 8% - 12%

Reorganization

- ✓ **Mr. Suwoko Singoastro** appointed as MD of Treasury and Financial Institutions, previously MD of Operation and IT
- ✓ **Mr. Adi Setianto** appointed as MD of Network and Services, previously MD Treasury and Financial Institutions
- ✓ **Mr. Honggo Widjojo Kangmasto** appointed as MD of Operations and IT, previously MD of Network and Services
- ✓ Mr. Sutirta Budiman is no longer with the Bank
- ✓ **Mr. Sutanto** is appointed acting Director of Business Risk Management in addition to his duties as MD Enterprise Risk Management

Financial Performance FY-2013

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

Balance Sheet Highlight

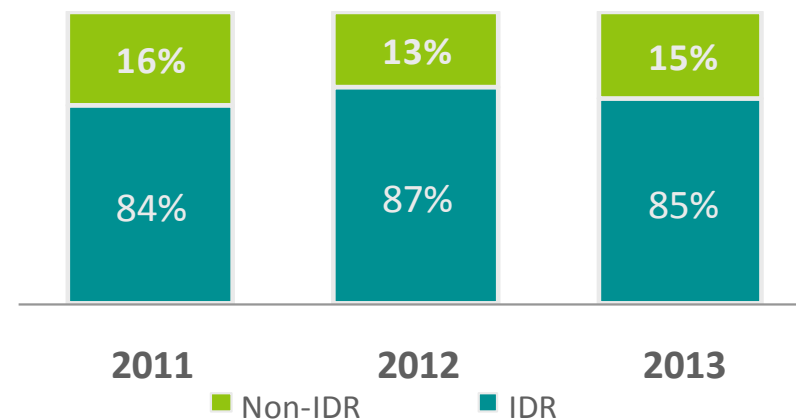
(Rp Billion) – Cumulative	2012	2012	2013	Y.o.Y
Total Assets	299,058	333,304	386,655	16.0% ↑
Placement with other banks & BI	49,328	32,617	23,475	-28.0% ↓
Marketable Securities <small>[market value]</small>	7,668	9,817	11,980	22.0% ↑
Government Bonds <small>[market value]</small>	36,958	38,561	41,432	7.4% ↑
Loans <small>(gross)</small>	163,533	200,742	250,638	24.9% ↑
Customer Deposits	231,296	257,661	291,890	13.3% ↑
Deposits from other Banks	7,019	3,245	3,185	-1.8% ↓
Marketable Securities Issued	265	4,769	6,037	26.6% ↑
Borrowings	8,726	8,750	18,951	116.6% ↑
Shareholders' Equity	37,843	43,525	47,654	9.5% ↑

Loan Composition

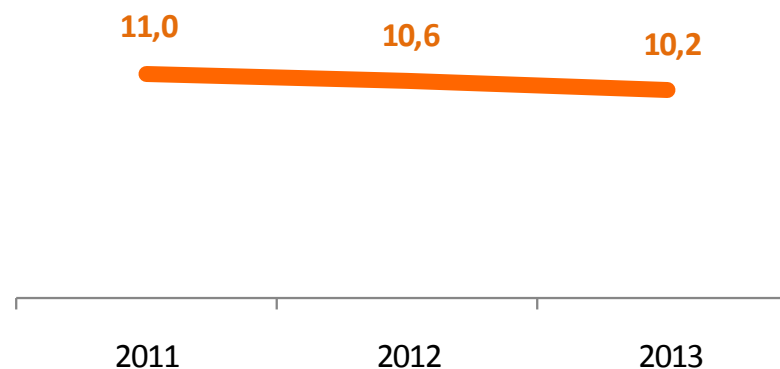
Loan Composition (% Rp Billion)

	Segment	2012	2013	GROWTH [YoY - %]	Composition [%]
Business Banking	Corporate *	72.235	112.234	55,4%	44.8%
	Medium *	35.730	30.722	-14,0%	12.3%
	Small	34.873	38.405	10,1%	15.3%
	International	6.194	7.234	16,8%	2.9%
Consumer Banking	Consumer	41.153	47.532	15,5%	19.0%
	Retail	2.738	3.177	16,0%	1.3%
Subsidiaries		7.819	11.334	45,0%	4.4%
TOTAL		200.742	250.638	24,9%	100.0%

Loan by Currency (%)



Average Yield on Loan (%)



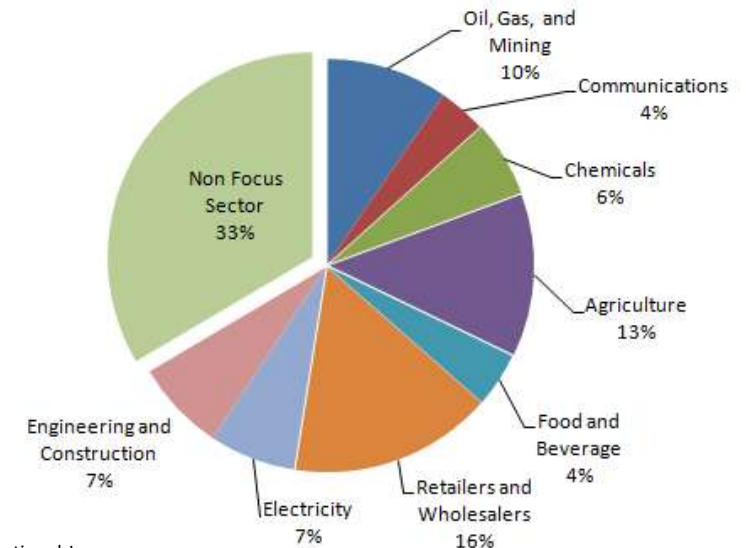
*) We upgrade 116 Medium Customer amounted Rp 10.2 trillions to Corporate Customer, Normalize growth for corporate 41,3%, and Medium 14,4%

Loan by Sector

Loans by Economic Sectors

Sectors	2012	2013
Manufacturing	17%	18%
Trading, Resto & Hotel	17%	16%
Agriculture	8%	7%
Business Service	8%	10%
Constructions	6%	5%
Transportation & Comm	7%	8%
Social Services	1%	1%
Mining	6%	6%
Electricity, Gas & Water	5%	5%
Others	7%	5%
Consumer	18%	19%
TOTAL LOAN [Rp Bn]	200,742	250,638

8 Focus Sector in Business Banking



*inc International Loan

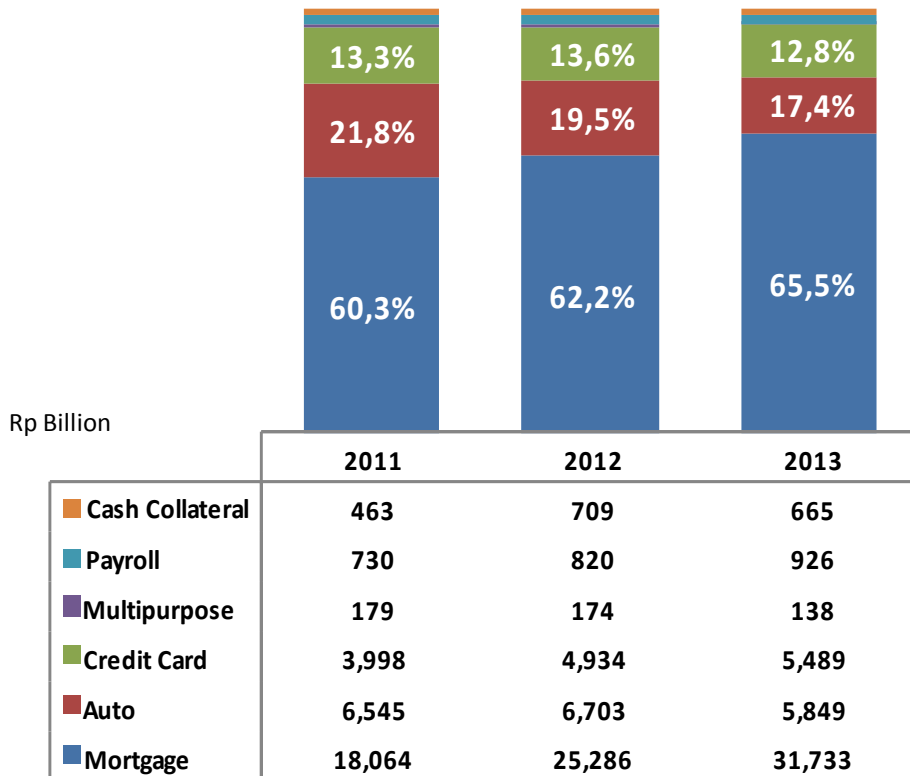
Loan Focus in Region Office



Regional Focus creates strong local ties to customer and Industries

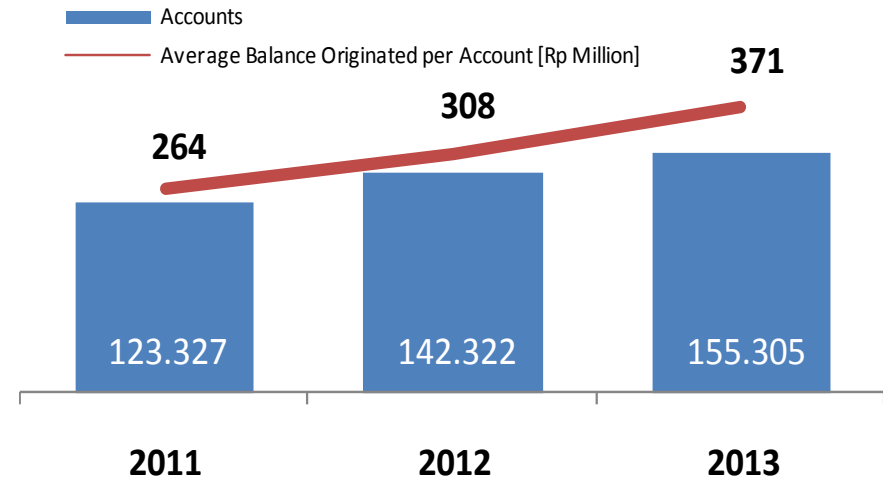
Consumer Loan

Consumer Loan Composition

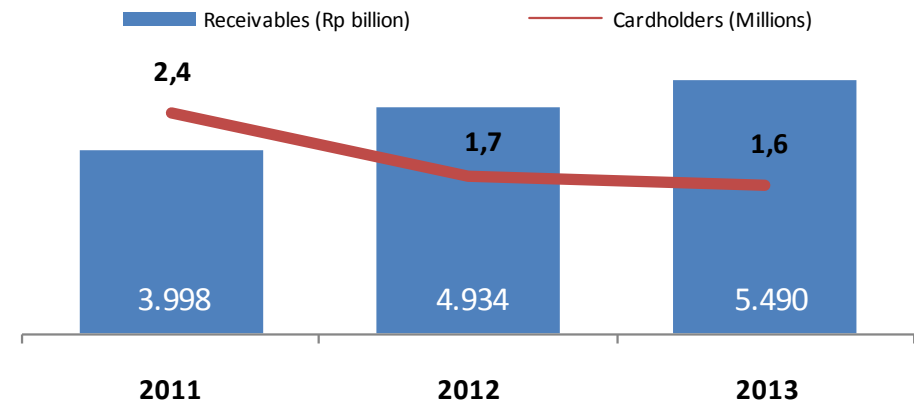


Total Consumer Loan FY2013 : Rp 47,5 Trillion

Mortgage loan



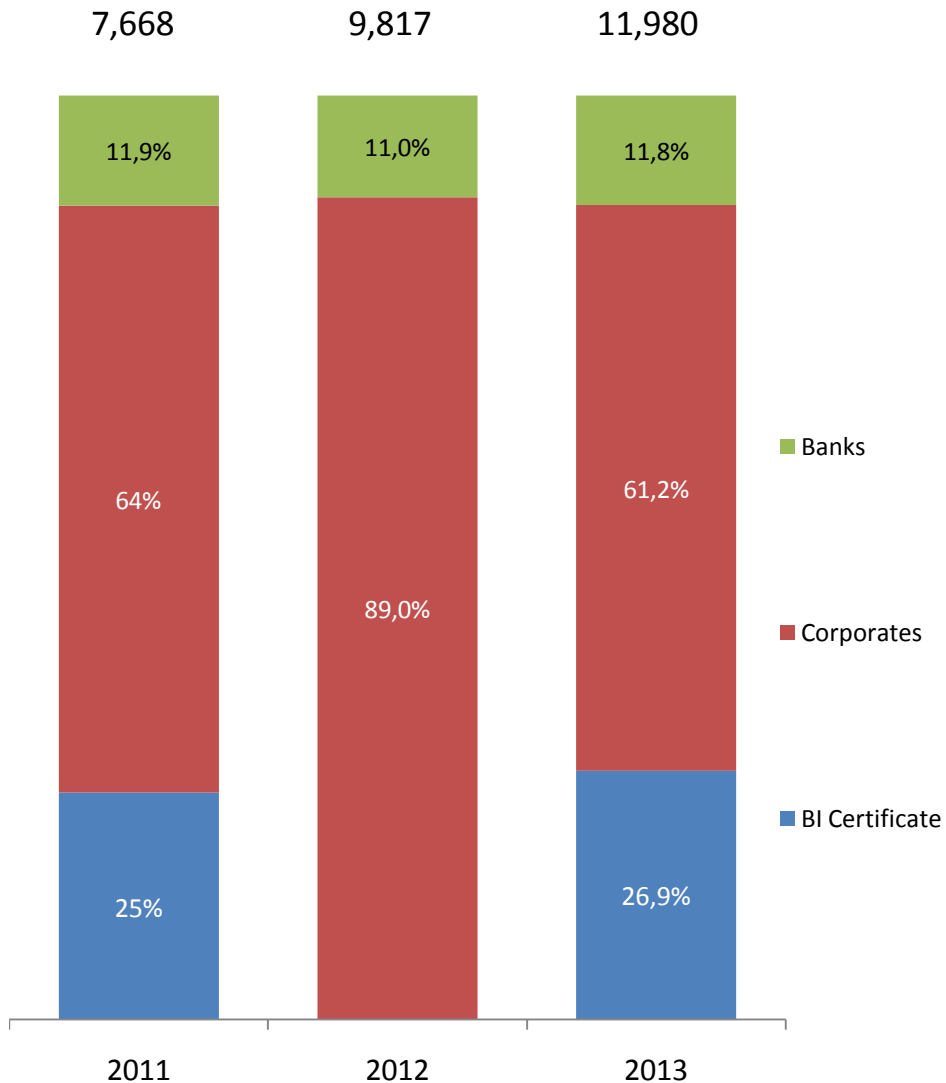
Credit Card



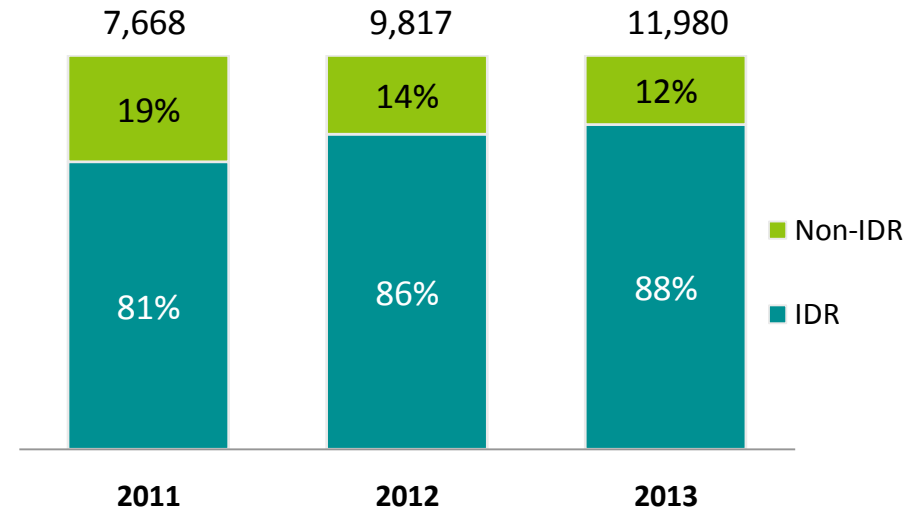
Marketable Securities

[Exclude ROI Bonds]

Marketable Securities Composition (% Rp Billion)

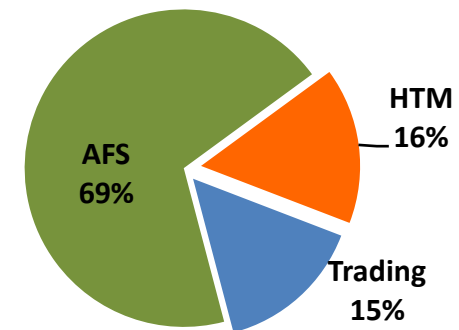


Breakdown by Currency (%)



Book [%]

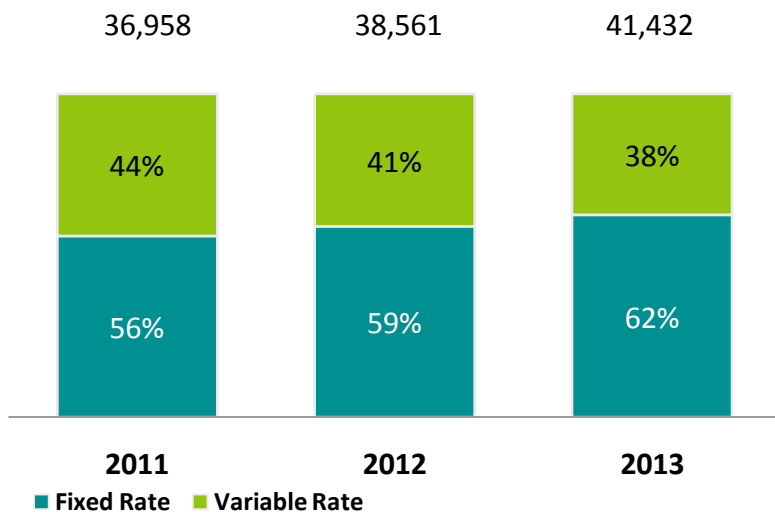
AFS: Available For Sale
HTM: Hold To Maturity



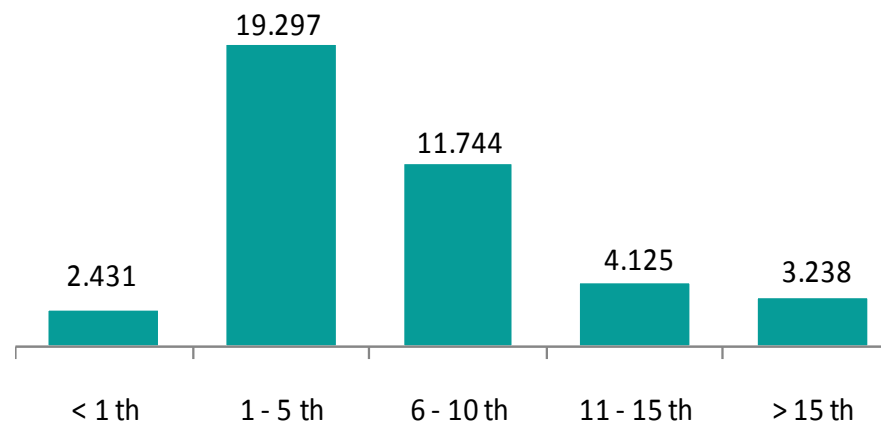
ROI Bonds

Breakdown by rate (%)

Rp Billion

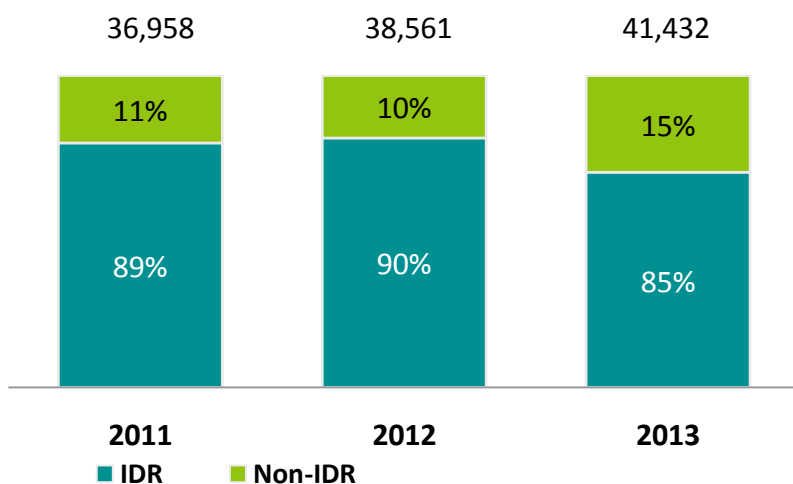


Maturity [Rp Billion]

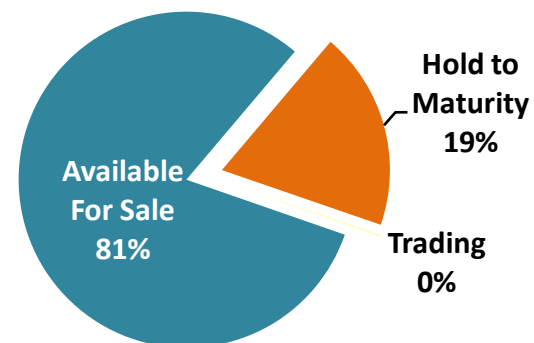


Breakdown by Currency (%)

Rp Billion



Book



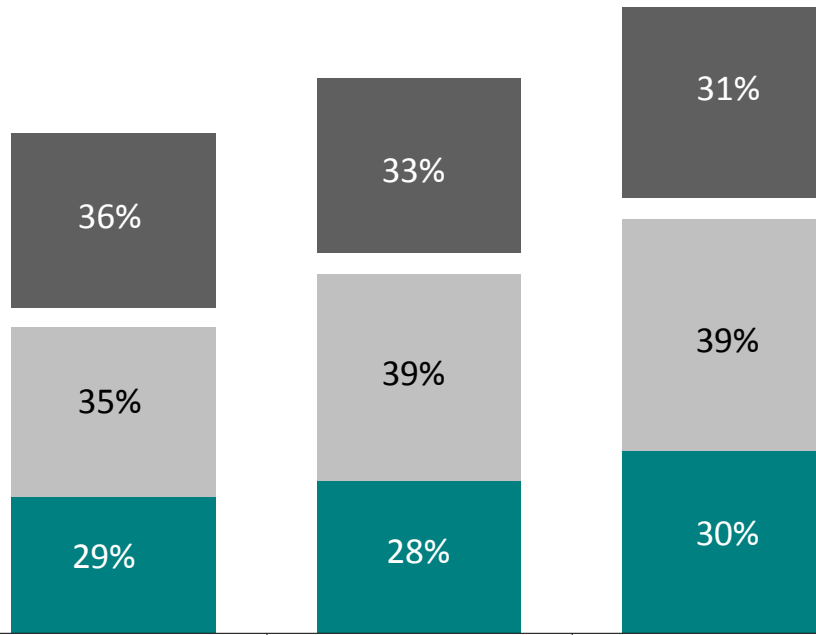
Customer Deposit

By Type (Rp Billion)

231,296

257,661

291.890



2.011

2.012

2.013

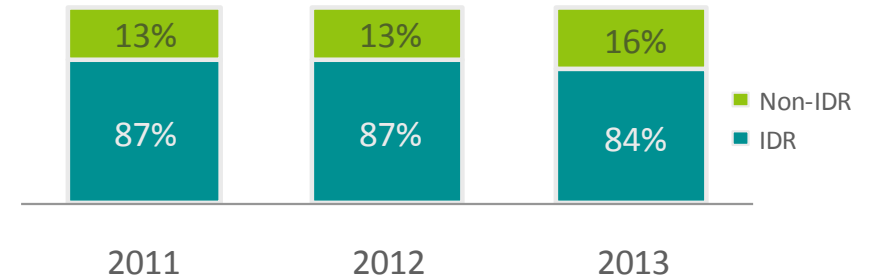
CASA

64%

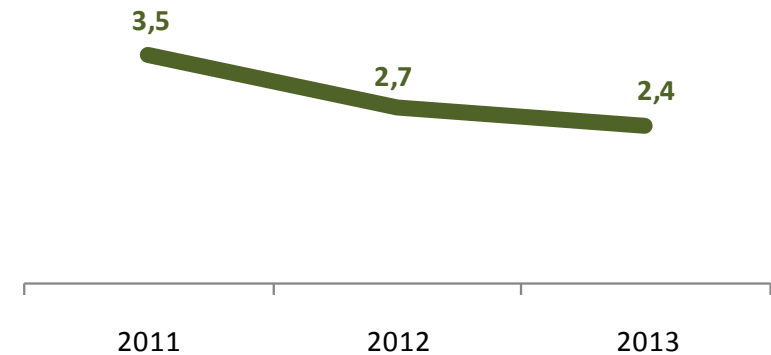
67%

69%

By Currencies (%)



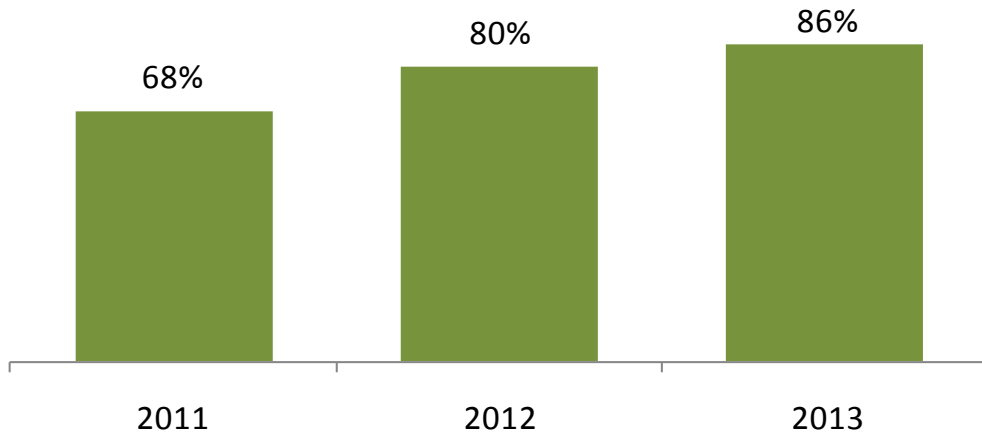
Cost of IDR Customer Funding [%]



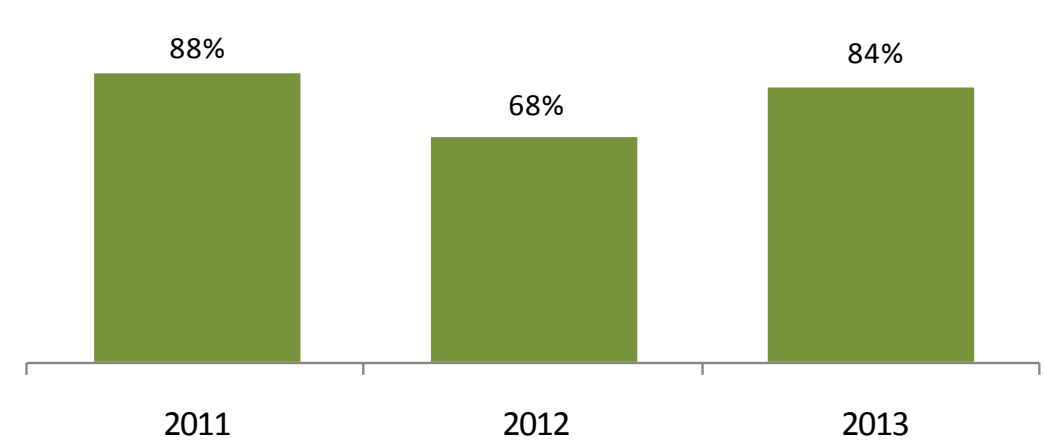
CASA increased Rp 26.5 Trillion or 15.3% Y.o.Y. whereas CASA Ratio increased to 68.5%

Liquidity & Capital

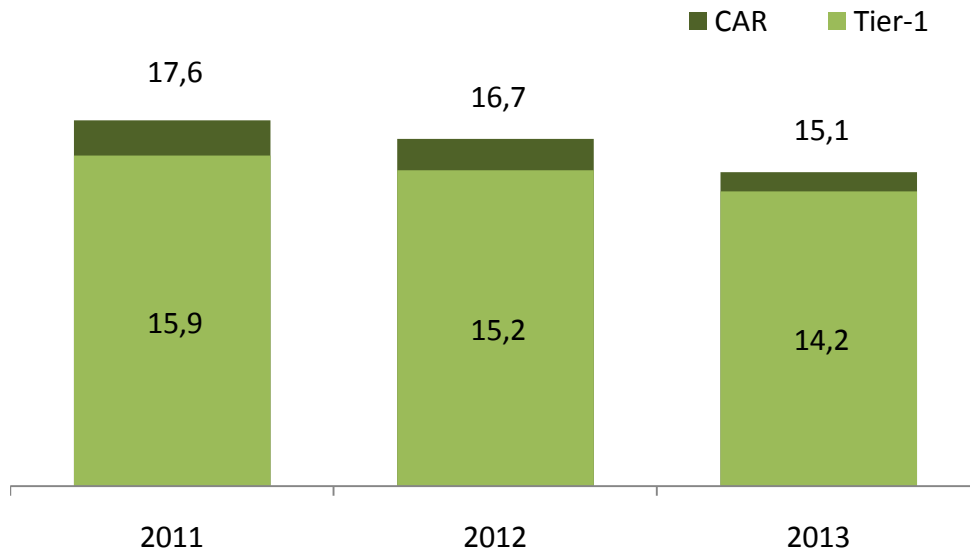
Loan to Deposit Ratio - Rupiah



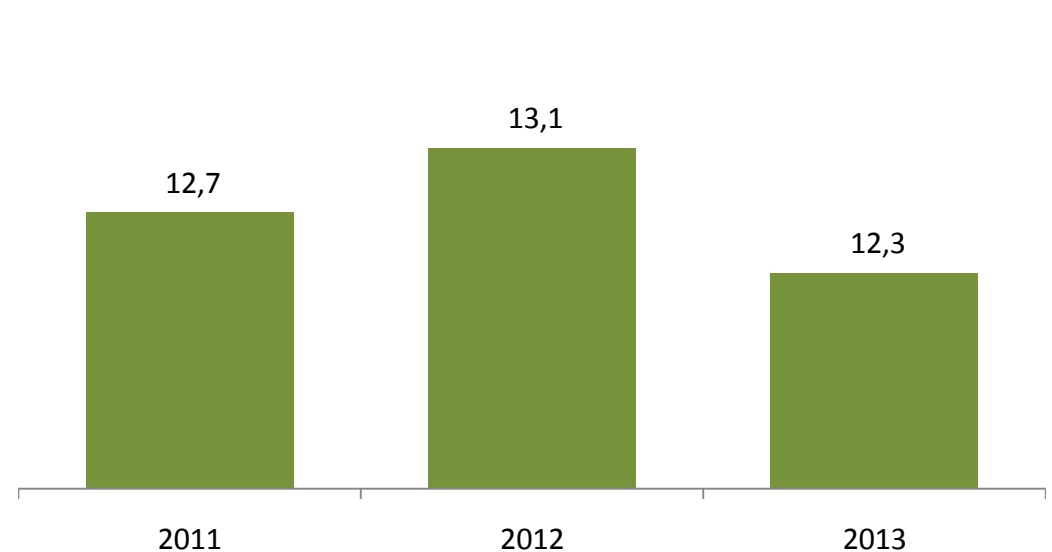
Loan to Deposit Ratio – Foreign Currency



Tier 1 ratio and Total CAR [%]



Equity / Assets [%]



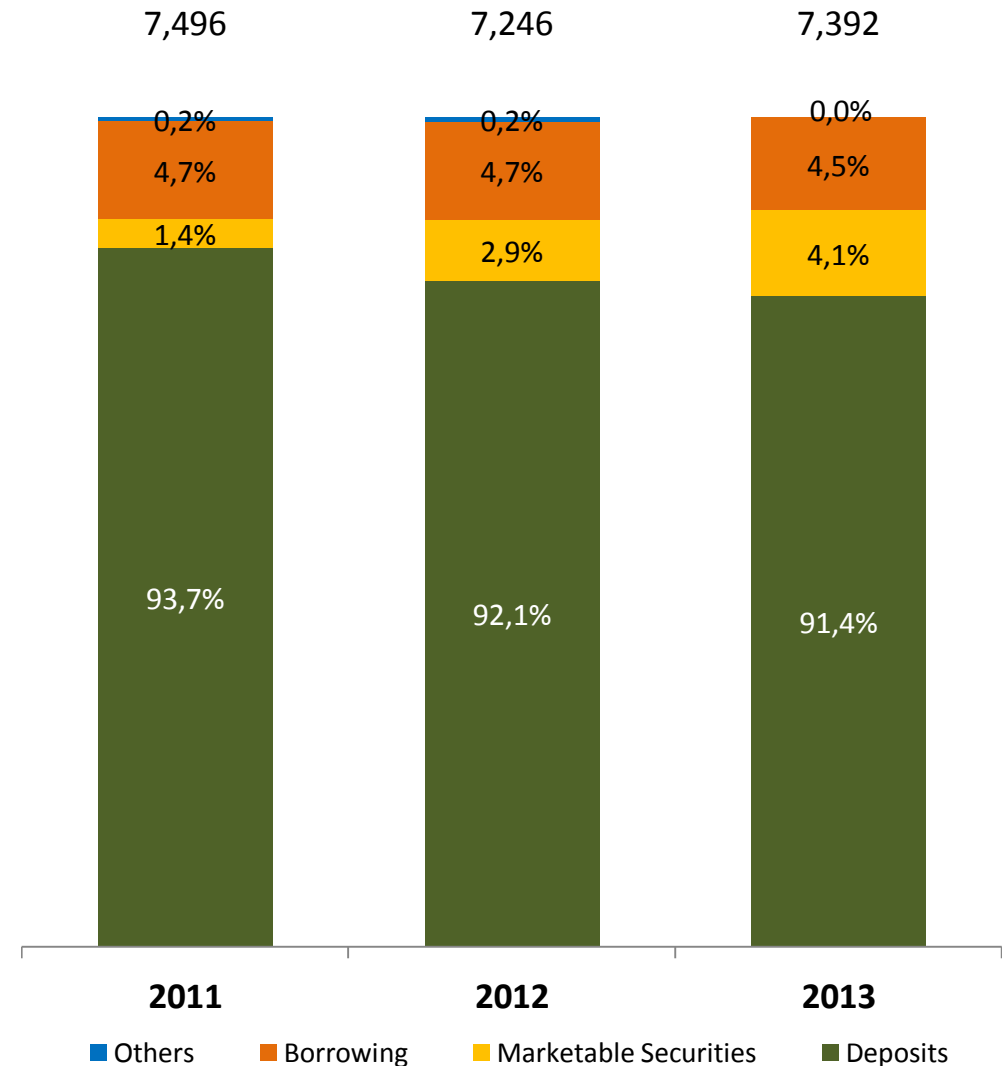
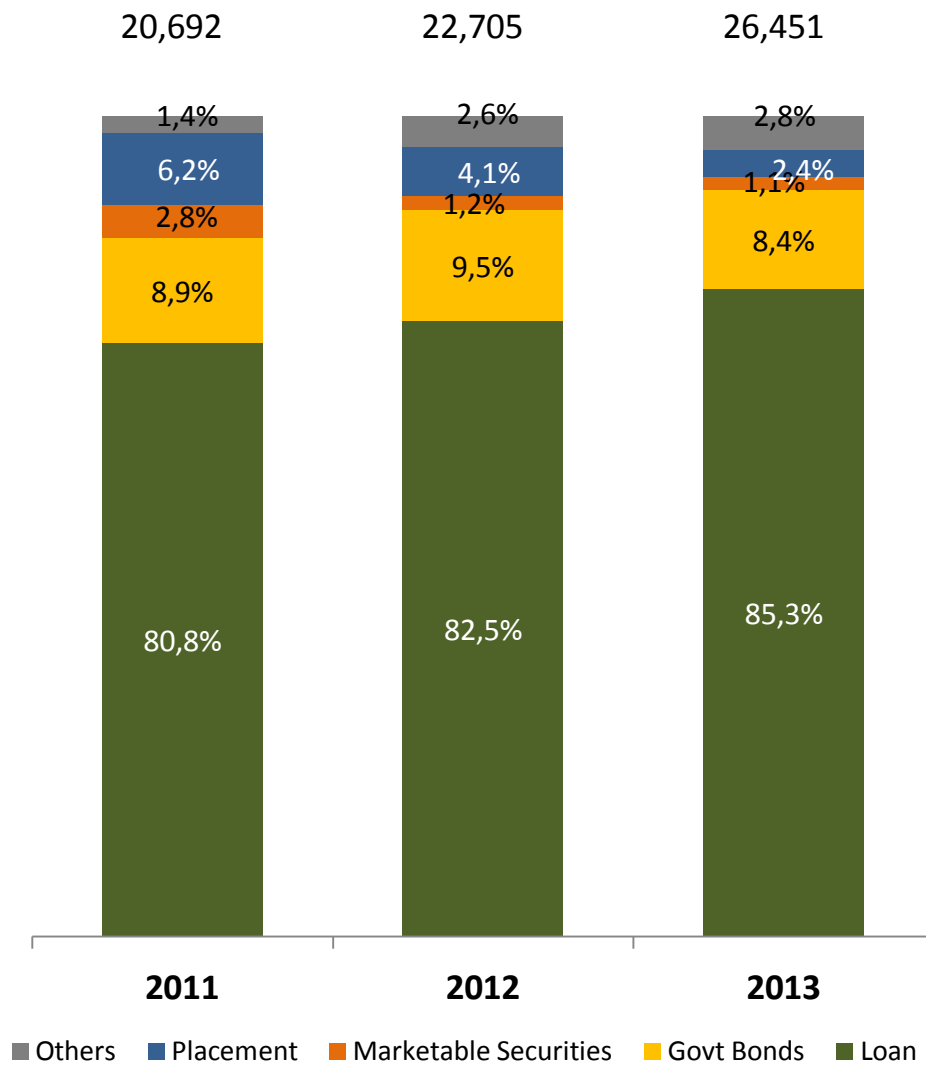
Profit & Loss Highlight

[Rp Billion]	2011	2012	2013	Y.o.Y	
Net Interest Income	13,196	15,459	19,058	23.3%	↑
Non Interest Income	7,601	8,446	9,441	11.8%	↑
Operating Income	20,797	23,905	28,499	19.2%	↑
Operating Expense	(11,134)	(12,739)	(14,573)	14.4%	↑
Pre-Provision Income	9,665	11,166	13,926	24.7%	↑
Provisioning	(2,421)	(2,525)	(2,708)	7.2%	↑
Non Operational Income/(Expense)	219	259	59	-77.2%	↓
Net Income before Tax	7,461	8,900	11,278	26.7%	↑
Net Income	5,826	7,046	9,054	28.5%	↑
Net Income Per Share (full amount)	312	378	486	28.6%	↑

Interest Income/Expense Composition

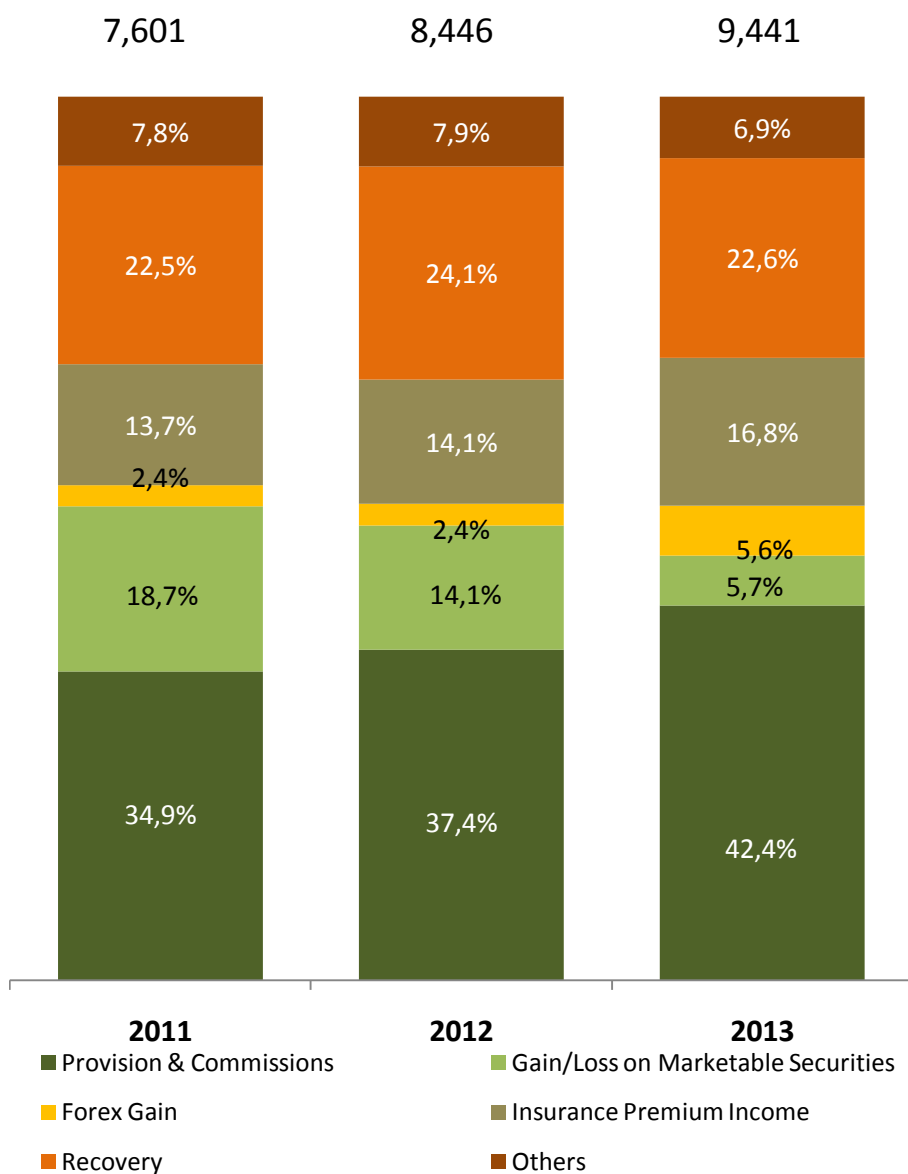
Interest Income Composition [Rp Billion]

Interest Expense Composition [Rp Billion]

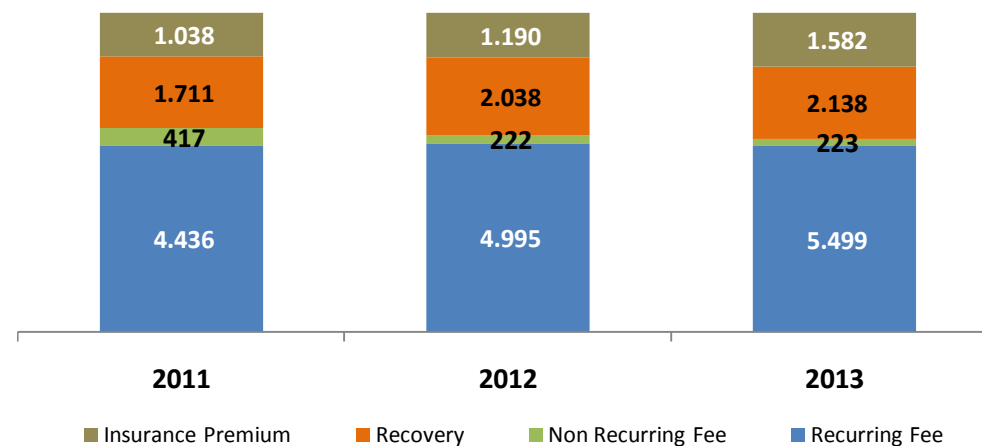


Non Interest Income

Breakdown [%]

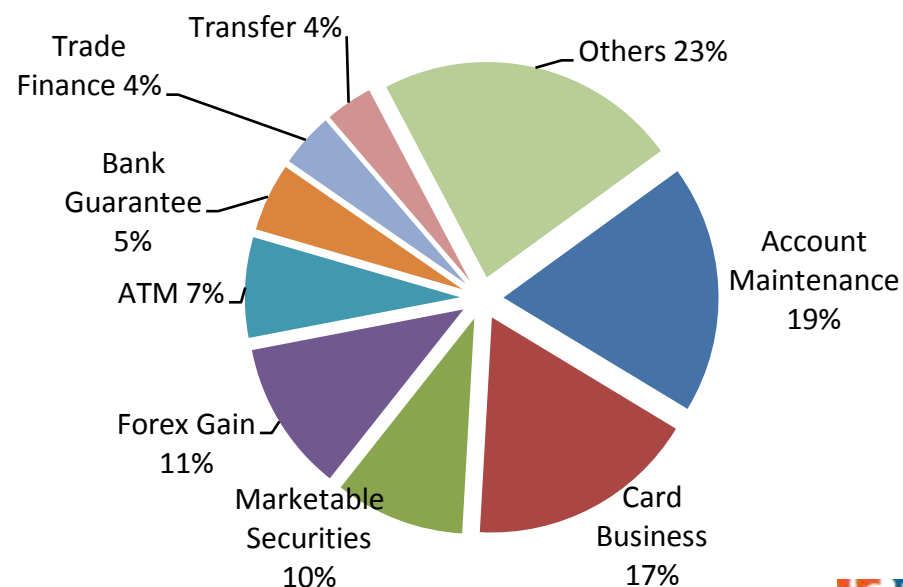


Breakdown Non Interest Income [Rp Billion]



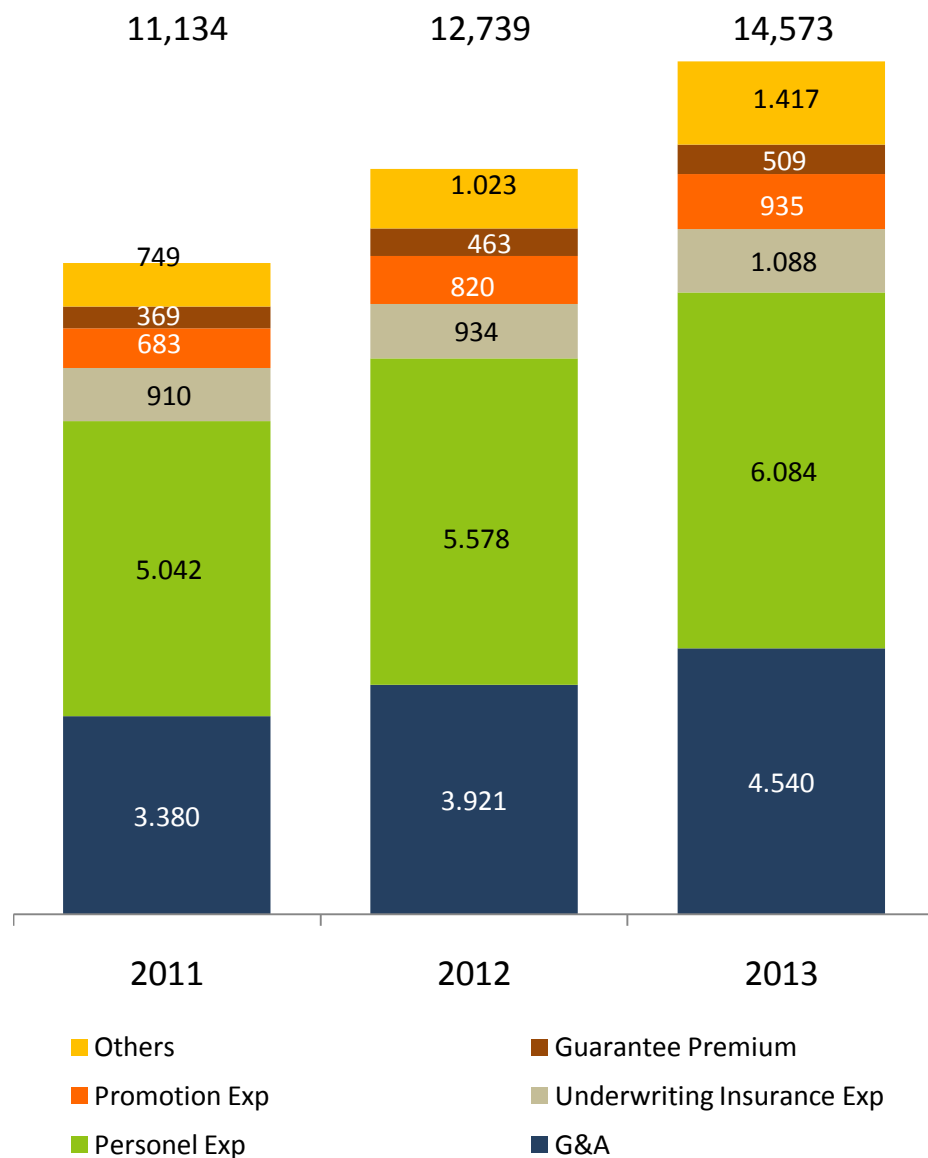
Breakdown recurring fee

Total = Rp 5,499 Billion



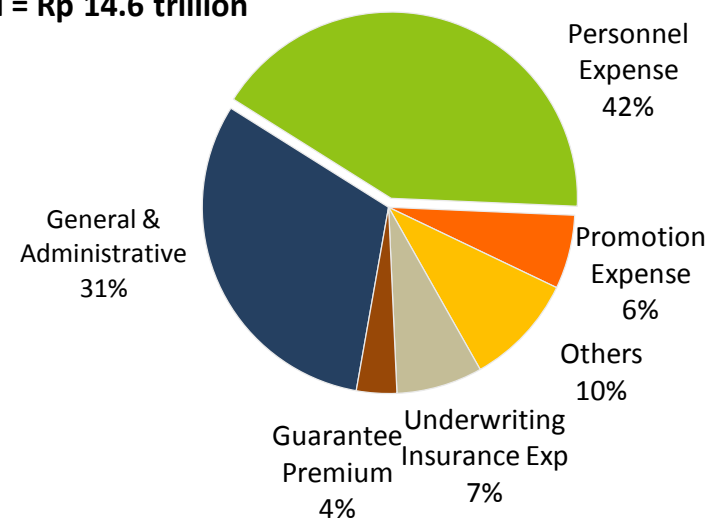
Operating Expense

Key highlights of OPEX [Rp Billion]

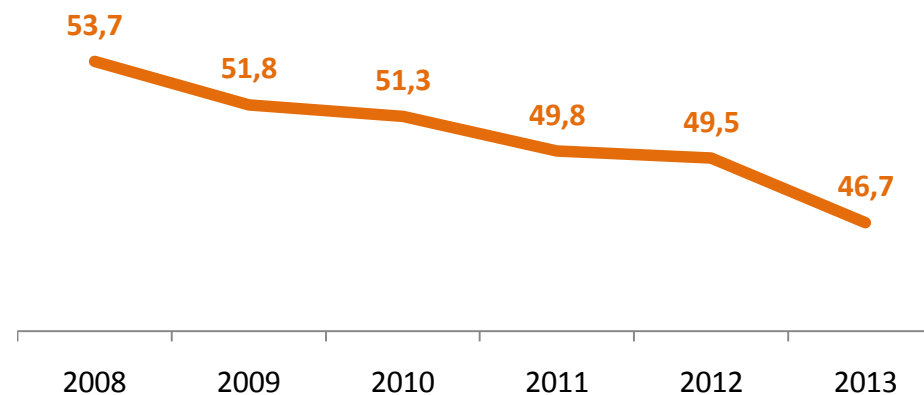


Breakdown of OPEX [%]

Total = Rp 14.6 trillion











Cost to Income Ratio [%]



Financial Ratios

[%]	2011	2012	2013
CAPITAL			
Shareholders equity to total assets	12.7	13.1	12.3 ↓
Tier I – CAR <small>[include operational risk]</small>	15.9	15.2	14.2 ↓
Tier II – CAR <small>[include operational risk]</small>	1.7	1.5	0.9 ↓
CAR (credit, market + operational risk)	17.6	16.7	15.1 ↓
ASSET QUALITY			
Net Non Performing Loan	0.5	0.8	0.5 ↓
Gross Non Performing Loan	3.6	2.8	2.2 ↓
Allowance for possible loan losses to gross NPL	120.8	123.0	128.5 ↑

Financial Ratios

[%]	2011	2012	2013
RENTABILITY *)			
ROA	2.9	2.9	3.4 
ROE	20.1	20.0	22.5 
Net Interest Margin	6.0	5.9	6.1 
EFFICIENCY			
Cost to Income Ratio	49.8	49.5	46.7 
Operating Expense to Operating Income [BOPO]	72,6	71,0	67.1 
LIQUIDITY			
Loan to Deposit Ratio	70.4	77.5	85.3 
COMPLIANCE			
Statutory Reserve Requirement <small>(Rupiah)</small>	8.7	8.5	8.1 
Net Open Position	2.8	2.1	2.4 

*) Based on BI Formula

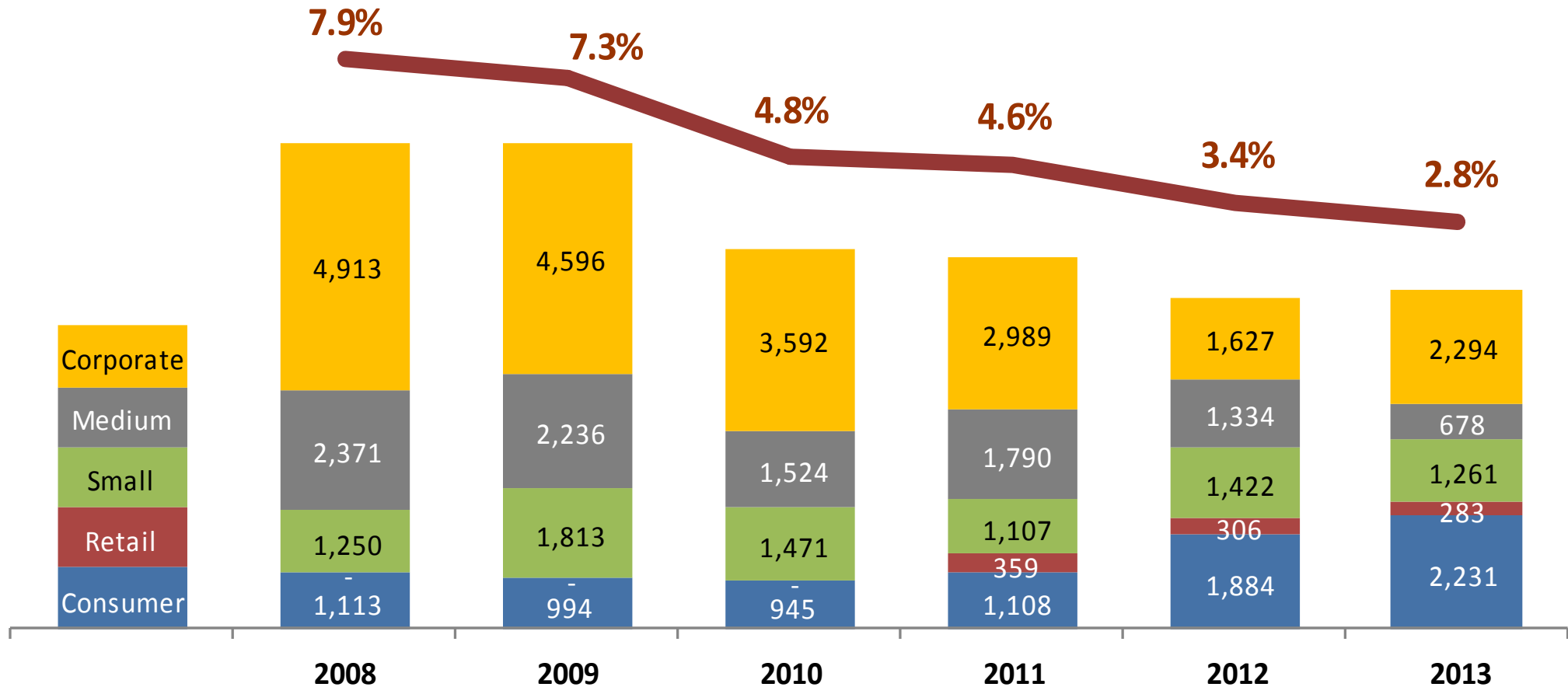
Asset Quality

PRE NPL – Bank Only

Special Mention Category

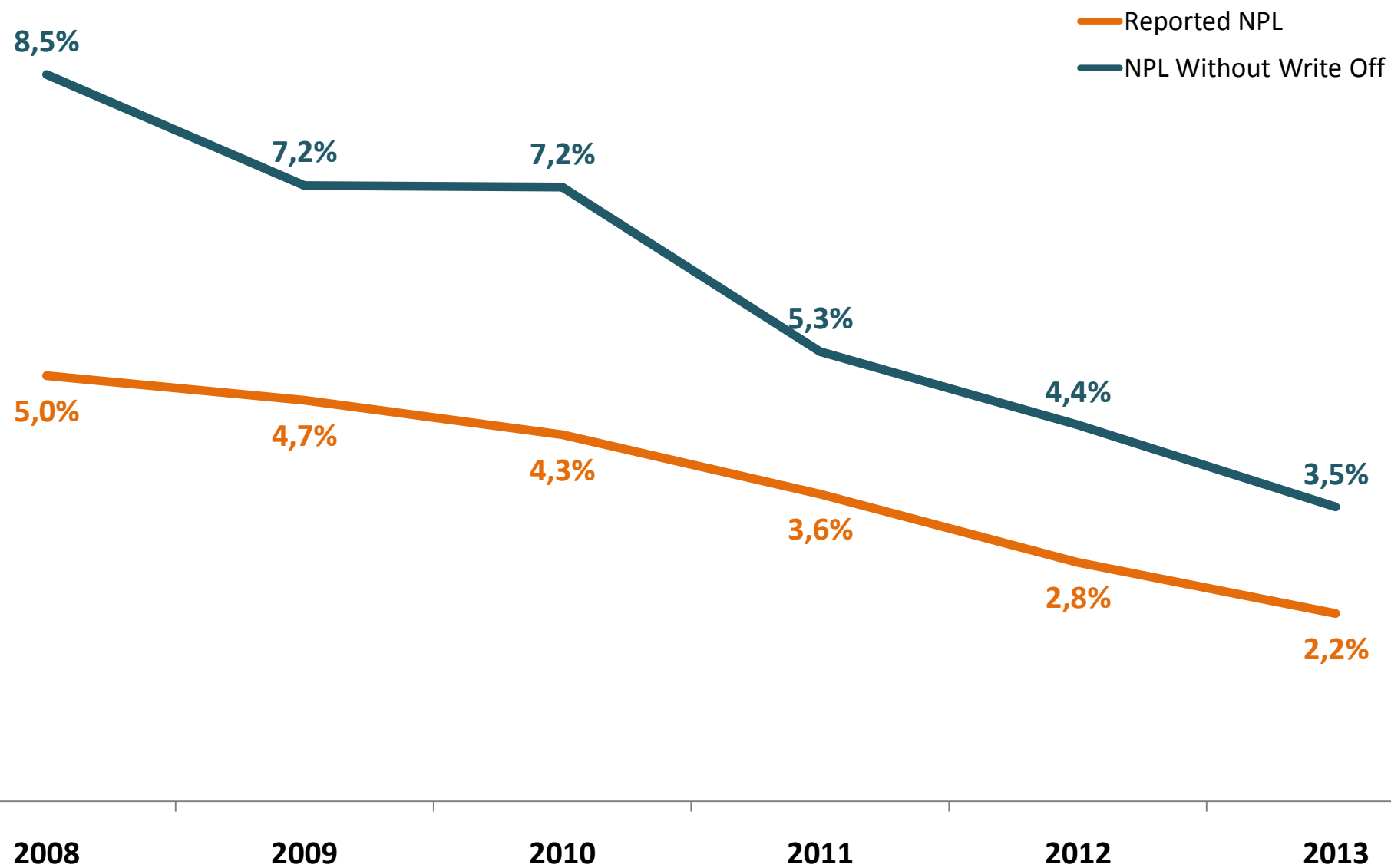
Bank Only, Rp Billion

Pre NPL Ratio (%)



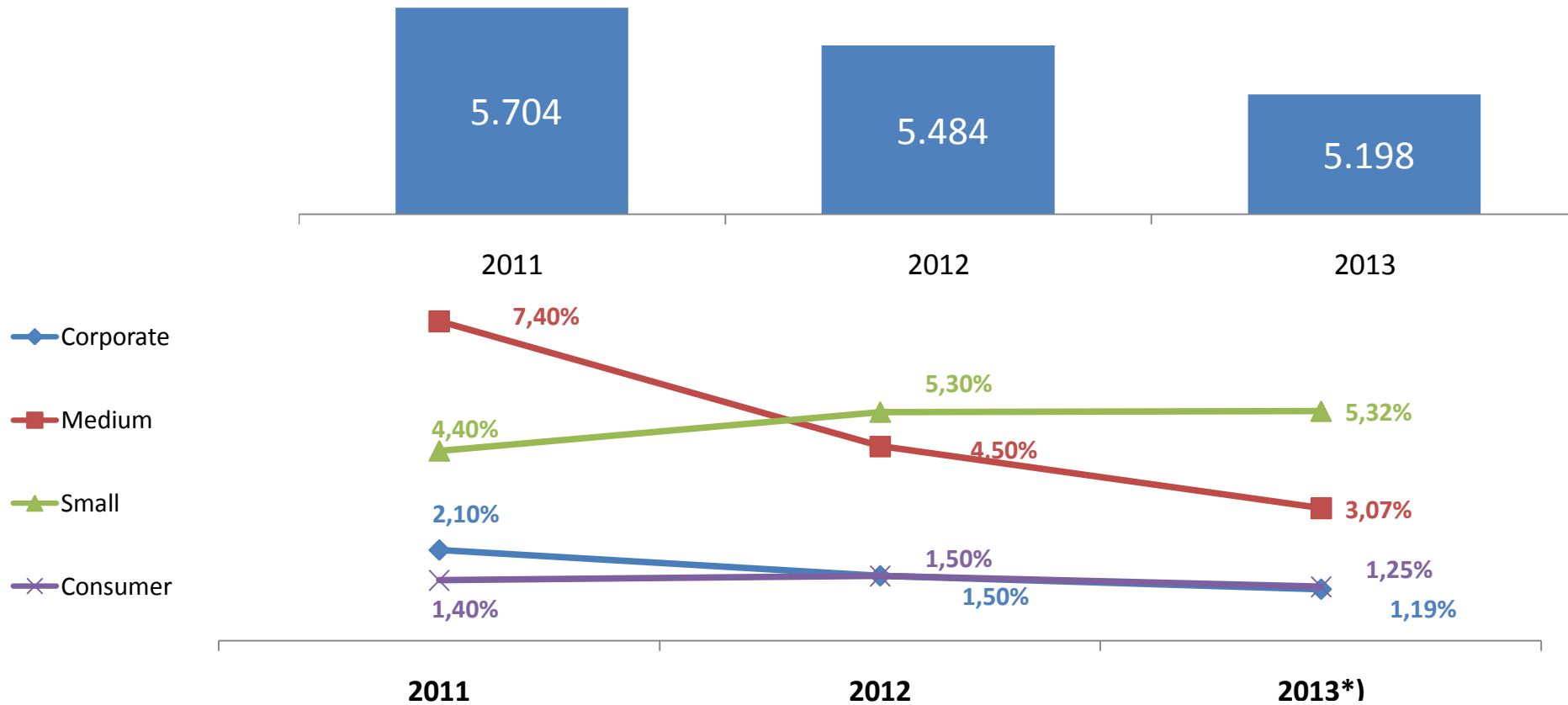
*) We reclassify 116 Medium Customer amounted Rp 10.2 trillions to Corporate Customer

NPL Trend



NPL by Segment

Bank Only, Rp Billion



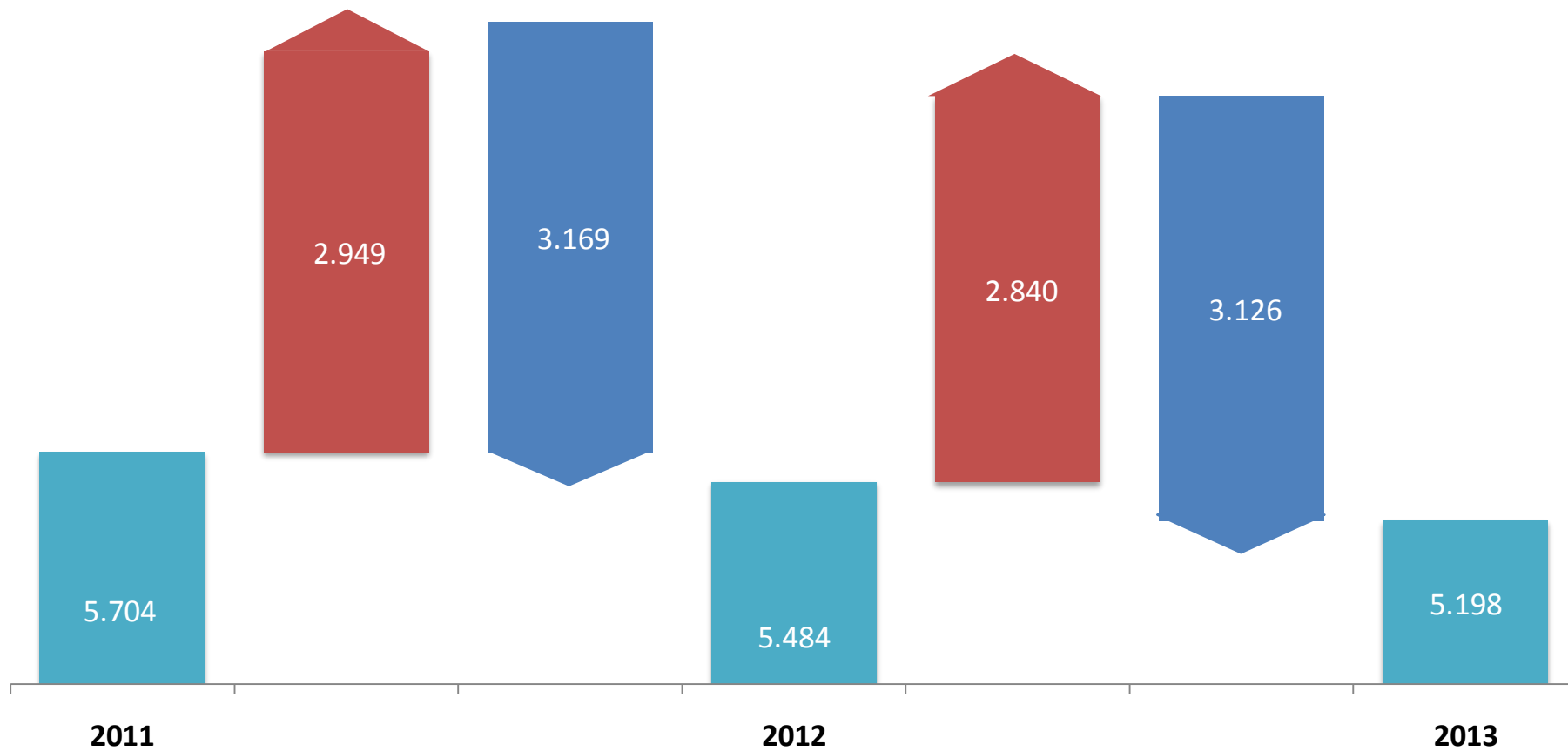
	2011	2012	2013*)
Total Loan - Bank Only (Rp Bn)	158,165	193,017	239.363
Gross NPL (%)	3.6	2.8	2.2

*) We reclassify 116 Medium Customer amounted Rp 10.2 trillions to Corporate Customer

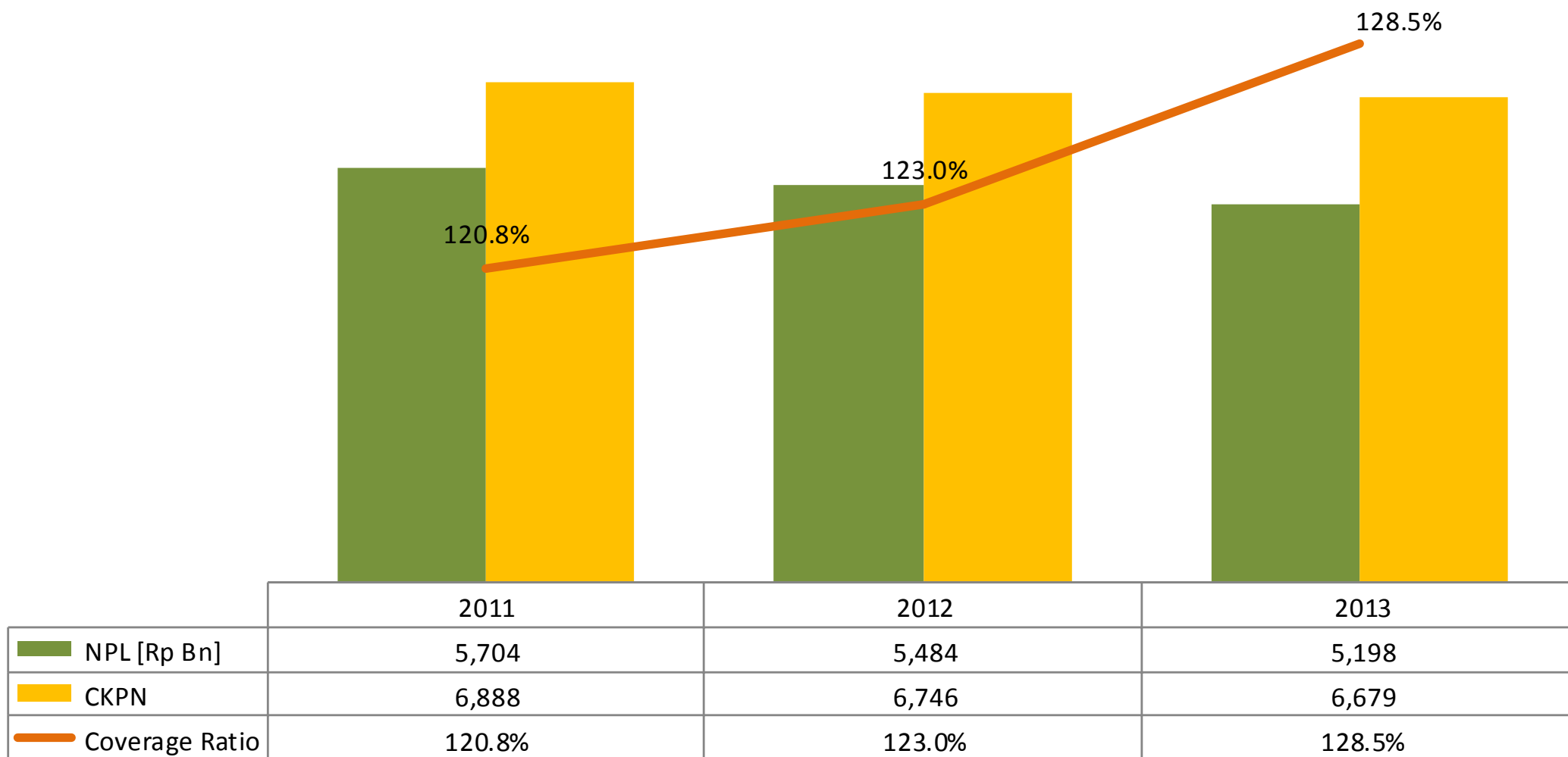
Movement NPL

Bank Only

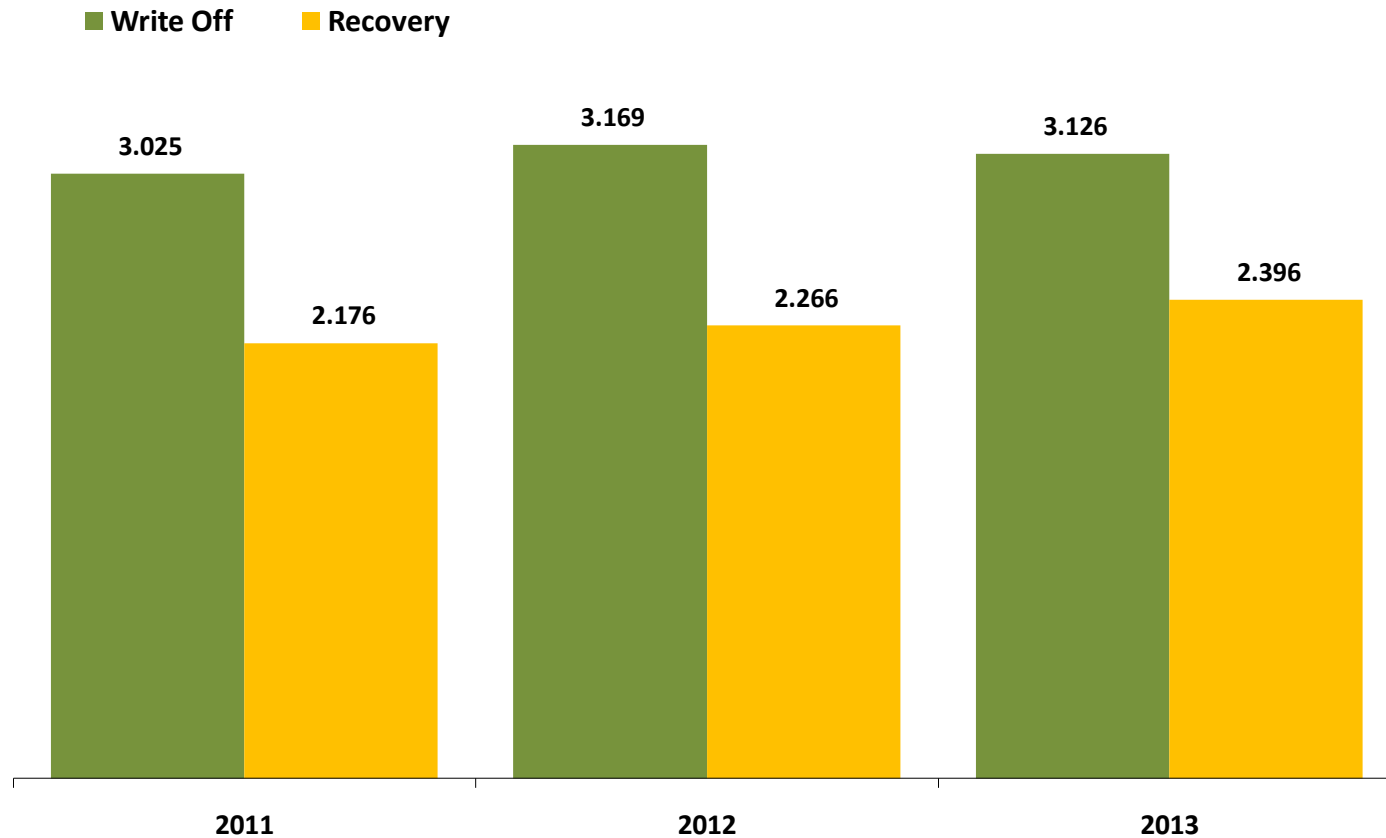
■ NPL [Rp Bn] ■ Net New NPL ■ Write Off



COVERAGE RATIO — Bank Only



Write Off & Recovery



	2011	2012	2013
Write-off (Rp billion)	3,025	3,169	3,126
Recovery (Rp billion)	2,176	2,266	2,396
Recovery vs Write Off [%]	71.9%	71.5%	76.6%

Business Banking

Focus and Strategy

8 Targeted Sectors – National & Regional

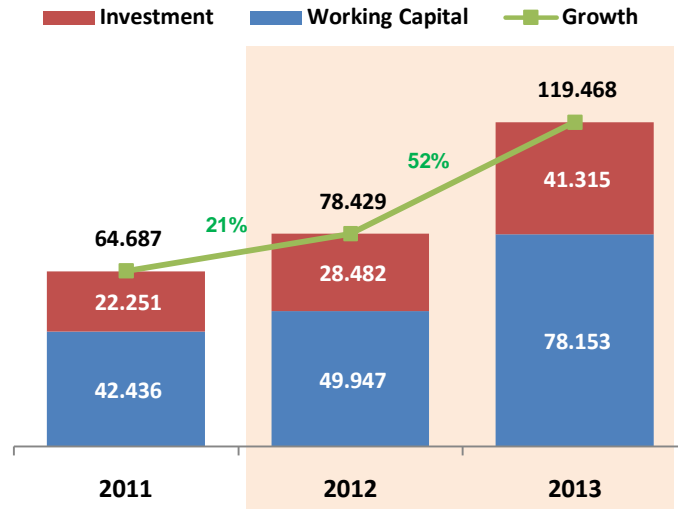


Credit Approval of Targeted Sectors [%]

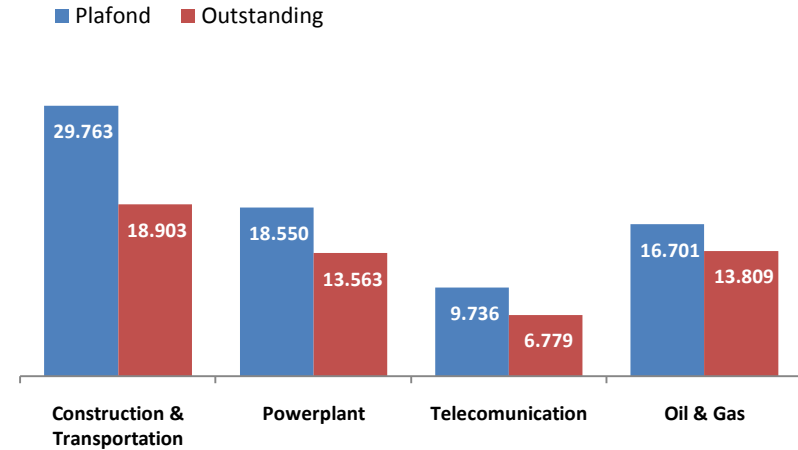
	1-WMD	2-WPD	3-WPL	4-WBN	5-WSM	6-WSY	7-WMK	8-WDR	9-WBJ	10-WJS	11-WMO	12-WJK	14-WJB	15-WJY	16-WPU	TOTAL
Jan-Des 2013	71.9	66.9	66.0	64.2	56.0	68.5	75.4	70.9	49.0	58.7	82.4	59.0	61.2	58.3	93.2	63.5

Corporate Business

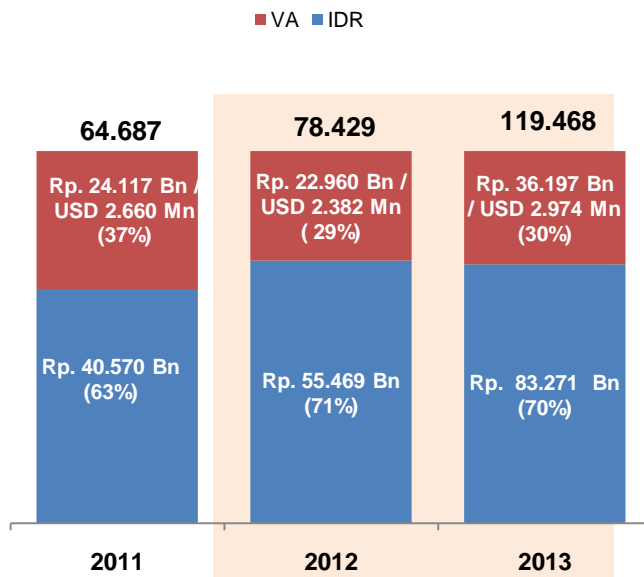
Working Capital & Investment Loan incl Loan Int [Rp Billion]



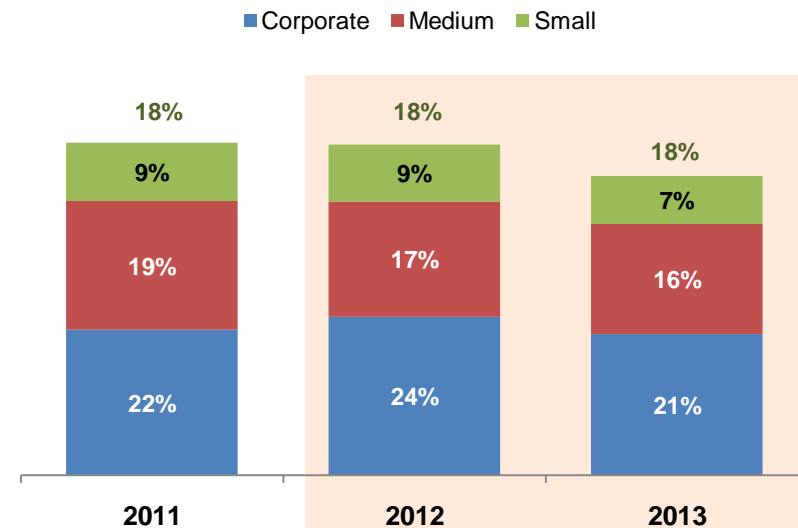
BNI Commitment on Basic Infrastructure Project [Rp Billion]



Loan by Currency [%]

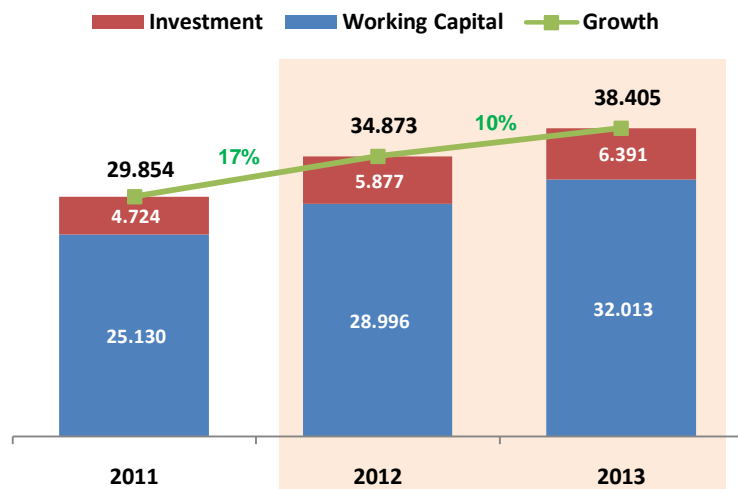


Undisbursed Loan [%]

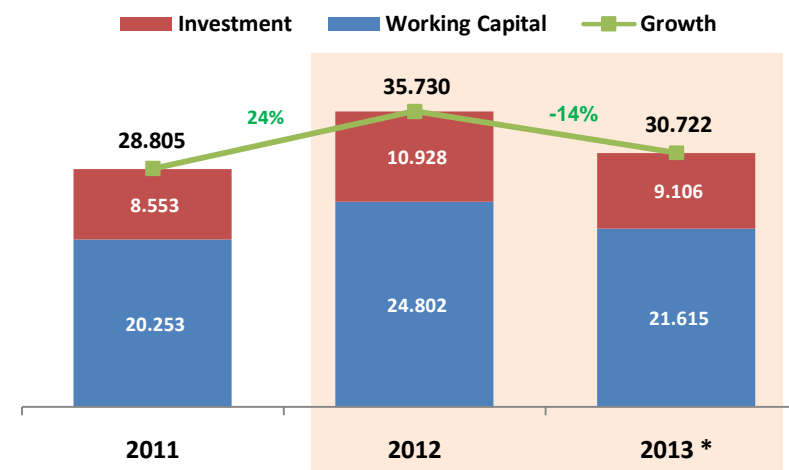


SME Business

Small Business [Rp Billion]



Medium Business [Rp Billion]



*) We reclassify 116 Medium Customer amounted Rp 10.2 trillions to Corporate Customer

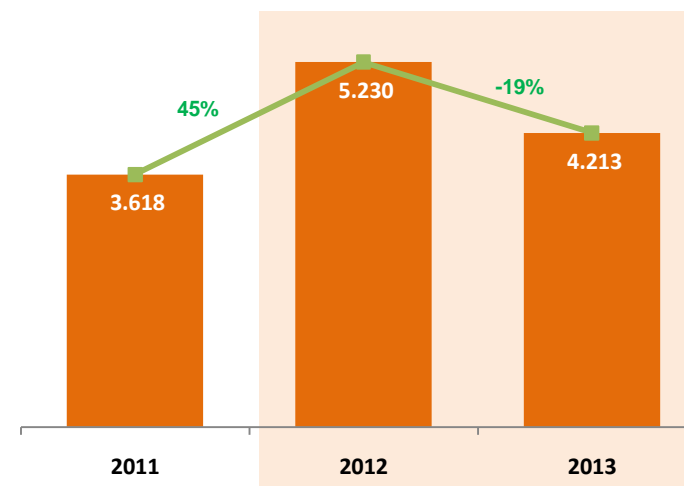
Strategy & Initiatives Small & Medium Business

Expansion through supply chain financing for suppliers and buyers of corporate customers.

Medium : Focus on key customers in respective region targeted sectors.

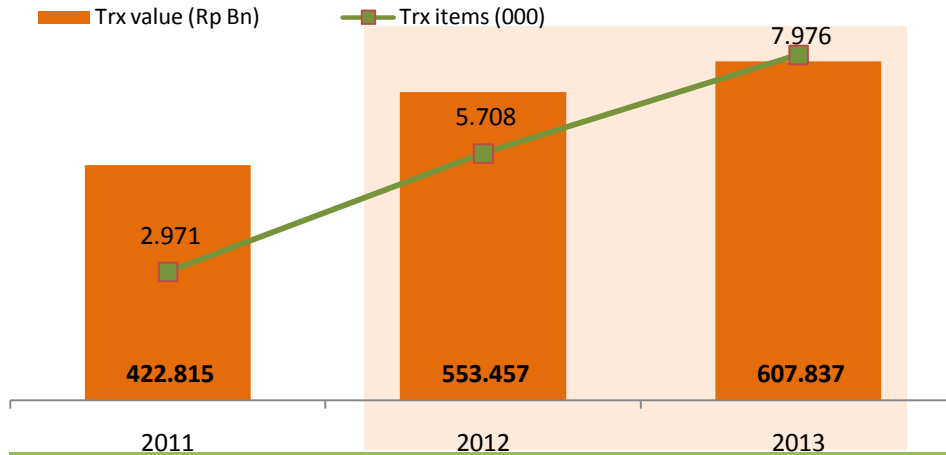
Small : Consolidating credit program from individuals to linkage.

Kredit Usaha Rakyat (KUR) [Rp Billion]

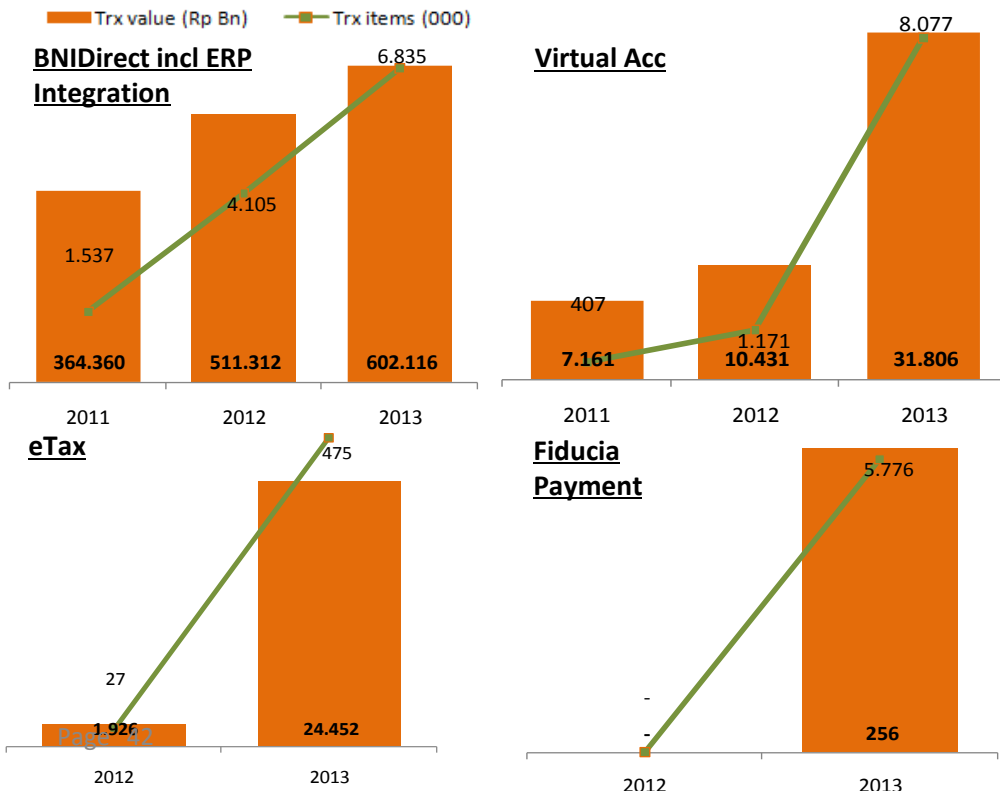


Transactional Banking

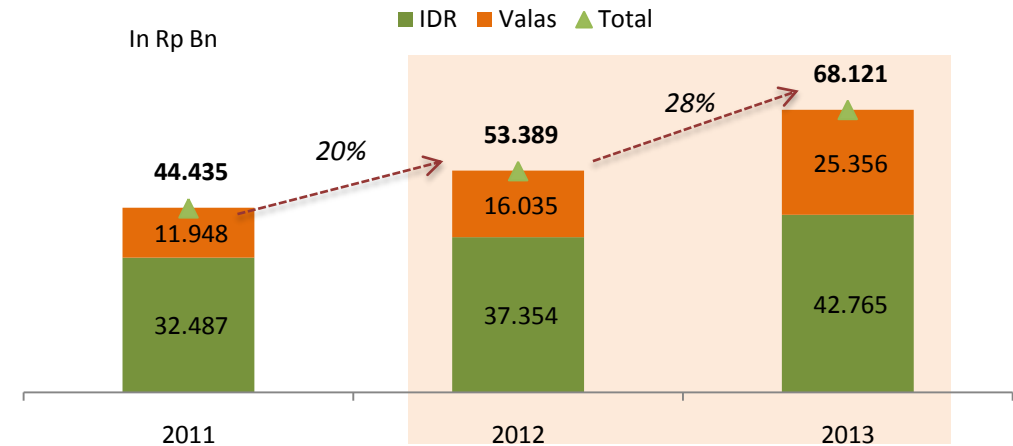
E-Banking Transactions



Key Initiatives



Current Account Average Balance – Business Banking



Business Highlights

Project	Solutions
Corp Service	Pemberitahuan Impor Barang (PIB)
	ETax Payment
	Kepelabuhanan
	Distributor Finance & Bank Guarantee
Public Service	Immigration (Ditjen Imigrasi – Kemenkumham)
	BPJS Kesehatan & Ketenagakerjaan (Askes & Jamsostek)
	Utility Payment (PLN, Telkom, Credit Card)
	PIB (Pajak Impor Barang) and Cukai through BNIDirect
	BPOM
	KPKNL (Kantor Pelayanan Kekayaan Negara & Lelang) – 20 KPKNL out of 78
Capital Market	Custody online reporting (Straight thru processing system to market)

2013 Business Highlights

- Integrated BNIDirect features & Public Services Solutions : BPJS, PNPB, SABH, BPOM, Billing Payment Kepelabuhanan, Fiducia Payment.
- Supply Chain Financing : Handling payment transactions of BNI Clients and its Buyers, upstream&downstream focusing in 8 Industry sectors, integrated to BNI lending and funding products.
- Custodial Services : Upgrade to Online System – Core Custody BANCS & Fund Services IMS

Continuous Best in Services - World Class Players



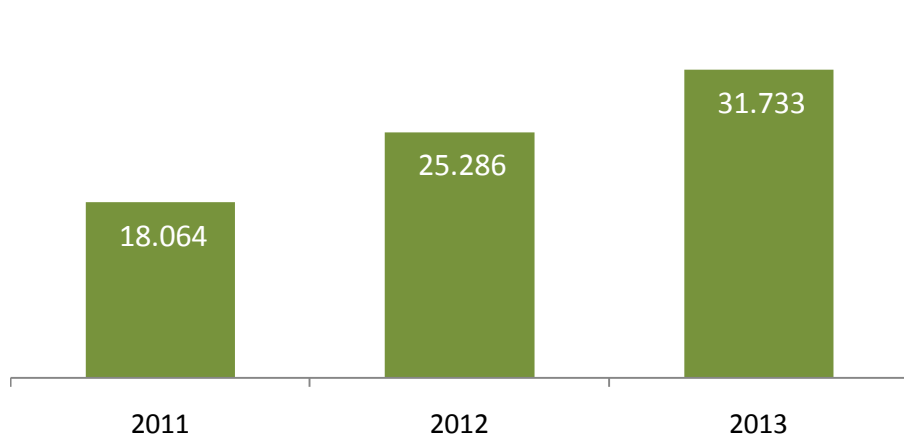
Consumer & Retail

focus & strategy

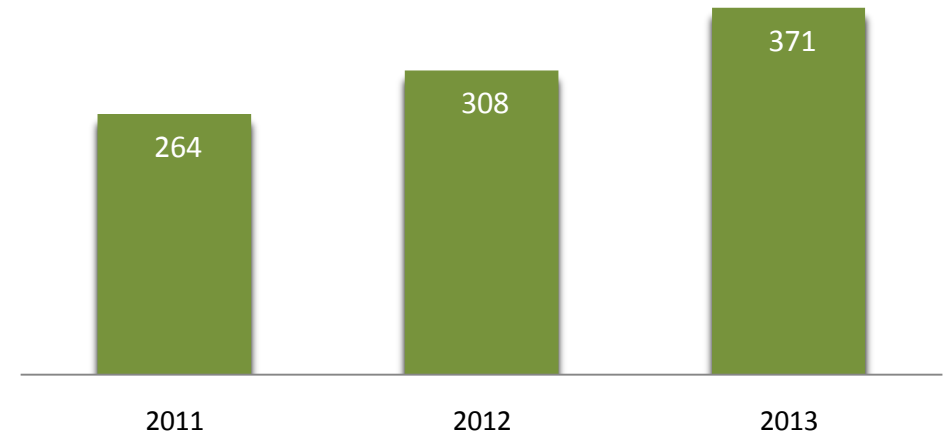
Consumer & Retail Business

Consumer Loan

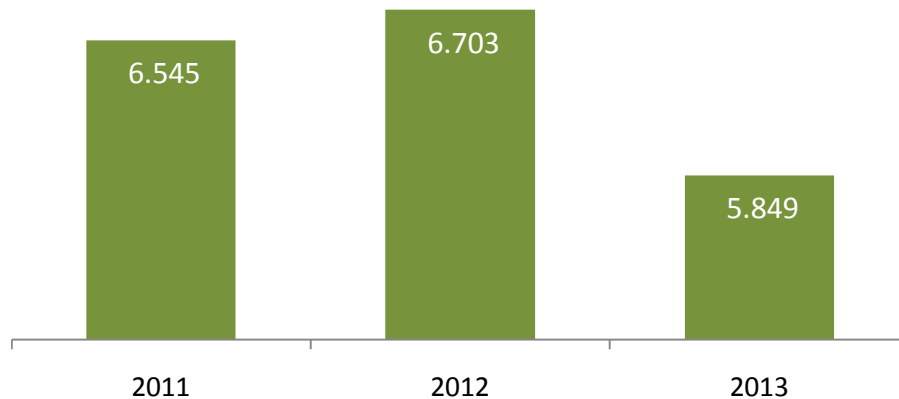
Mortgage Loan Balance [Rp. Billion]



Average Balance Mortgage Loan/Account [Rp Million]



Auto Loan Balance [Rp Billion]



Loan		2011	2012	2013
BNI Griya	Outstanding Growth YTD	50%	40%	26%
	NPL (%)	1.85%	1,95%	1.37%
	Marketshare (%)	9.90%	11.37%	11.28%
BNI Auto (Organik & unorganik)	Outstanding Growth YTD	4%	3%	-13%
	NPL (%)	0.08%	0,07%	0.12%
	Marketshare (%)	6.19%	6.79%	5.60%

*) Sources: PKU & EIS, and Bank Indonesia 14 Februari 2014

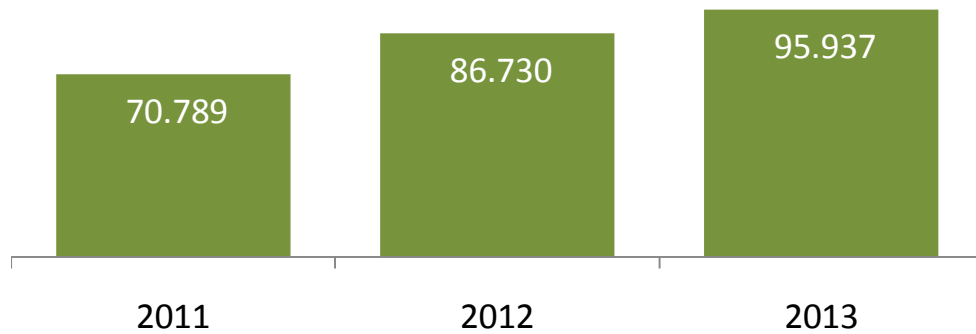
Consumer & Retail Business

Savings

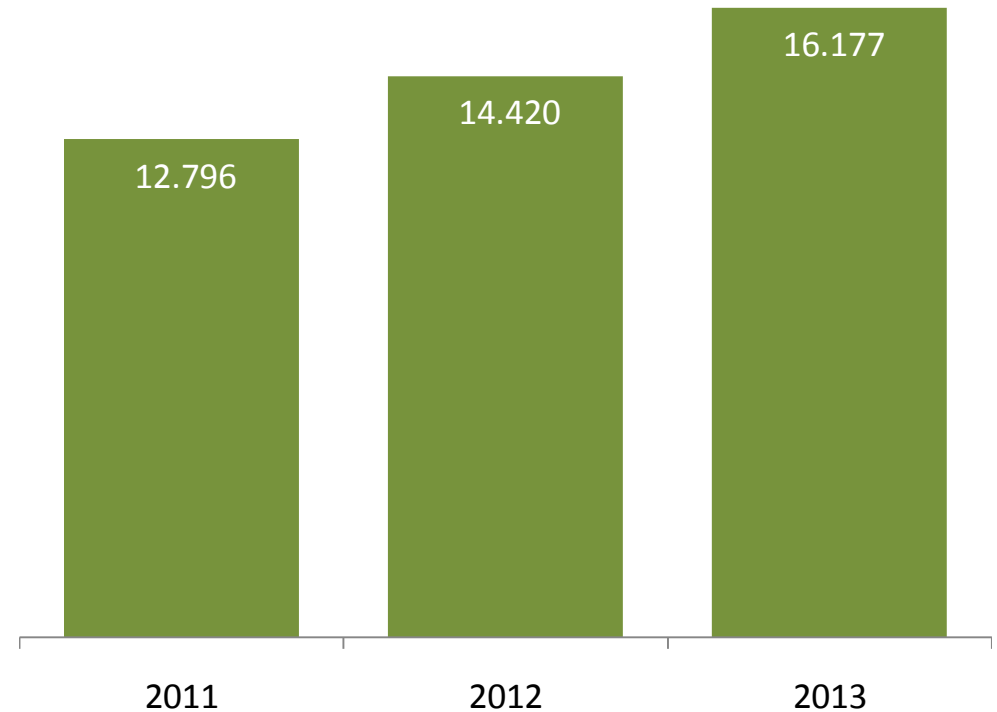
Average CASA Balance [Rp Billion]



Average Balance – Saving [Rp Billion]



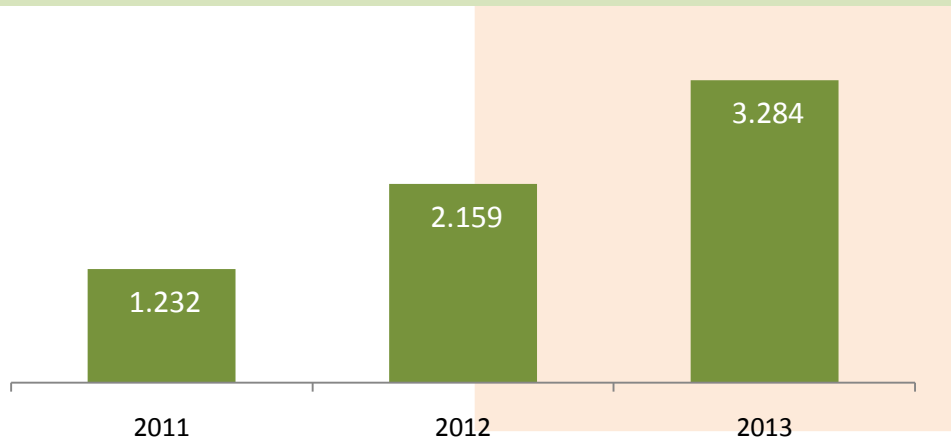
Number of Individual Accounts [000]



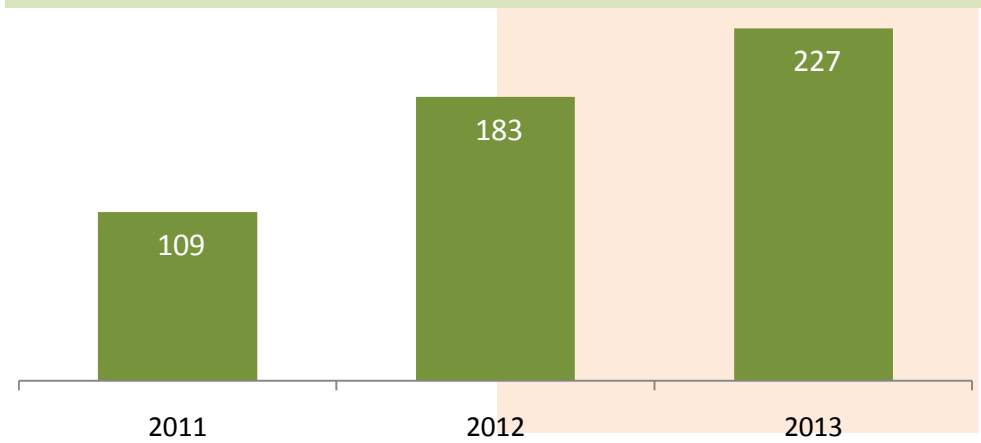
Consumer & Retail Business

Bancassurance

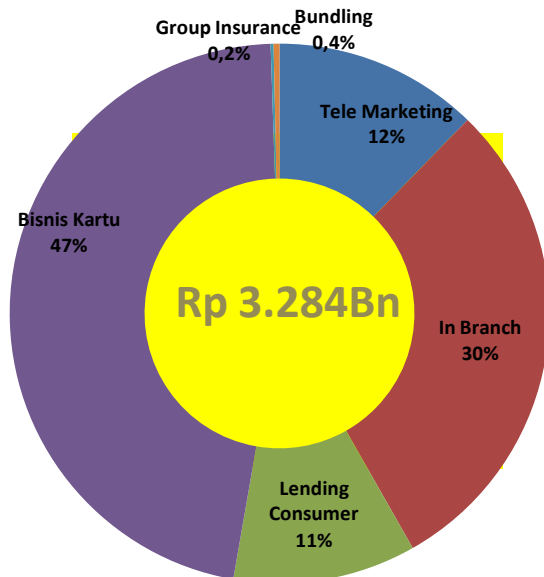
PREMIUM [Rp Billion]



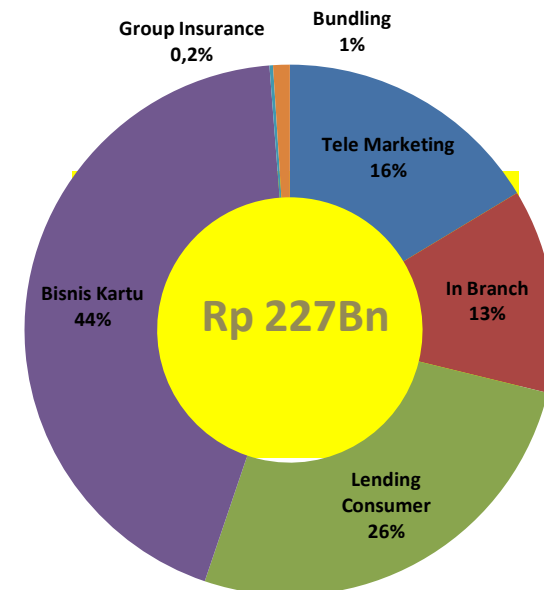
FEE BASED INCOME [Rp Billion]



Premium



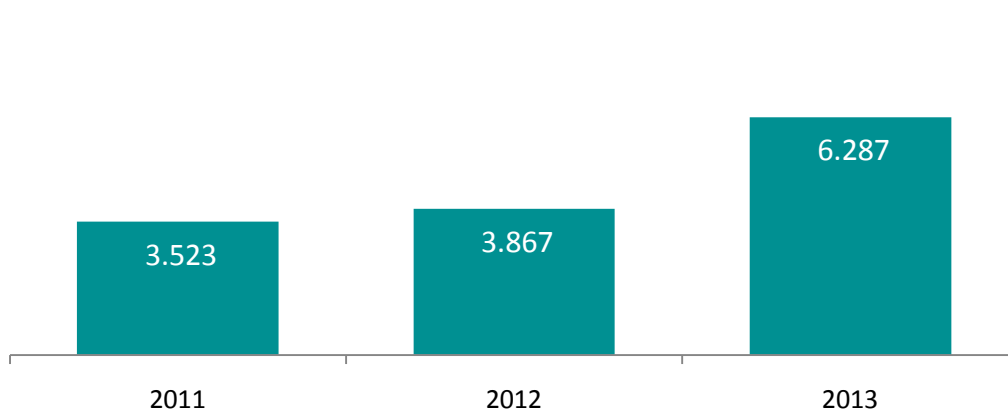
Fee Base Income



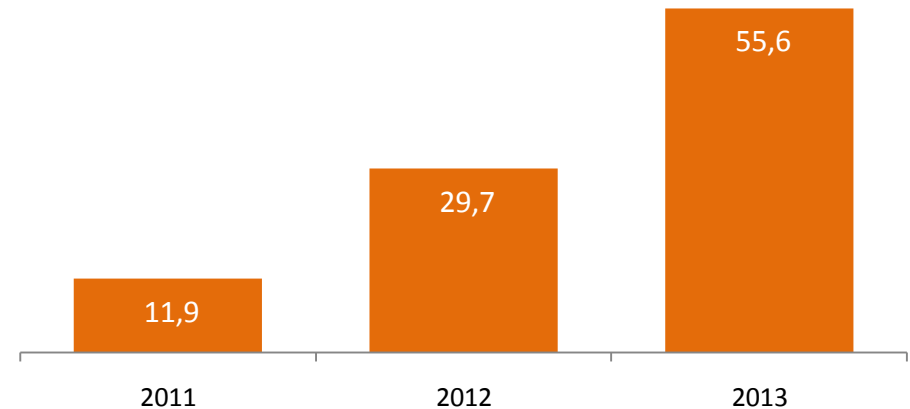
Consumer & Retail Business

Investment Business

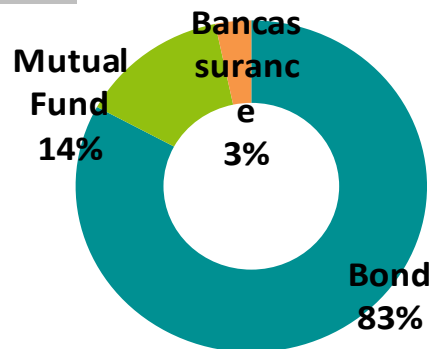
Asset Under Management (AUM) [Rp Billion]



FEE BASED INCOME [Rp Billion]



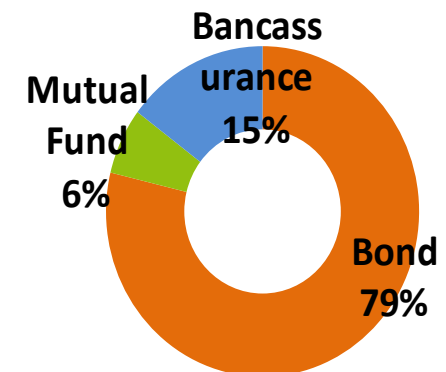
AUM 2013



Total AUM Rp.6,287 Billions

- Bond: Rp.5,216 Billions
- Mutual Fund: Rp.865 Billions
- Bancassurance – Alliance Business: Rp. 206 Billions

FBI 2013

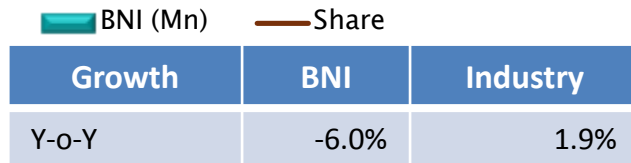


Total FBI Rp.55.6 Billions

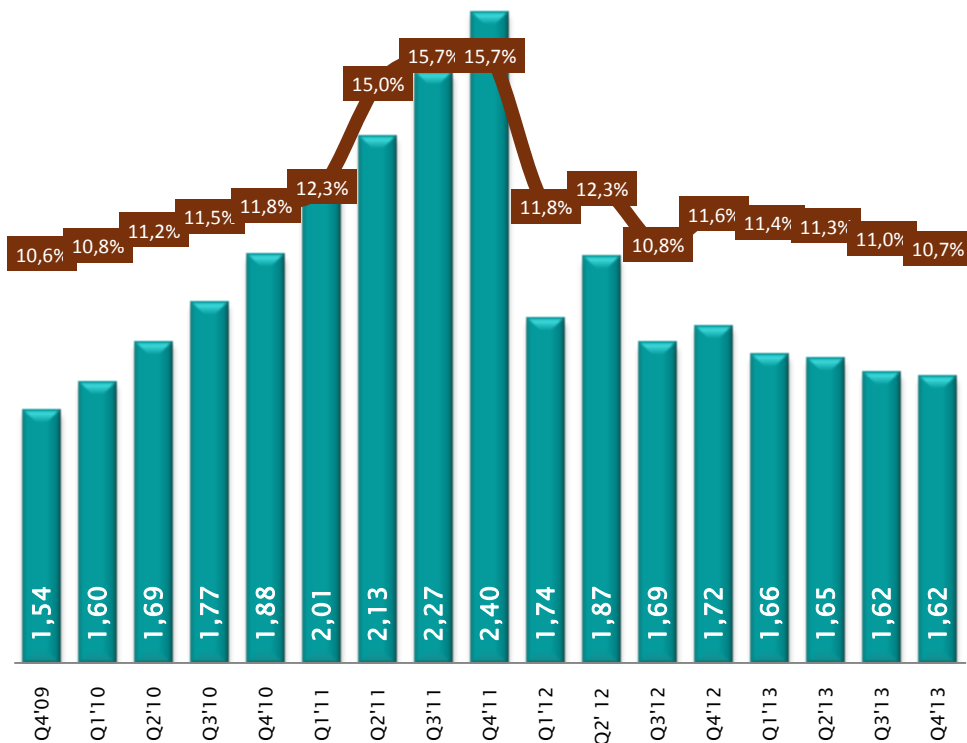
- Bond: Rp. 43.8 Billions
- Mutual Fund: Rp. 3.6 Billions
- Bancassurance – Alliance Business: Rp. 8.2 Billions

BNI Credit Card Vs Industry

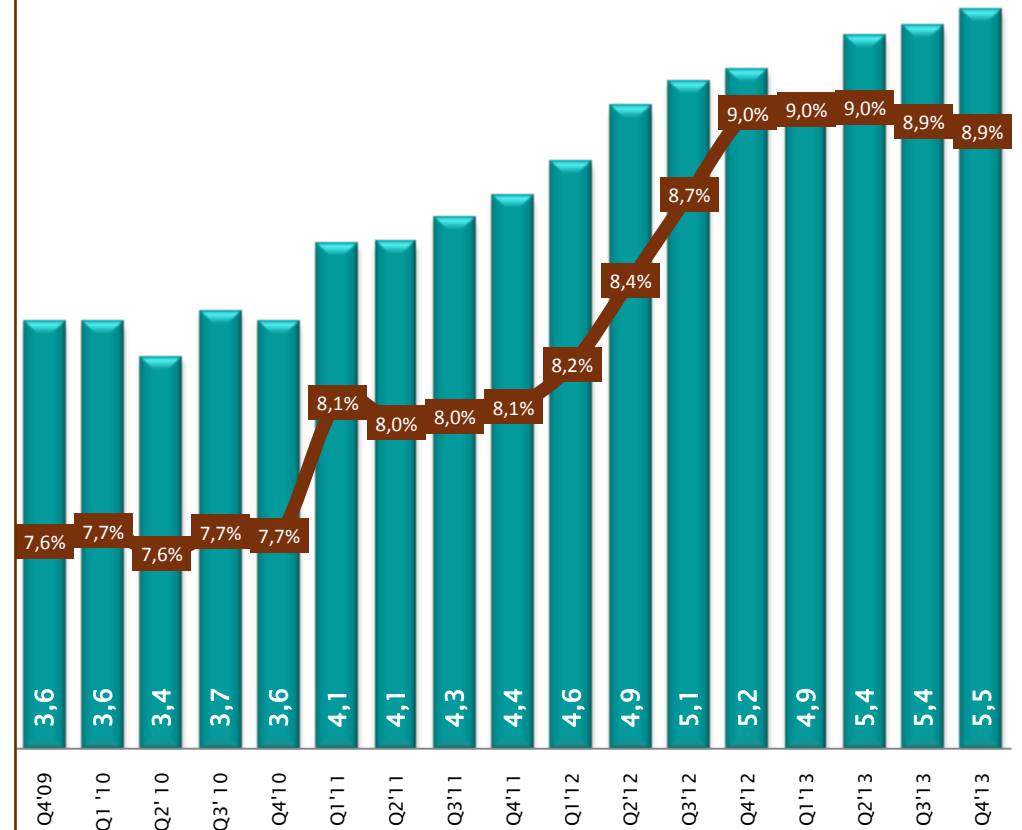
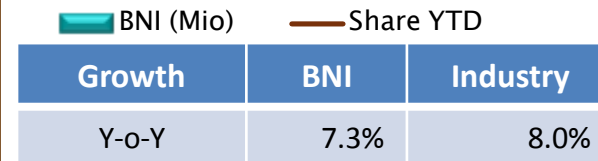
No of Credit Cards



*) Following Central Bank's recommendation, we have cleansed up Dormant Card stage 1: ± 600 thousand in Q1 (Jan'12) & stage 2: ± 118 thousand in Q3 (July 2012)



No of Transactions



*) Source: Data APMK Bank Indonesia Dec 2013

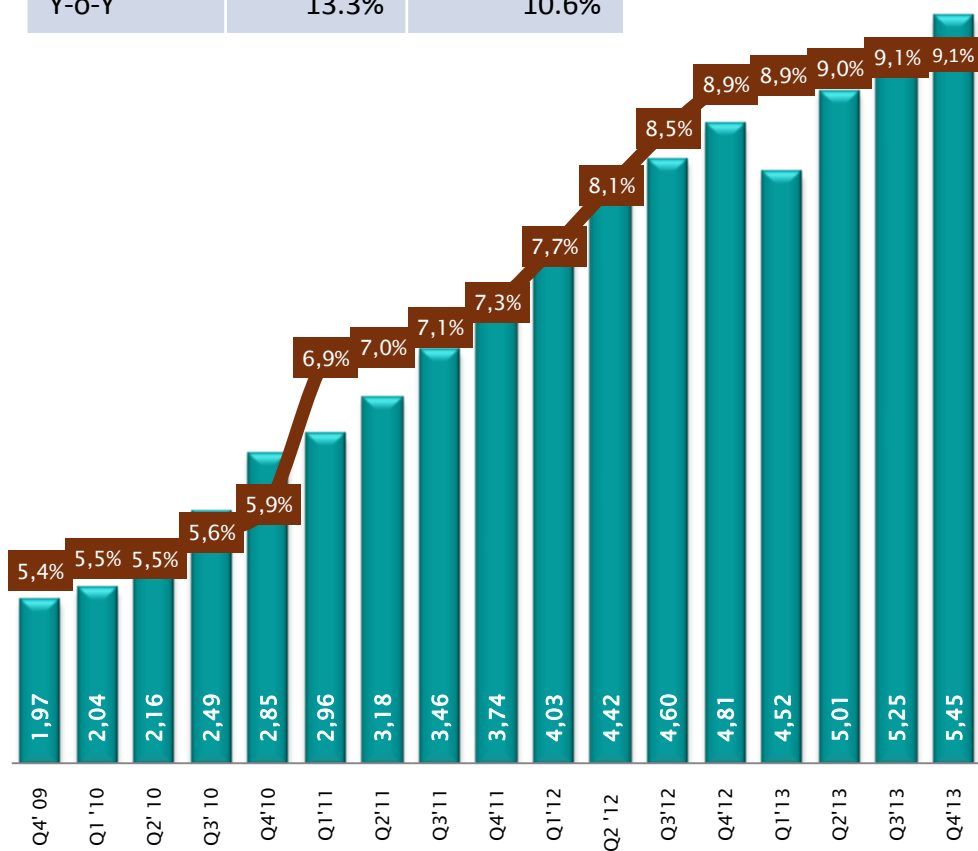
**) BNI & Industry Data Growth & BNI Market Share as of Dec 2013

BNI Credit Card Vs Industry

Credit Cards Usage

■ BNI (IDR T) — Share YTD

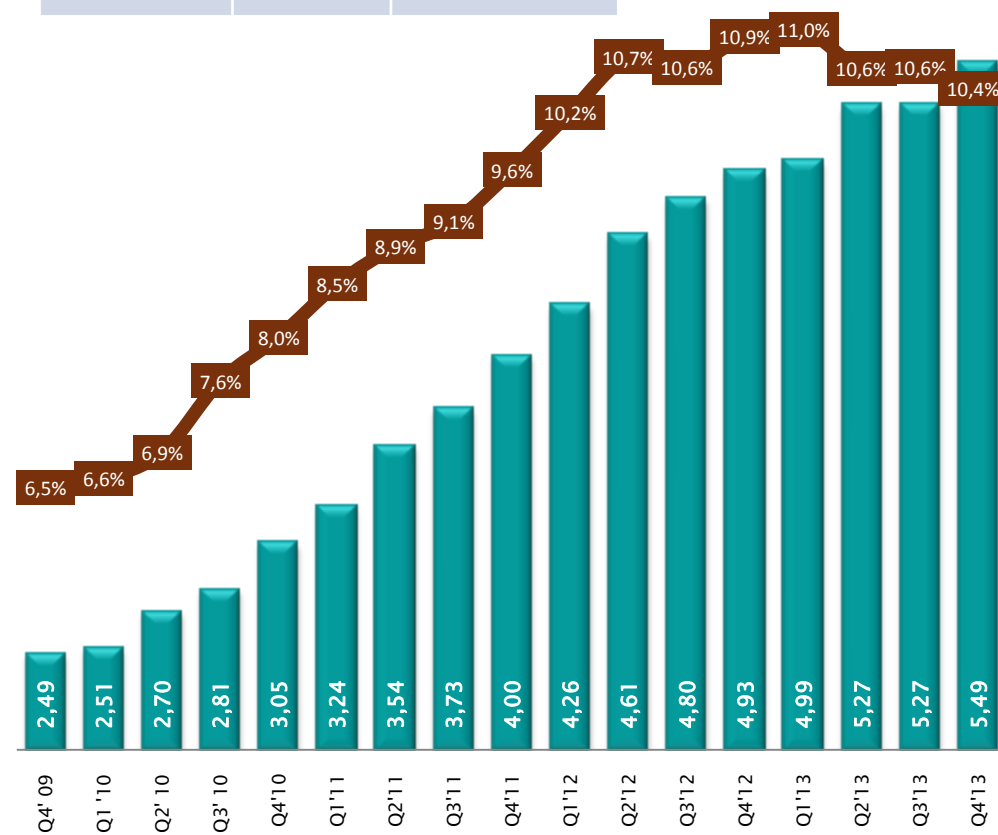
Growth	BNI	Industry
Y-o-Y	13.3%	10.6%



Receivables

■ BNI (IDR T) — Share

Growth	BNI	Industry
Y-o-Y	11.3%	16.6%



*) Source: Data APMK Bank Indonesia Dec 2013

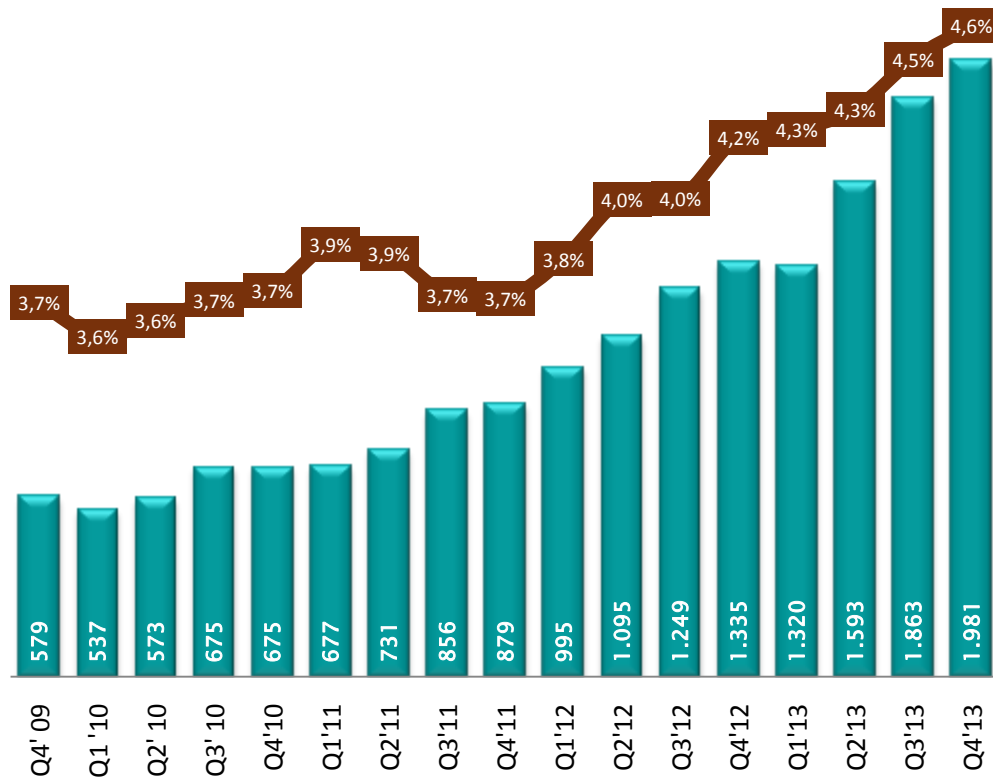
**) BNI & Industry Data Growth & BNI Market Share as of Dec 2013

BNI Debit Card Vs Industry

Debit Cards Usage

■ BNI (IDR M) — Share YTD

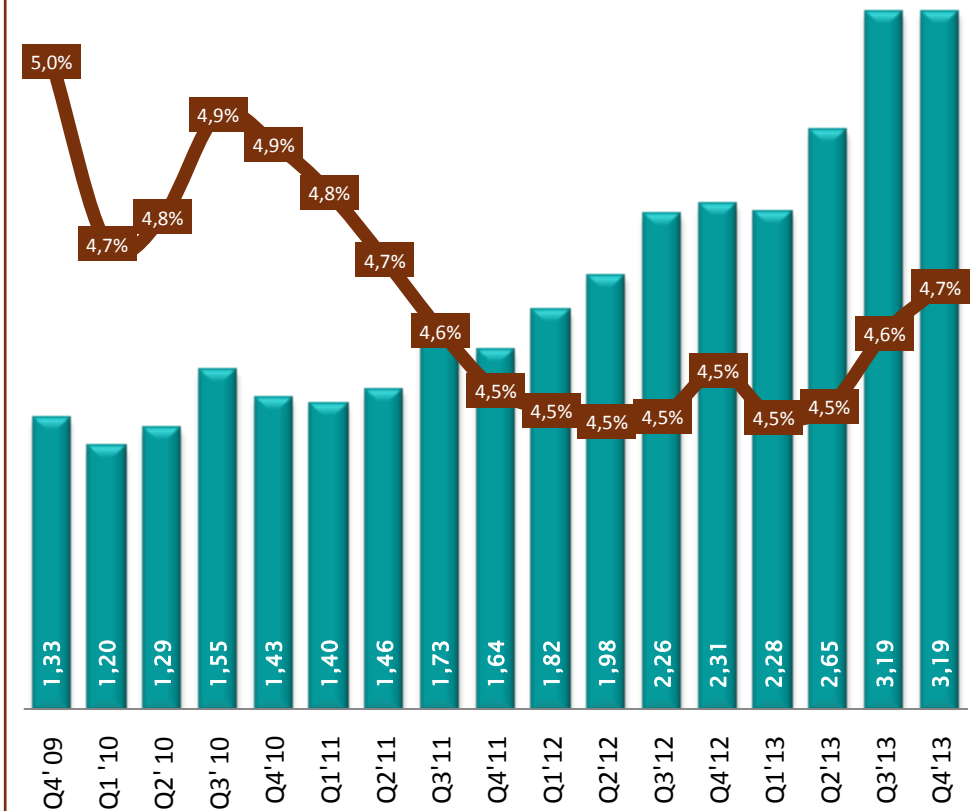
Growth	BNI	Industry
Y-o-Y	44.6%	32.9%



No of Transactions

■ BNI (Mn) — Share YTD

Growth	BNI	Industry
Y-o-Y	34.9%	31.1%

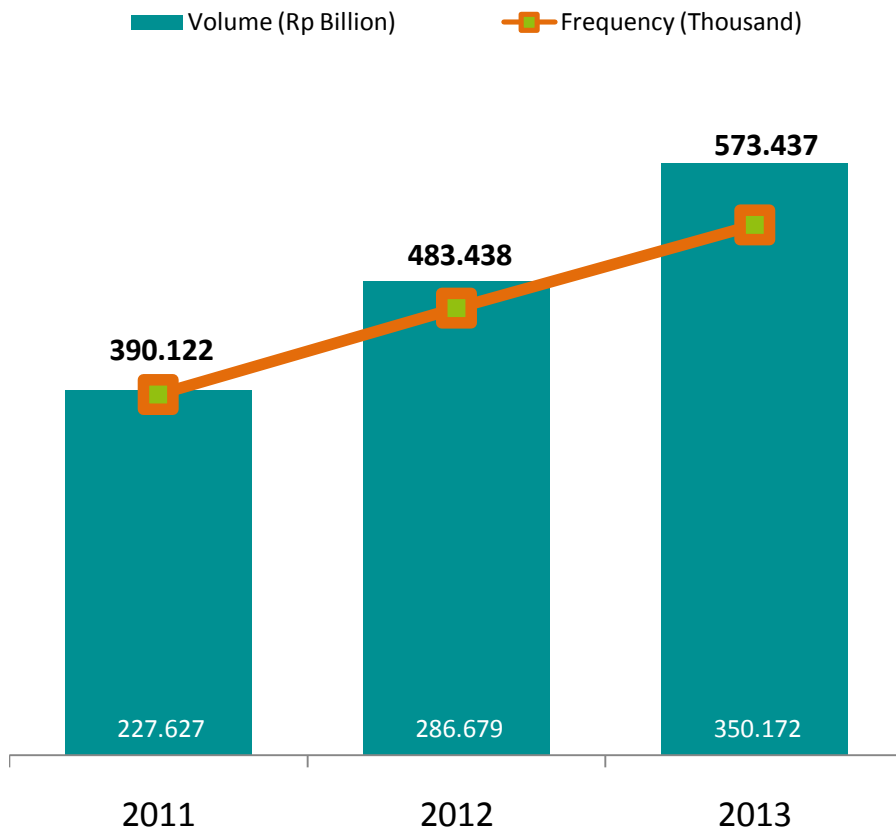


*) Source: Data APMK Bank Indonesia Dec 2013

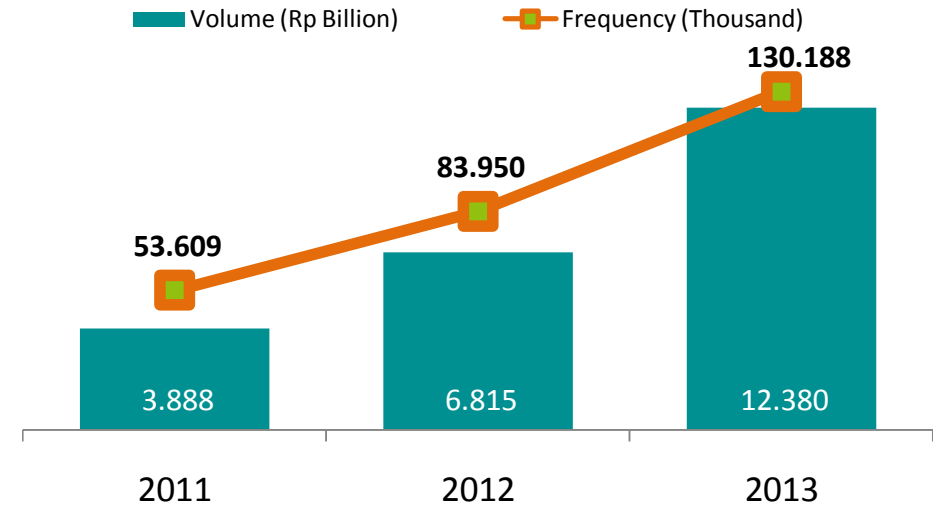
**) BNI & Industry Data Growth & BNI Market Share as of Dec 2013

E-banking transactions

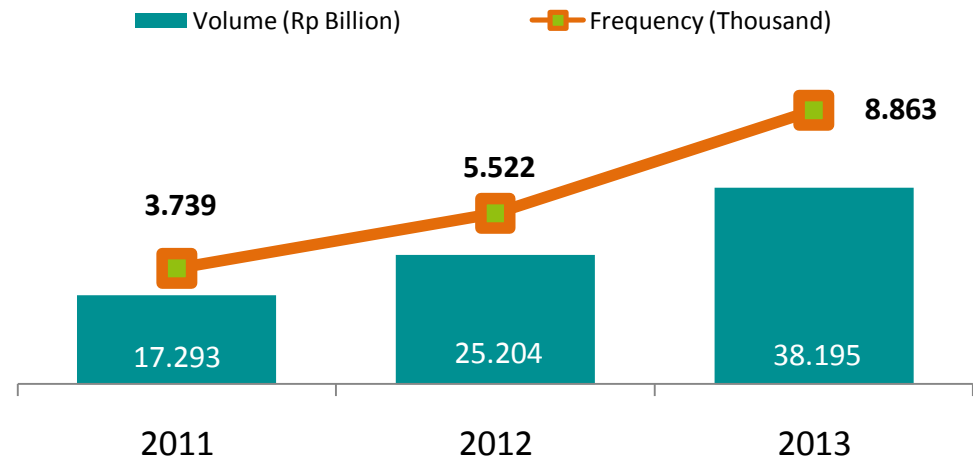
ATM Transactions



SMS Banking Transactions



Internet Banking Transactions



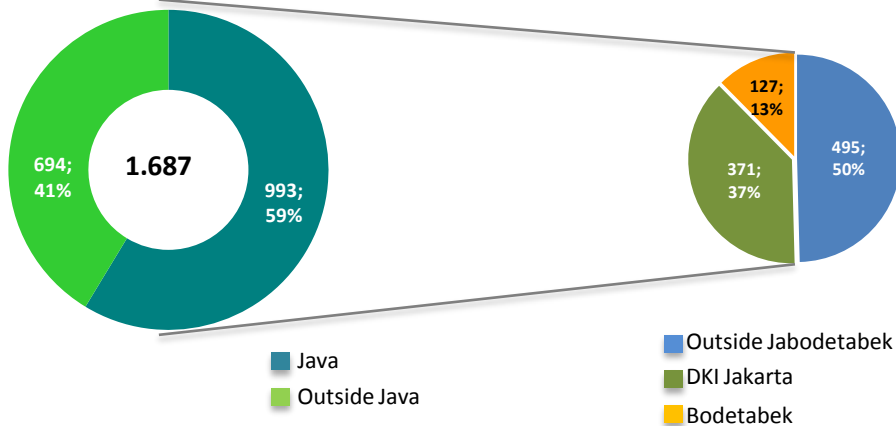
Network & Services

Network & Services

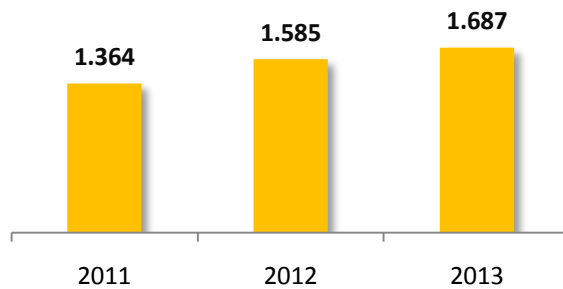
Outlets*)

Our Presence

- 34 Provinces and 384 Districts
- 1.687 Outlets



Our Progress



Outlet	2011	2012	2013
Region	14	15	15
Branch	168	168	168
Sub Branch	912	912	912
Cash Office	198	375	442
Payment Point	14	42	74
Cash Mobile	58	73	76
Total	1.364	1.585	1.687

Outlets Distribution by Category



134(8%)
Outlets

Where We Live



1,090 (65%)
Outlets

Where We Shop



463 (27%)
Outlets

Where We Work

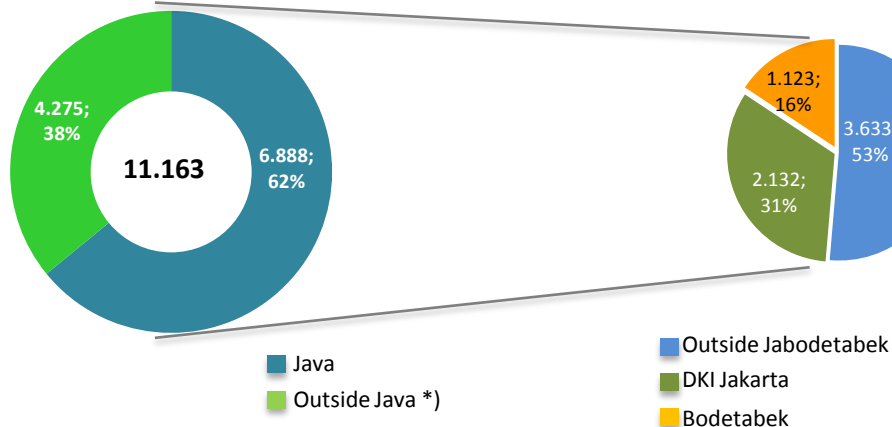
*) Excl. 6 Overseas Offices and 2 Non Permanent Offices

Network & Services

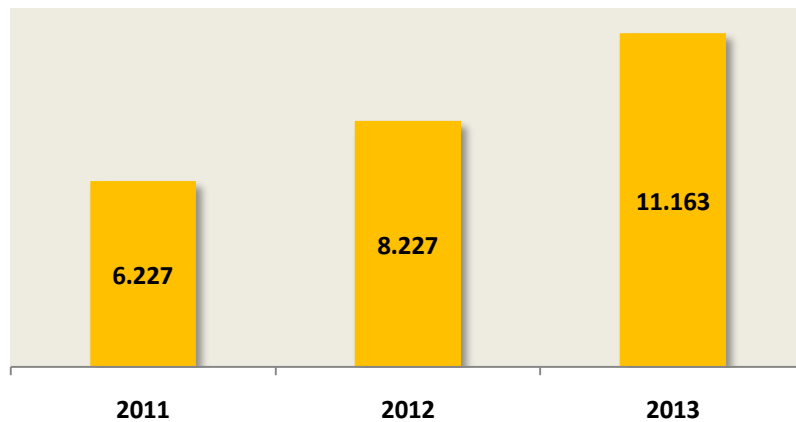
ATM

Our Presence

- 34 Provinces and 420 Districts
- 11.163 ATMs



Our Progress



ATMs Distribution by Category *)



478 (4%)
ATMs

Where We Live



7.253 (65%)
ATMs

Where We Shop



3.432 (31%)
ATMs

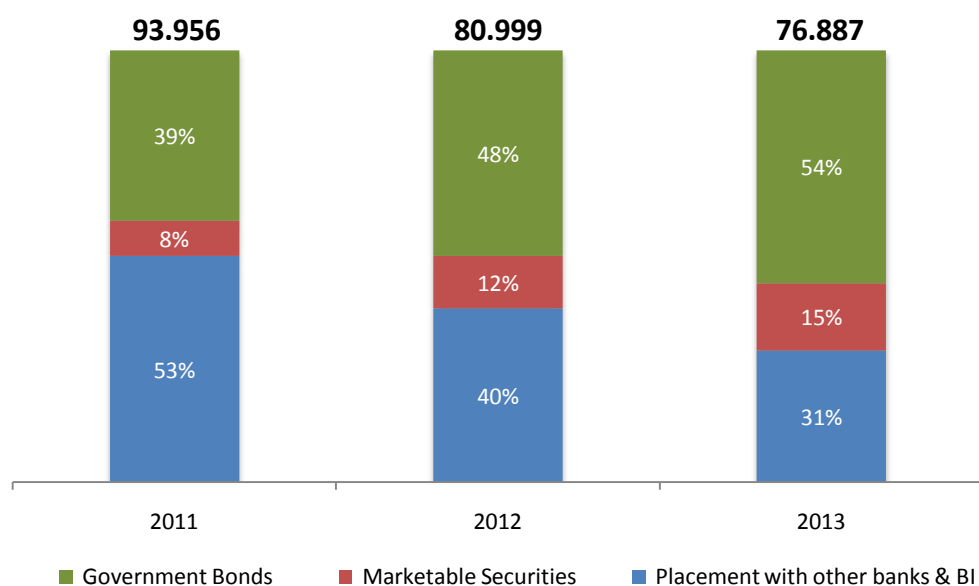
Where We Work

*) Incl. 6 ATM Outside Indonesia (4 ATM Hong Kong & 2 ATM Singapore)

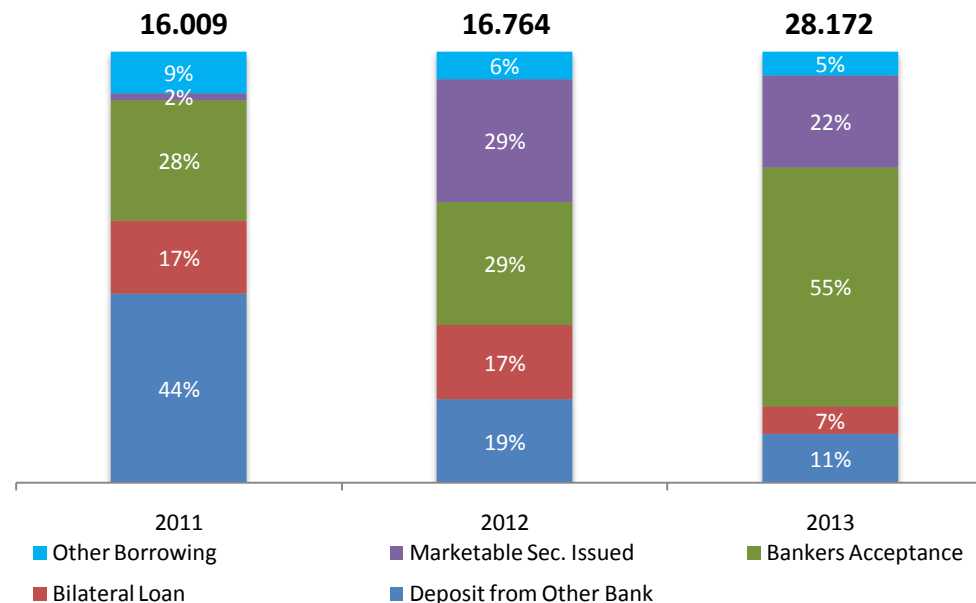
Treasury & FI

Treasury Balance Sheet

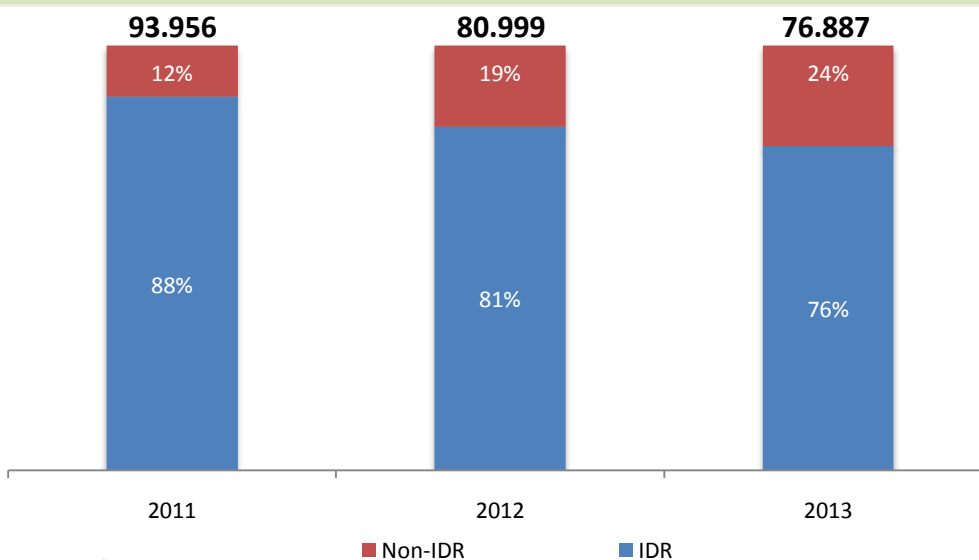
Uses of Funds (IDR Billion / %)



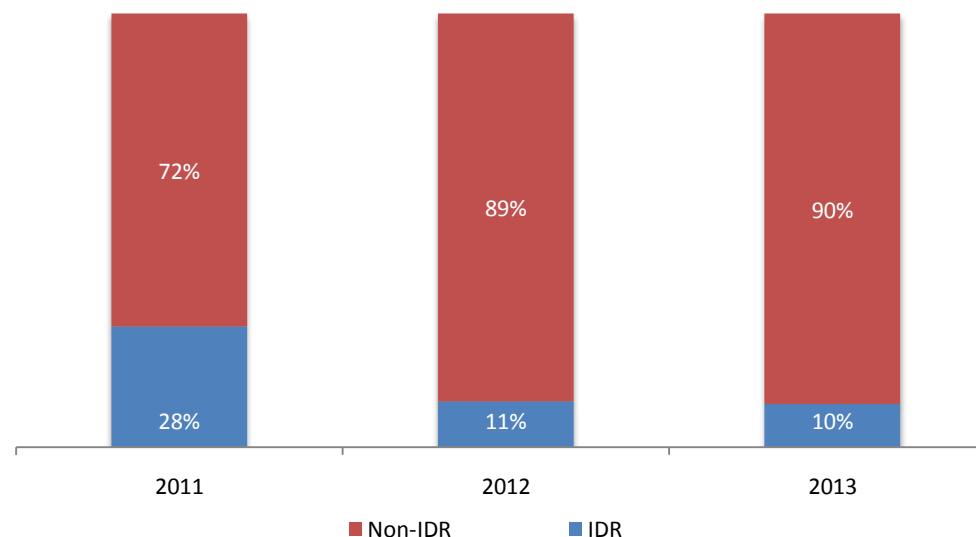
Sources of Funds (IDR Billion / %)



Liquid Assets by Currency (IDR Billion / %)



Treasury Funding by Currency (IDR Billion / %)

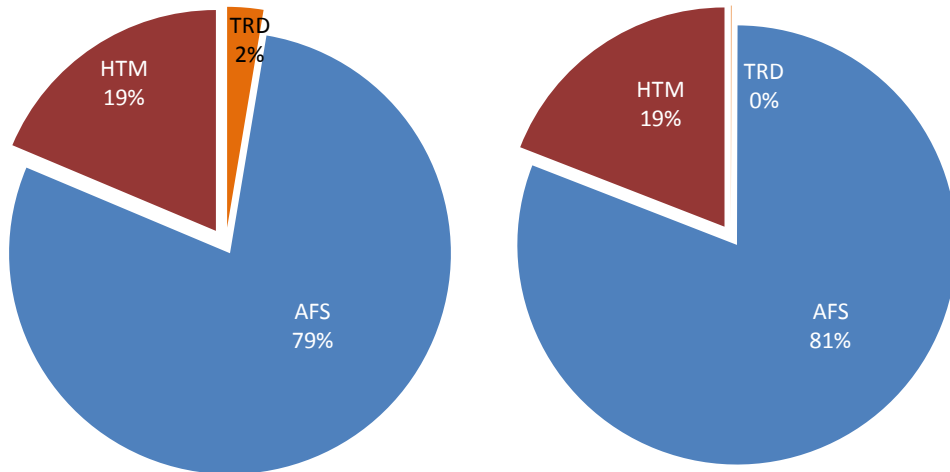


Bond Portfolio Breakdown

ROI Bonds Portfolio Allocation (%)

2012 = IDR 38.561 bio

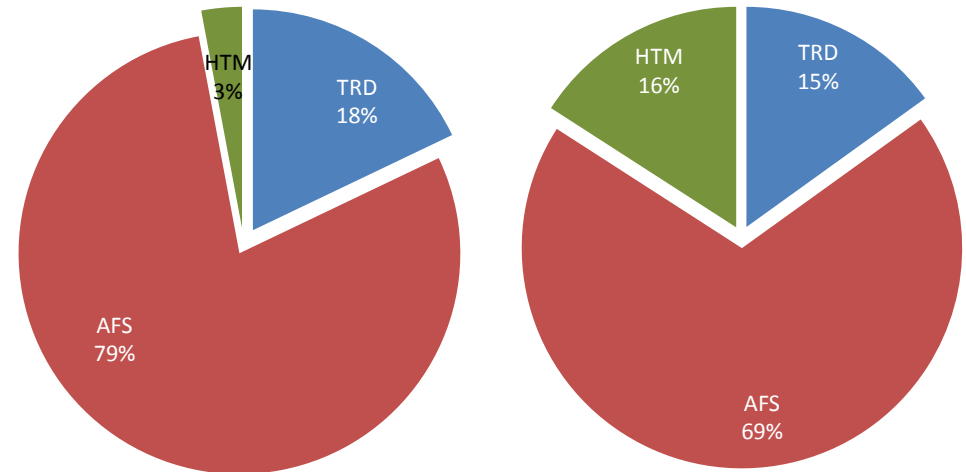
2013 = IDR 41.432 bio



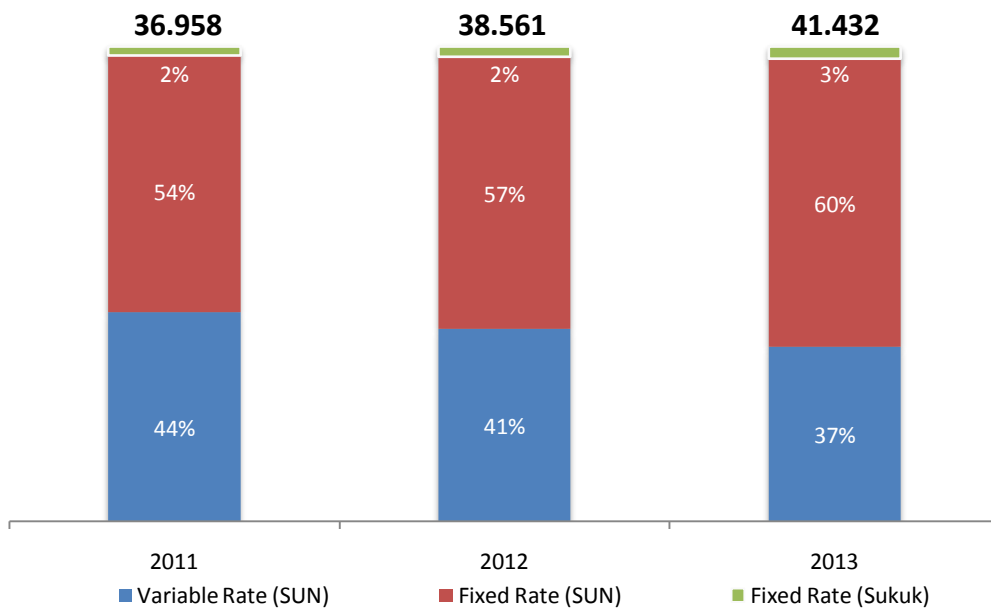
Marketable Securities Portfolio Allocation (%)

2012 = IDR 9.817 bio

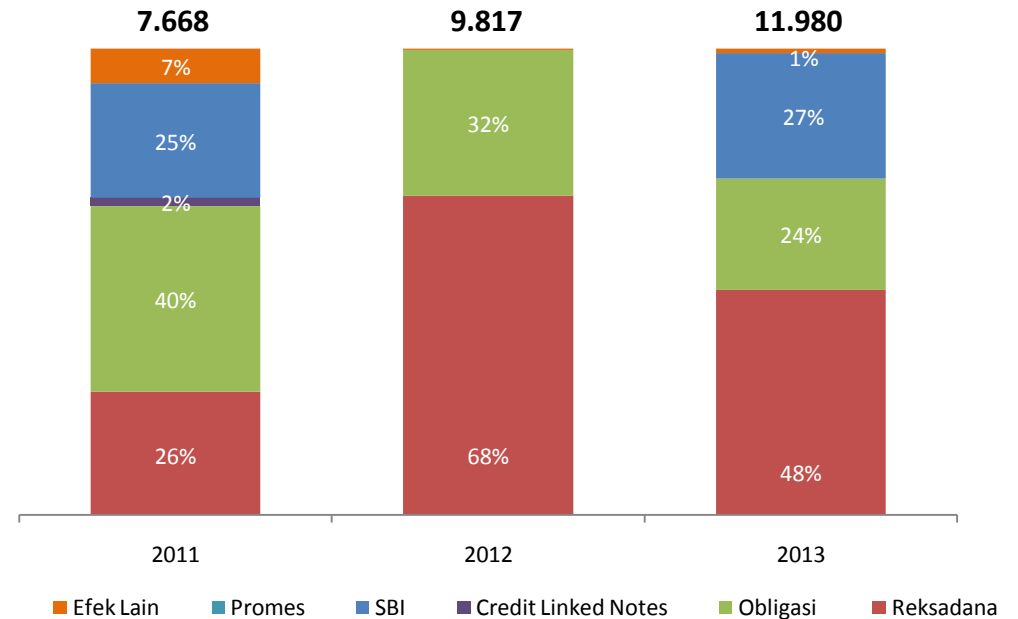
2013 = IDR 11.980 bio



ROI Bonds Portfolio By Interest Type (IDR Billion)

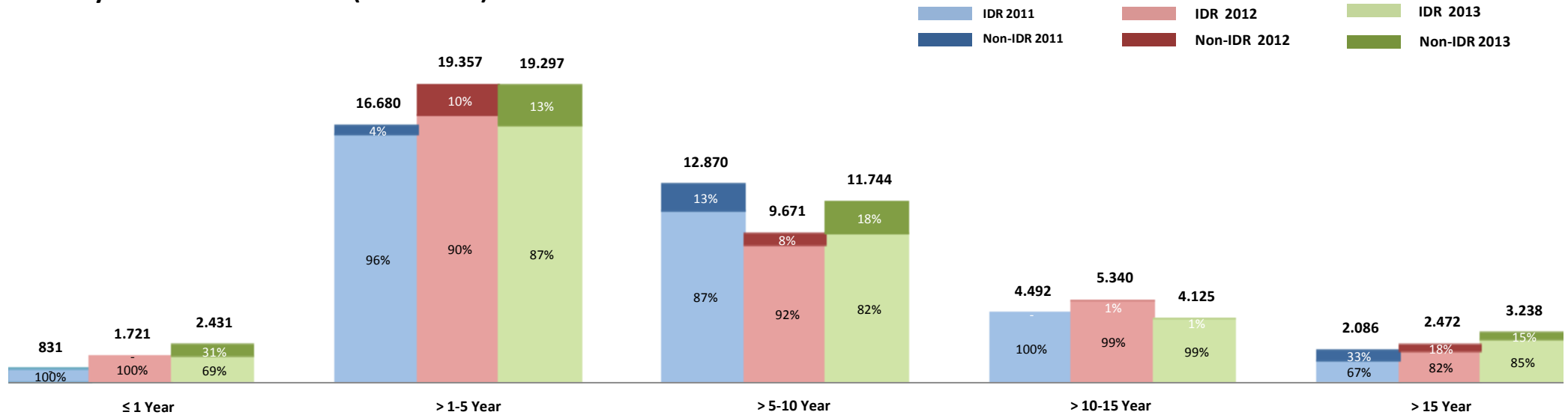


Marketable Securities Portfolio By Instrument (IDR Billion)

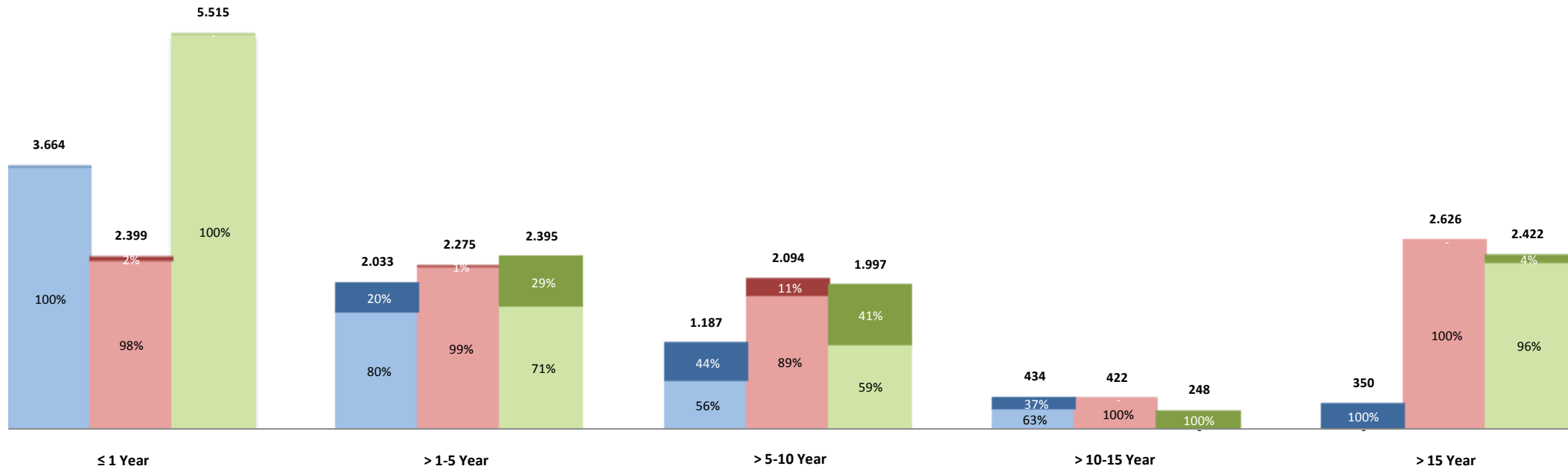


Bond Portfolio Maturity Profile

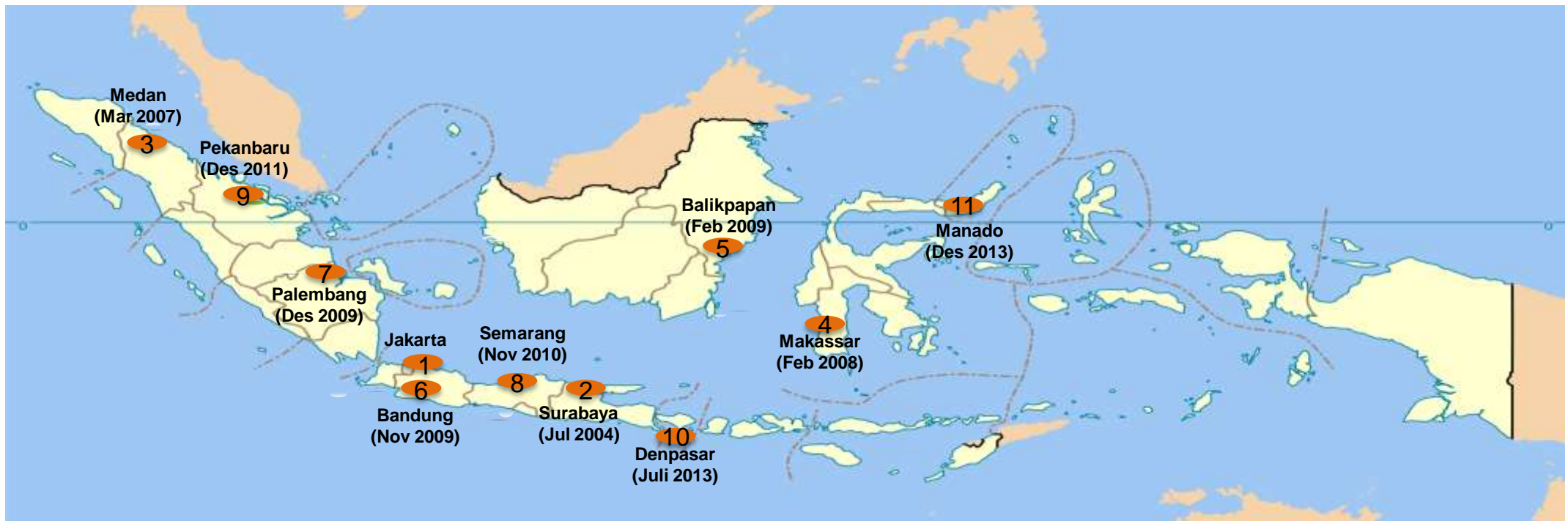
Maturity Profile of ROI Bonds (IDR Billion)



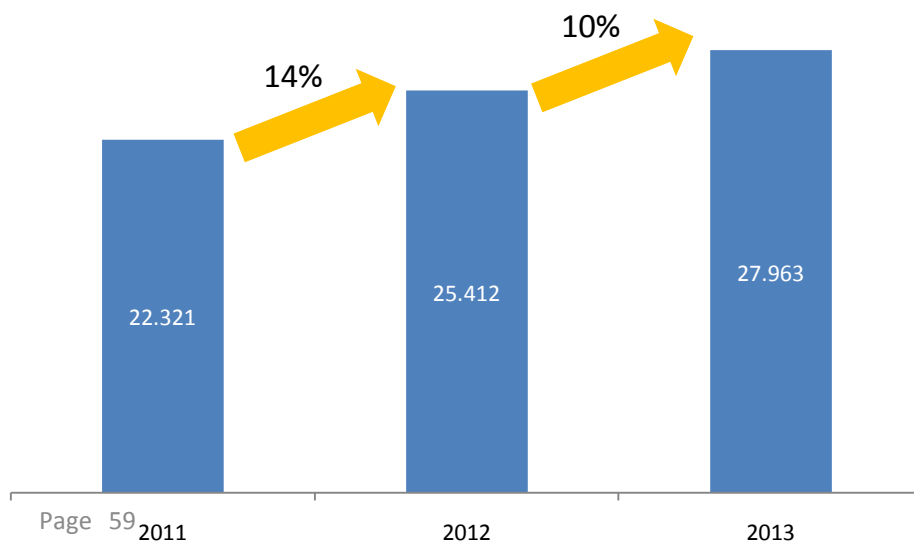
Maturity Profile of Marketable Securities (IDR Billion)



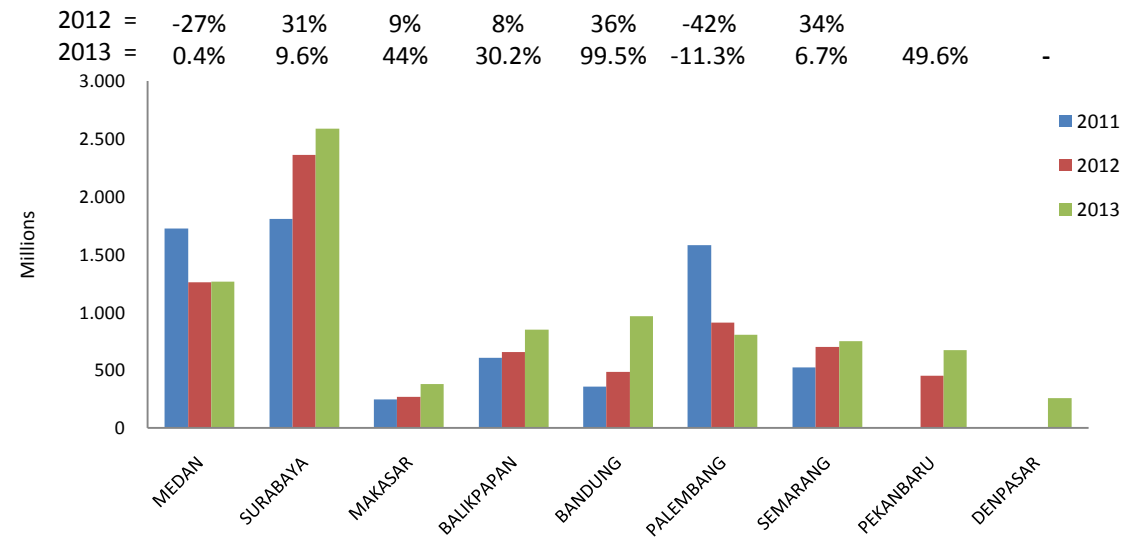
Treasury Client Solutions - Regional Coverage Area



Customer Volume Growth (USD Million)



Regional Customer Volume Contribution and YoY Growth (%)



Trade Finance

Strategy

- Consistent Cross Selling and Package Bundling by maximizing the role of Trade Marketing Representative Officer across all region
- Increasing synergy with Business Banking to utilize unused facility
- Focusing on selling high revenue product such as SBLC which is used to cover Oil & Gas transaction
- Aggressive SKBDN Selling with insurance cover scheme (ASEI, Jasindo)
- Leveraging the overseas branches role in providing integrated financial solution for client and counterpart abroad

Awards and Recognition



Best Domestic Trade Finance Bank in Indonesia From Alpha South East Asia



2013

Best Trade Finance Bank in Indonesia From The Asian Bankers



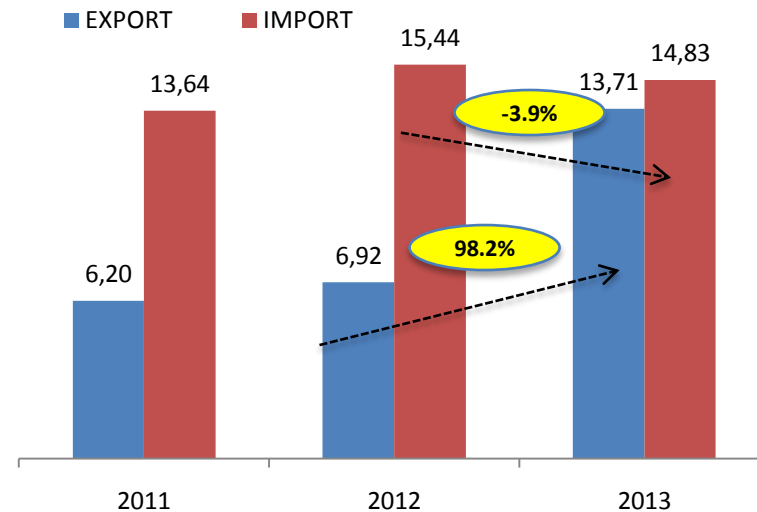
2008



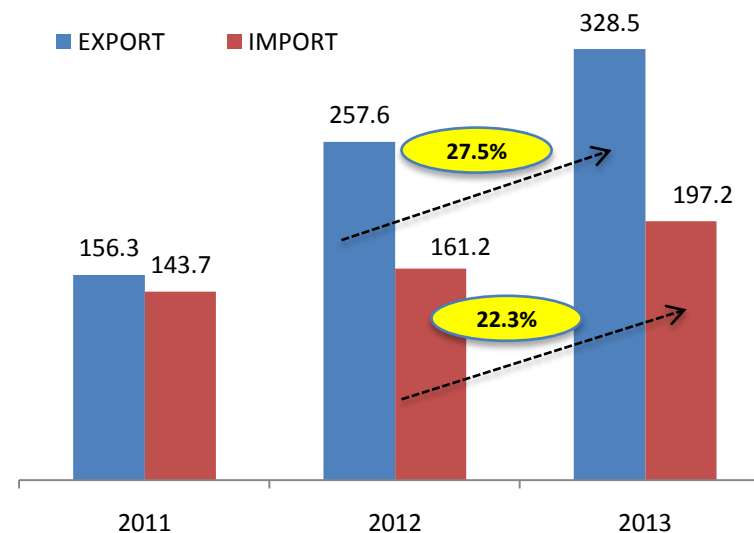
2013

Quality Management System (ISO 9001 : 2008) for Trade Processing Centre

Trade Finance Volume (USD Bio)



Trade Finance Revenue (IDR Bio)



Remittance Business

Strategy

Incoming Transfer (ITR)

- Expanding Overseas Remittance Agencies and Domestic Paying Agents
- Competitive Pricing
- Effective promotion programs and CSR.
- Friendly and Responsive Remittance Call Center (CIU)
- Deploying Remittance Representative Officer in Saudi, Qatar, UAE, Kuwait, Hong Kong and Malaysia.

Outgoing Transfer (OTR)

- Aggressive sales in all BNI outlets.
- Competitive pricing through Bundling Product.
- Enhance product knowledge to sales task force and front liners
- Strategic alliance with local banks
- Effective promotion programs.

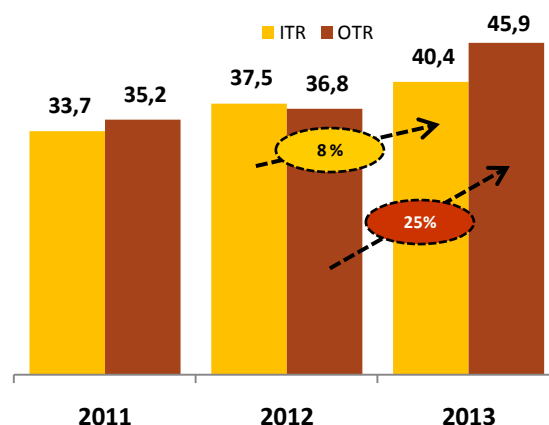
Awards

Best Remittance Provider in Southeast Asia 2009, 2010, 2011, 2012 and 2013 from Alpha South East Asia Magazine.

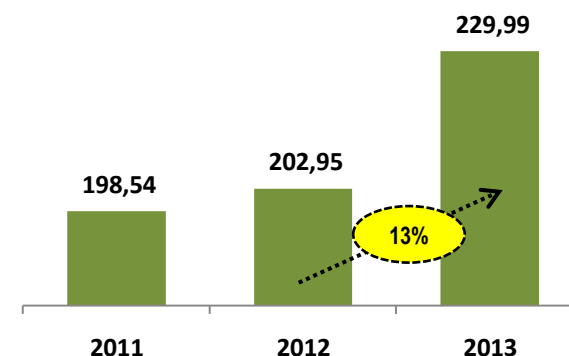


Remittance Performance

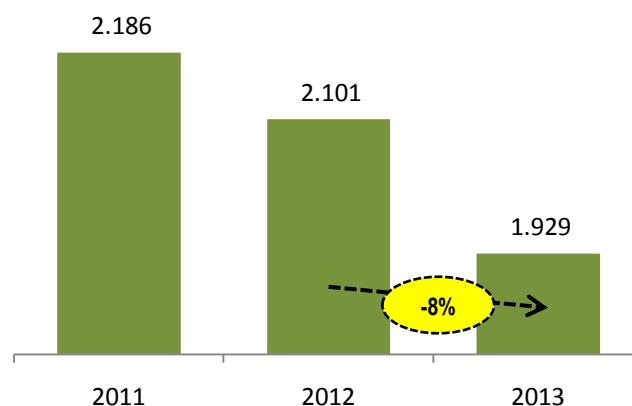
Remittance Volume ITR & OTR (USD Billions)



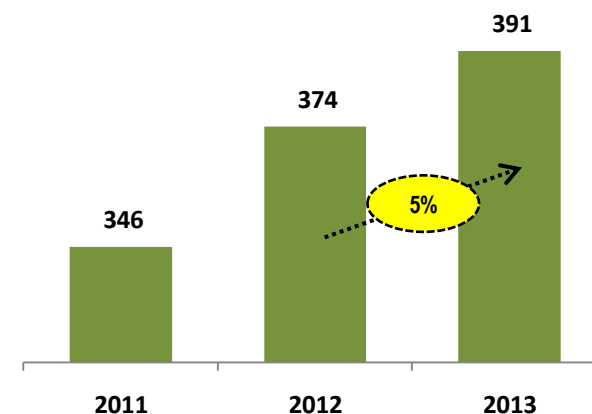
Remittance Fee Based (IDR Billions)



Remittance Items – ITR Slips (Thousands)



Remittance Items – OTR Slips (Thousands)

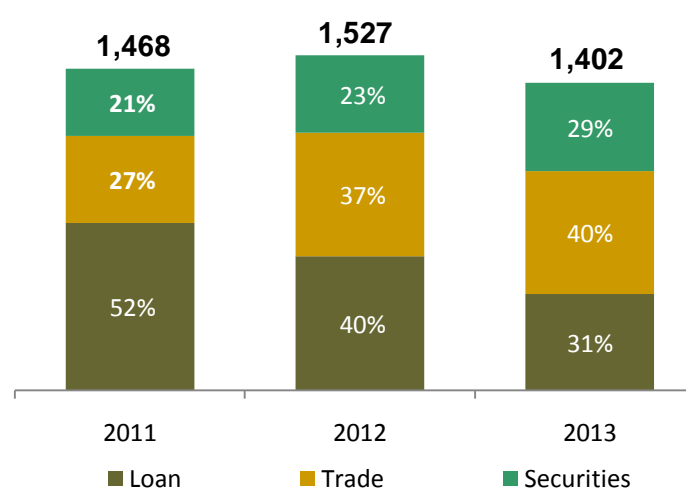


Overseas Branches

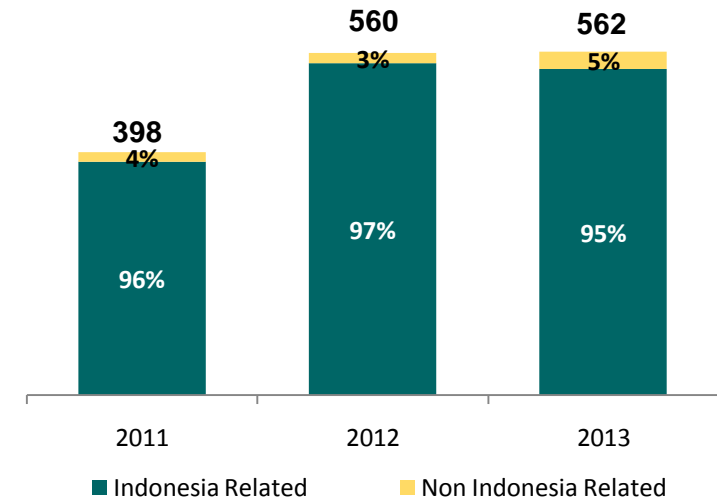
Strategy

- Focus in Indonesia related business financing & transactional banking.
- Improve fee based income from transactional banking and capital gain.
- Improve prudential banking activities by implementing four eyes principle concept in earning assets's management.
- Improve liquidity management based on global liquidity policy.
- Strengthen the strategic role of Overseas Branches through the synergy between BUMN and supporting government programs, i.e : MPN Valas & Indonesian Diaspora.

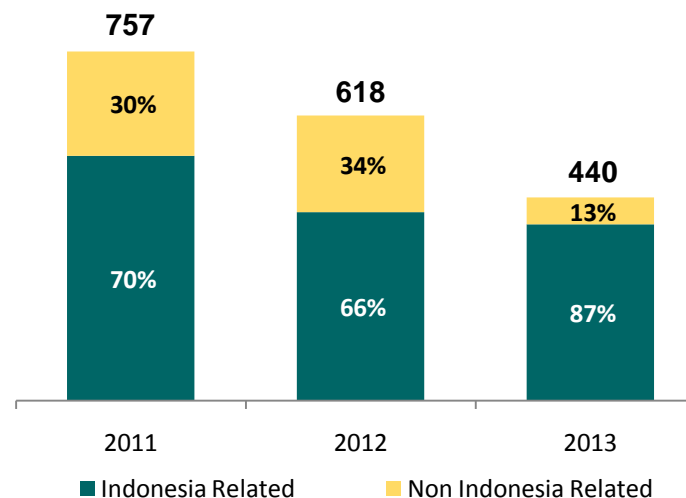
Earning Assets Composition (USD Mio)



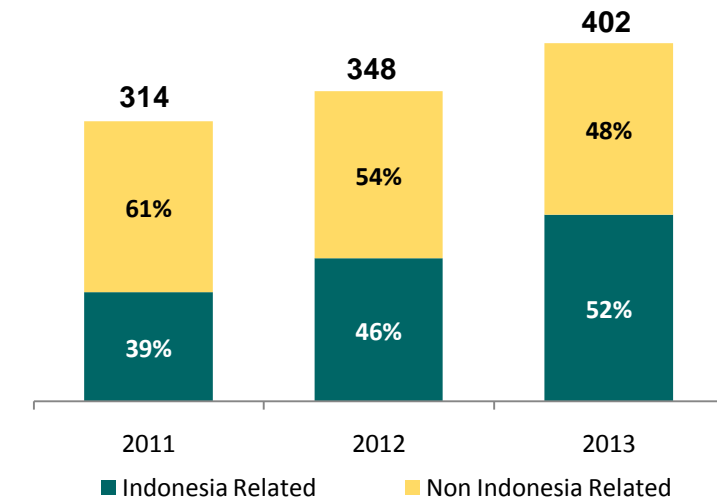
Trade Portfolio (USD Mio)



Loan Portfolio (USD Mio)



Securities Portfolio (USD Mio)



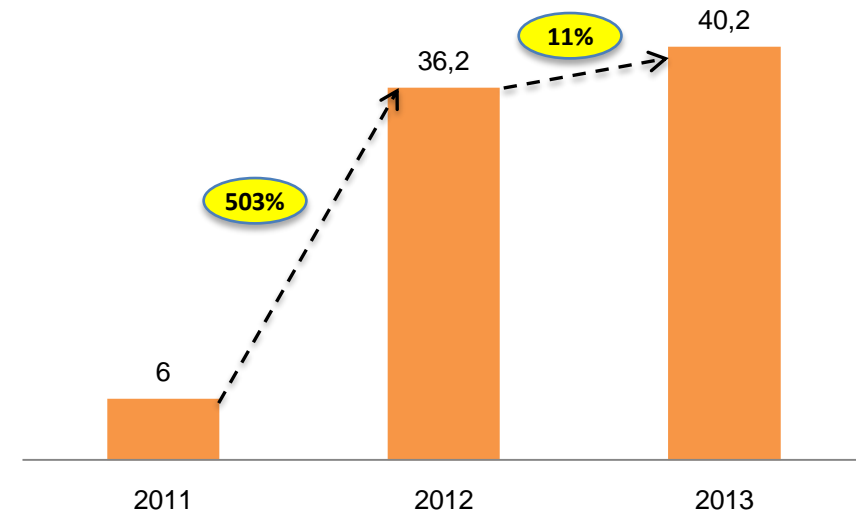
Financial Institutions

Marketing Strategy

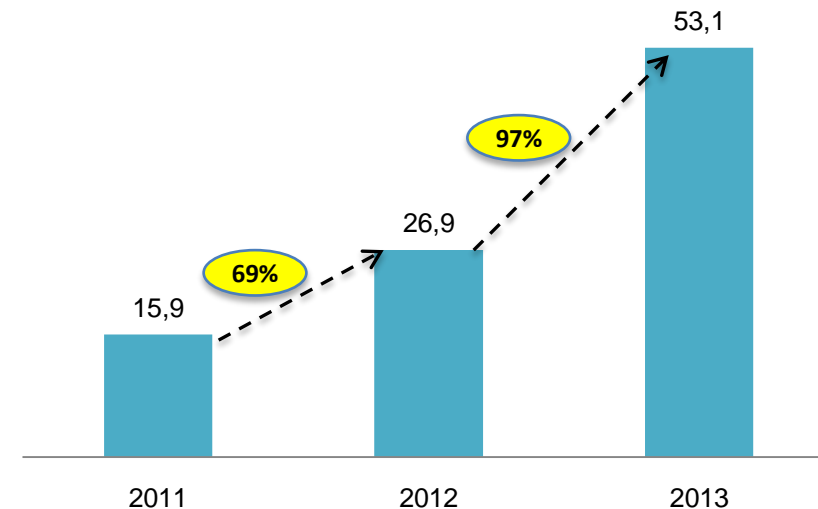
- Optimizing fee based income for Bank Guarantee under Counter Guarantee by developing pricing strategy and process improvement
- Expanding number of counterparts in emerging market especially in Middle East, Myanmar, Brazil and East Europe.
- Refocusing target market by offering FI's trade and remittance product to Indonesian 2nd Tier Banks and Indonesian Regional Banks.
- Leveraging counterparts funding to increase volume of Bank to Bank financing
- Developing new products and services in terms of Bank to Bank transactions to increase FI income.



Interest Income (IDR Bio)



Fee Based Income (IDR Bio)



About BNI

Board of Directors



Gatot M. Suwondo
President Director/CEO
 Since February 2008
 Previously: Vice President
 Director of BNI, MD of
 Bank Danamon



Felia Salim
Vice President Director/CRO
 Since February 2008
 Previously: Independent
 Commissioner of BNI, Deputy
 Chairman -
 IBRA, Director, Jakarta Stock
 Exchange



Yap Tjay Soen
Chief Financial Officer
 Since February 2008
 Previously: Commissioner of Bank Mandiri
 & BNI, CFO of BII, various executive
 positions in Astra, Asia Food &
 Properties, Tuban Petro Chemical, &
 ANTAM



Krishna R Suparto
*Managing Director
 Business Banking*
 Since February 2008
 Previously: President Director of
 Barclays Securities, MD of Bank
 Danamon



Ahdi Jumhari Luddin
Managing Director Compliance
 Since February 2008
 Previously: Director, Banking
 Supervisory, Bank Indonesia



Suwoko Singoastro
*Managing Director
 Operation & IT*
 Since February 2008
 Previously: EVP Network &
 Operation, GM of Network
 Distribution Division



Sutanto
*Managing Director
 Enterprise Risk Management*
 Since May 2010
 Previously: GM Risk
 Management Division, GM
 Training Division



Adi Setianto
*Managing Director
 Treasury and Financial
 Institutions*
 Since May 2010
 Previously: GM Institutional
 Funding, GM Bancassurance



Honggo Widjojo Kangmasto
*Managing Director
 Network and Services*
 Since May 2010
 Previously: MD Permata Bank, MD
 Indofood, EVP Bank Mandiri



Darmadi Sutanto
*Managing Director
 Consumer Banking*
 Since May 2010
 Previously: Director of
 Retail Banking RBS

BNI has been further enhancing its management through key hires with strong industry experience

Board of Commissioners



Peter B. Stok

*President Commissioner
(Independent)*

Since May 2009

Previously: Commissioner Bank
Permata, President Director
Bank Niaga, President
Director Bank Dagang Negara



Tirta Hidayat

Vice President Commissioner

Since May 2010

Previously: Lecturer at
University of Indonesia,
Deputy for Economic Affairs at The Vice
President 's Office



BS Kusmuljono

*Commissioner
(Independent)*

Since May 2010

Previously : Commissioner BRI,
President Director of PT PNM



Achiran Pandu Djajanto

Commissioner

Since March 2013

Currently: Advisor to the
Ministry of State-Owned
Enterprises



Daniel Theodore Sparringa

Commissioner

Since April 2012

Currently: Lecturer at University
of Airlangga, Surabaya



Achil Ridwan Djayadiningrat

*Commissioner
(Independent)*

Since February 2008

Previously: Managing Director of BNI
(Compliance and Human Resource)



Fero Poerbonegoro

*Commissioner
(Independent)*

Since February 2008

Previously Managing Director of BNI
(Treasury & Private Banking)
Managing Director of Bank BCA

This transformation will only be made possible by our effective and experienced professionals

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"

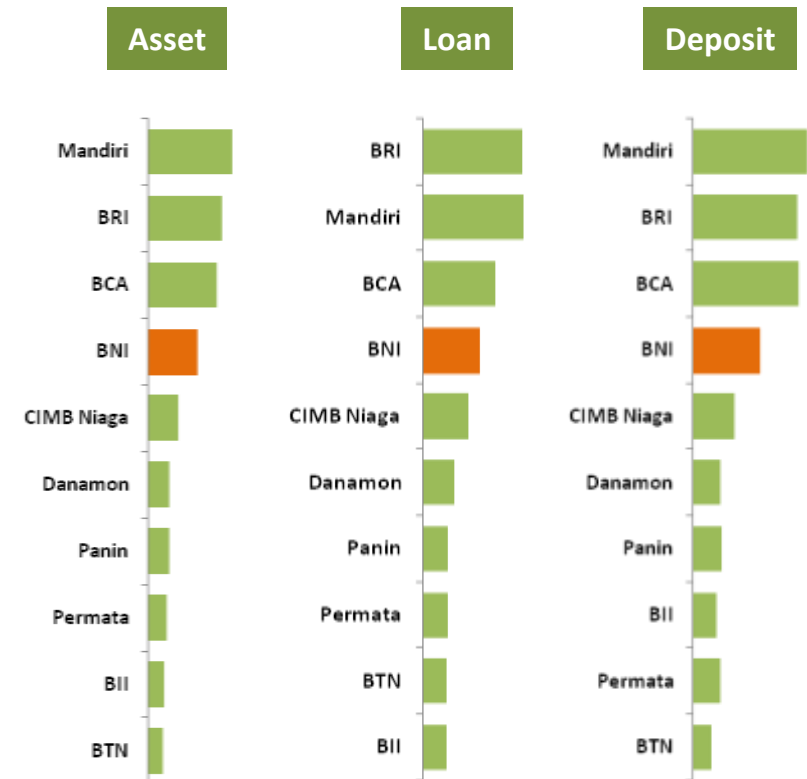
2000:
Post-recap, The
Government
Owned 99.1% of BNI

2007: Secondary
Offering, US\$
445mn new Tier-1
capital



Today:
Government owns
60,0% of BNI

- ✓ Compelling Brand Name – 67 years history
- ✓ Network (over 1.693 outlets) including six overseas offices
- ✓ Customer Base – 16 millions customers
- ✓ Stable and Strong Top Management team
- ✓ Strong ROE and ROA improvement trajectory



*The most extensive
distribution
platform in
Indonesia*

*The 4th largest
commercial
bank by asset
size*

*Strong low-cost
funding base
with low LDR*

Source: Bank Indonesia

Network & Distribution

BNI's multiple touch points for individual and corporate customers

Mobile banking

Call Center

ATMs (8817)

Outlets (1693)

Consumer loan centers (12)

Small business centers (58)

Medium business centers (24)



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

Individual customer highlights

- ✓ 16,1 mn deposit accounts
- ✓ 1,6 mn credit cards
- ✓ 155.300 mortgage customers

Corporate/SME customer highlights

- ✓ 282.500 corporate deposit accounts
- ✓ 1.880 corporate borrowers accounts
- ✓ 153.000 SME lending accounts



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

Accolades



- ✓ Peringkat ke-3 kategori BUMN Keuangan Listed, Annual Report Award 2012, Bapepam, Ikatan Akuntan Indonesia, Dirjen Pajak, Bank Indonesia, Bursa Efek Indonesia



- ✓ Best Domestic Trade Finance in Indonesia, The Asian Banker Achievement Awards 2013, The Asian Banker



- ✓ The Best Product Innovation of Financial Service Sector, BUMN Innovation Award 2013, Kementrian badan Usaha Milik Negara



- ✓ Best Acquirer ATM Bersama 2013, Members Meeting ATM Bersama, Artajasa



- ✓ Best Local Cash Management Bank in Indonesia as Voted by Large-Sized Corporates, Asia Money Cash Management Poll 2013, Asiamoney Magazine



- ✓ Best Overall Cross-Border Cash Management Services in Indonesia as Voted by Large-Sized Corporates, Asia Money Cash Management Poll 2013, Asiamoney Magazine



- ✓ Best Local Cash Management Bank in Indonesia as Voted by Medium-Sized Corporates, Asia Money Cash Management Poll 2013, Asiamoney Magazine



- ✓ Best Overall Domestic Cash Management Services in Indonesia as Voted by Large-Sized Corporates, Asia Money Cash Management Poll 2013, Asiamoney Magazine



- ✓ Best Trade Finance Bank in Indonesia, Alpha Southeast Asia Deal Awards, Alpha Southeast Asia



- ✓ Best Remittance Provider of the Year 2012 in Southeast Asia (Indonesia), Alpha Southeast Asia Deal Awards, Alpha Southeast Asia



- ✓ Best Cash Management Solution of the Year 2012 in Southeast Asia, Alpha Southeast Asia Deal Awards, Alpha Southeast Asia



- ✓ Best Sustainability reporting 2012 Kategori Financial Services, Sustainability Reporting Award 2012, ISRA

BNI ratings

		2012	2013
Fitch Rating	National long term rating Long term foreign & local currency Short term foreign & local currency Individual rating Subordinated debt	AA+ (idn) BBB-/Stable F3 WD --	AA+ (idn) BBB-/Stable F3 WD --
Standard & Poor's	Credit rating Long term issuer credit rating Subordinated rating	BB/Positive/B BB --	BB/Positive/B BB --
Moody's	Bank deposits – foreign currency Bank deposits – local currency Bank Financial Strength Rating Outlook	Baa3 Baa3 D Stable	Baa3 Baa3 D Stable
Pefindo	Corporate rating / Outlook Bond 1 Subordinated	^{id} AA+/Stable -- --	^{id} AA+/Stable -- --

BNI Shares

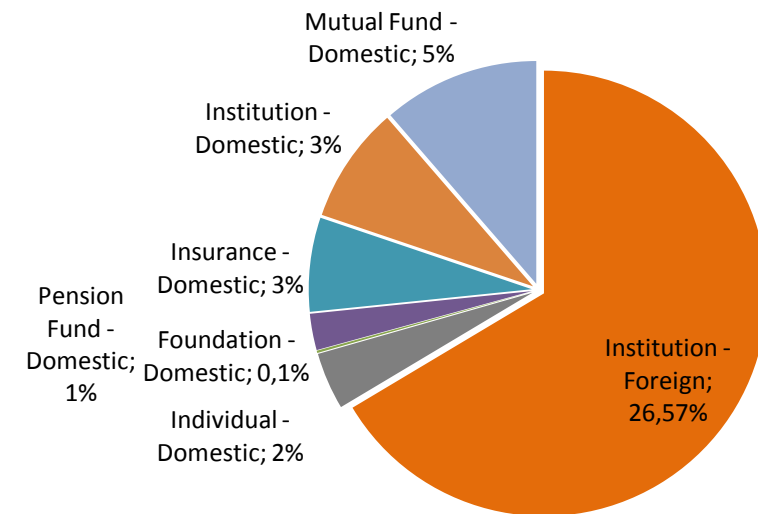
BBNI shares performance



BNI's close price at Rp 3,950 on Dec, 30 2013 was 6.76% higher from on Dec 30, 2012 (Rp 3,700)

- ✓ Issued shares 18.648.656.458 shares
- ✓ Price [Dec 30, 2013] : Rp 3,950
- ✓ Market Capitalization : Rp. 73.6 trillion [+/- US\$ 6.05 billion]

BBNI Public Ownerships [40.00%]



As of Des, 2013

Ownerships	%
Government RI	60.00%
Public – Domestic	14.43%
Public - Foreign	26.57%

Thank you

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