



**PT EXCELCOMINDO PRATAMA Tbk. (XL)**  
**1Q09 Corporate Presentation**  
*May 2009*



**Indonesia macro situation**

**Recap of our strategy and 2008 results**

**Continuing strong growth in Q1 2009**

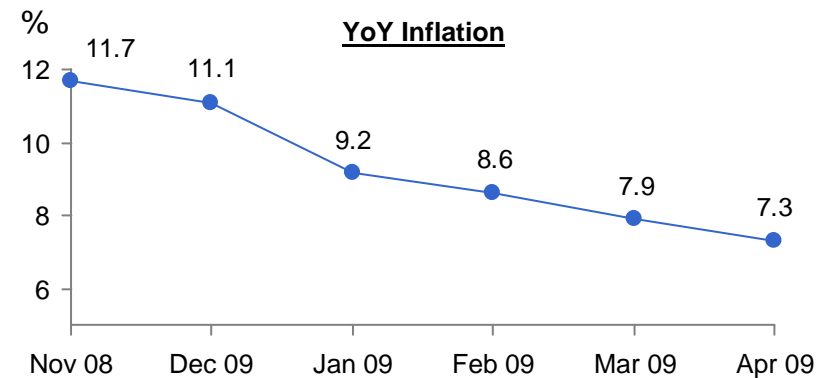
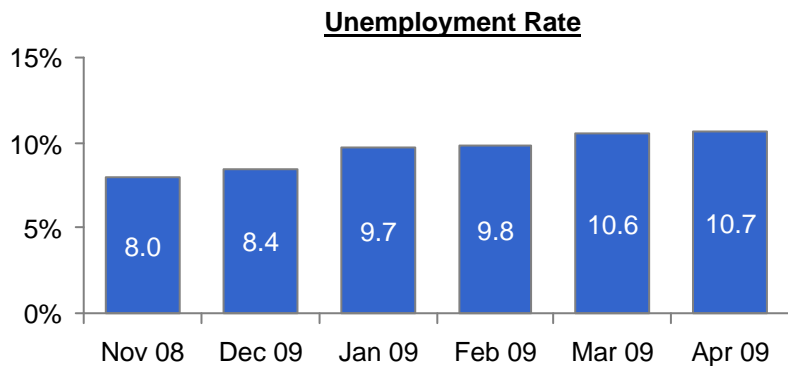




# Limited impact of global crisis on Indonesian economy

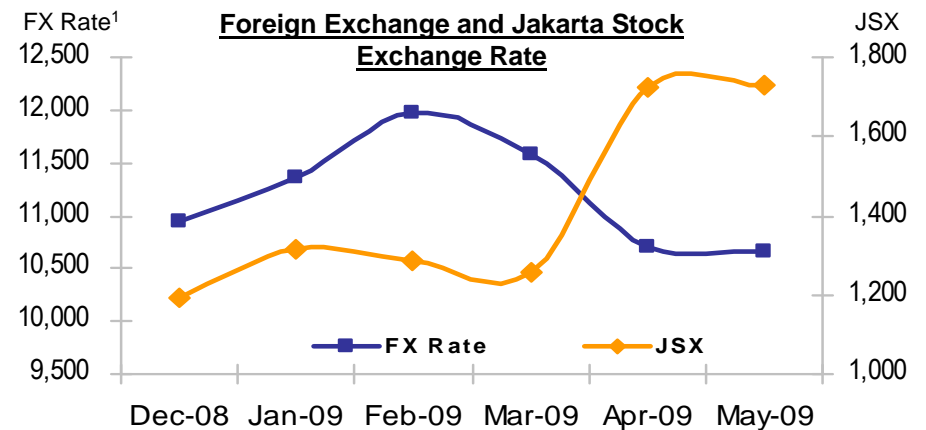
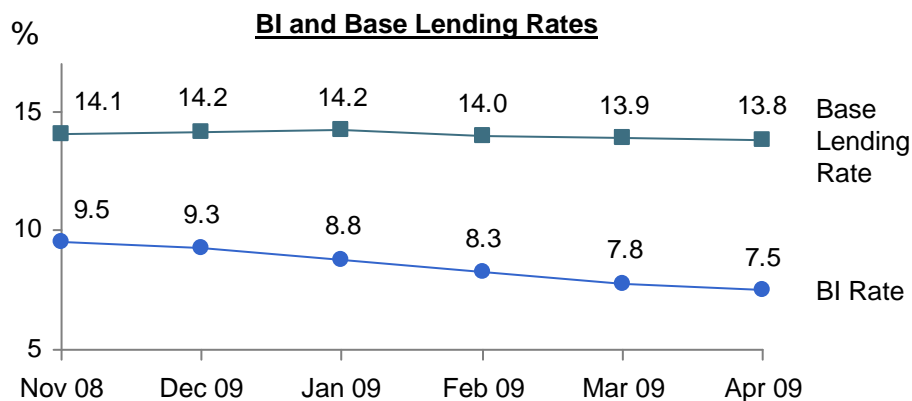
**Stimulus package of IDR 2.9Tn may result in 2.6 Mn job creation and lower May number**

**Inflation may hit lower end of central bank '09 forecast of 5-7 % by year end**



**Stickiness in base lending rate despite systematic reduction in central bank benchmark rate**

**Peaceful election resulted in renewed optimism over political stability**



1. Foreign exchange rate against the US Dollar  
Source: Indonesian Central Bank, BPS (National Statistics Bureau), Bloomberg



# Innovative "minute factory" strategy implemented in '08

Offer the Indonesian consumer a unique proposition

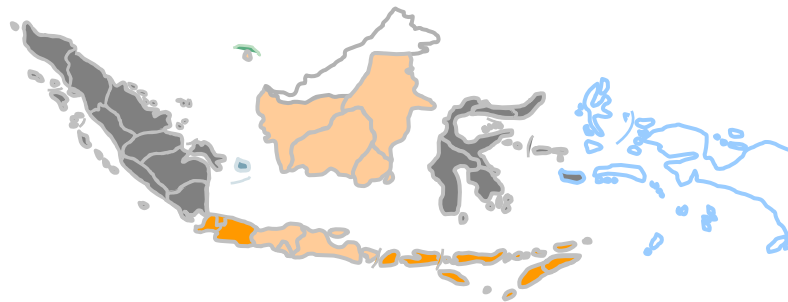
Compete on region by region basis

Increase organizational productivity

"Better value through comparable quality and aggressive pricing"

"Win by region"

"Fast, eager, lean"



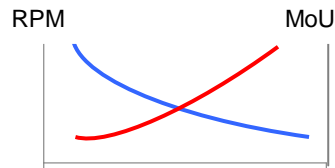


# Creating outstanding growth and value



1

**Simple:**  
Realizing elasticity

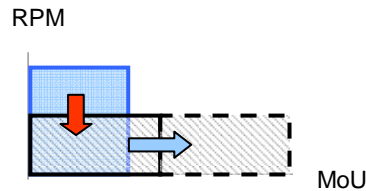


	YoY 2008	Growth
• Tot OG Mins:	54.9 bn	705%
• RPM	Rp 120	-78%



2

**Less simple:**  
Growing revenue

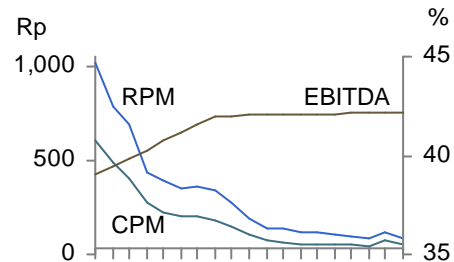


	YoY 2008	Growth
• Revenue:	Rp 12.2 tn	45%
• Ending Subs:	26.0 mn	68%



3

**Challenging:**  
Growing revenue profitably



	YoY 2008	Growth
• EBITDA:	Rp 5.1 tn	46%
• Margin:	42.2%	

**Outgrew industry revenue growth rate by 3.5x and EBITDA growth rate by 9.2x**



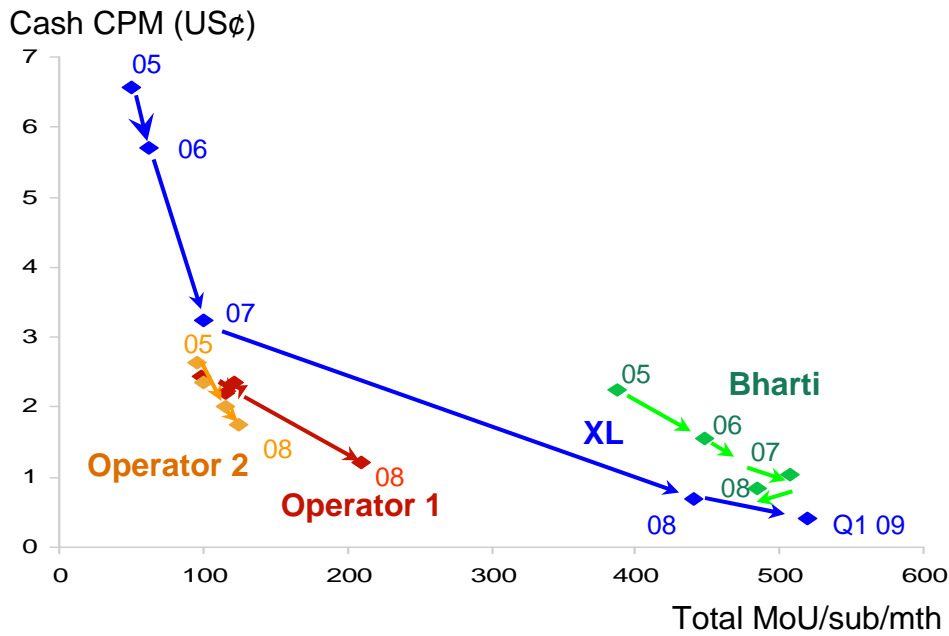
Source: Company data, Company calculation based on public filings



# Effective improvement in our cost position

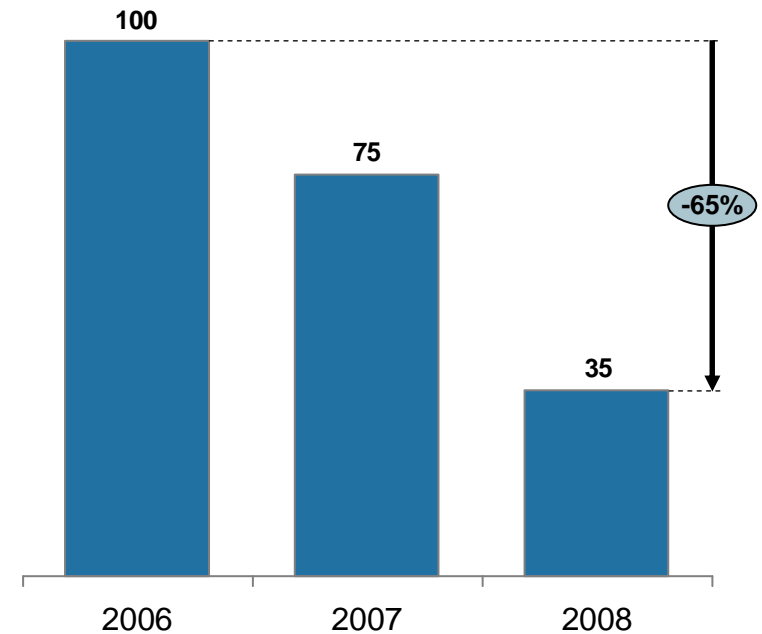
## We have reduced our cost per minute...

Cash cost/total minute vs total MoU/sub/mth (2005–2008)



## ... and our CAPEX per capacity unit

Gross fixed assets / Total Erlang offered (IDR / Erlang, Indexed to 2006)

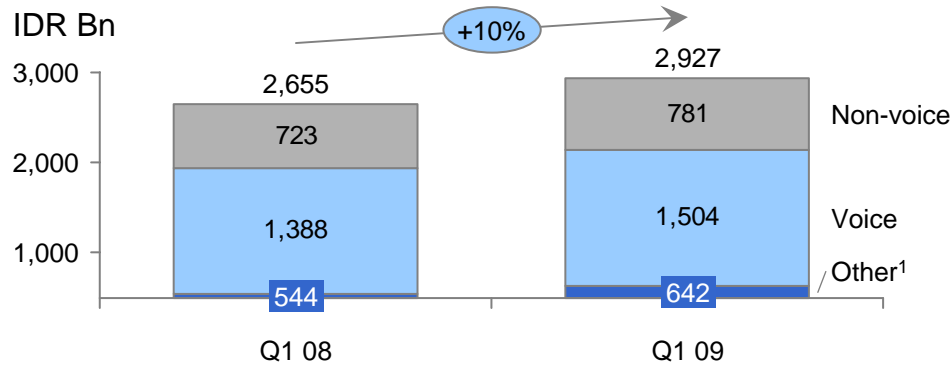


Note: Operator 2 reported Minutes assuming Total Minutes (incl. incoming and Outgoing)  
Source: Company Data, Public Filings

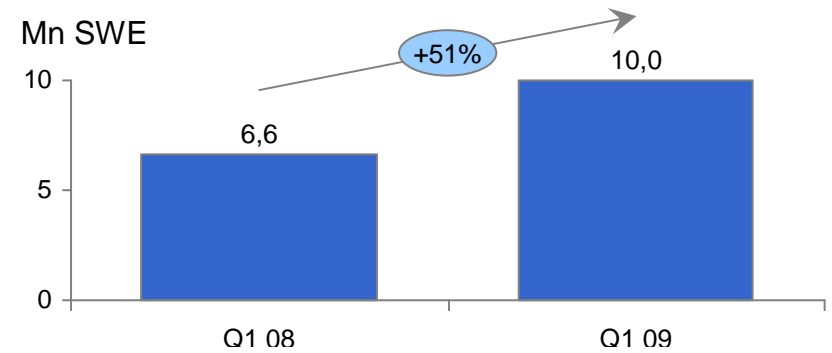


# Growth trajectory continues in Q1 09

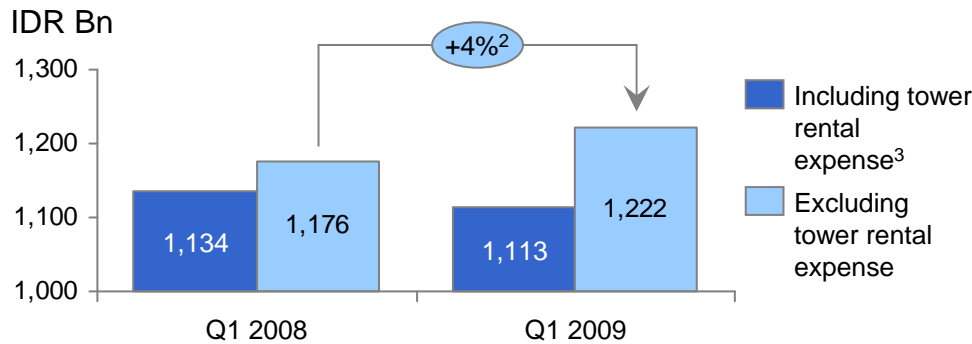
## Revenue



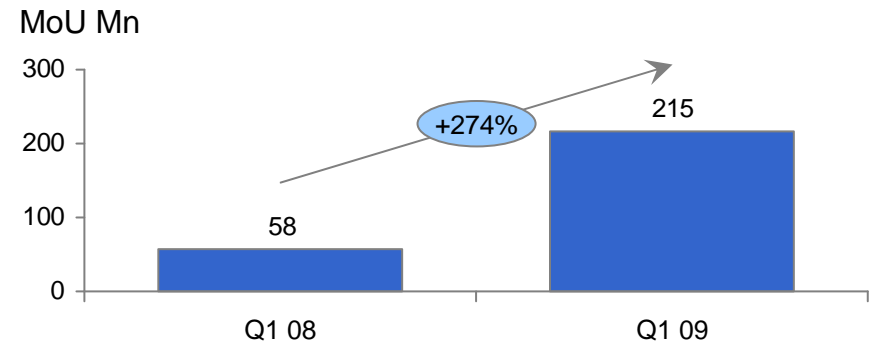
## Average daily subscriber with events<sup>4</sup>



## EBITDA



## Average daily MOU



**Growth resulting from a well executed strategy**



1. Other revenue includes interconnection, roaming, leased lines, and towers 2. Growth excluding tower expenses 3. Number of leased towers went from 275 in Q1 08 to 1519 in Q1 2009, a 453% increase 4. A subscriber who used and reloaded within 2 months from activation of starter pack




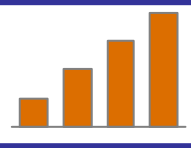

Source: Company data



# Executing the next stage of our strategy in 2009

## 2008: "Building Volume"

## 2009: "Driving Value"

- 1 Brand / Product** 
- 2 Subscriber / Traffic** 
- 3 Distribution** 
- 4 Network** 
- 5 Operating mindset** 

Affordable voice



Fun & exciting in voice & beyond

MoU & gross adds



Quality subs & customer value

Reach & availability



Advocacy and control

Coverage & capacity



Quality

Fast & lean: driving scale



Fast & lean: driving productivity







# Driving XL brand preference beyond affordable voice

## First Mover on Pricing



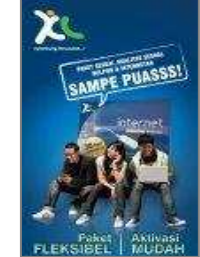
## Driving Call Duration with per Call Benefits



## Driving Call Frequency with Bucket Pricing

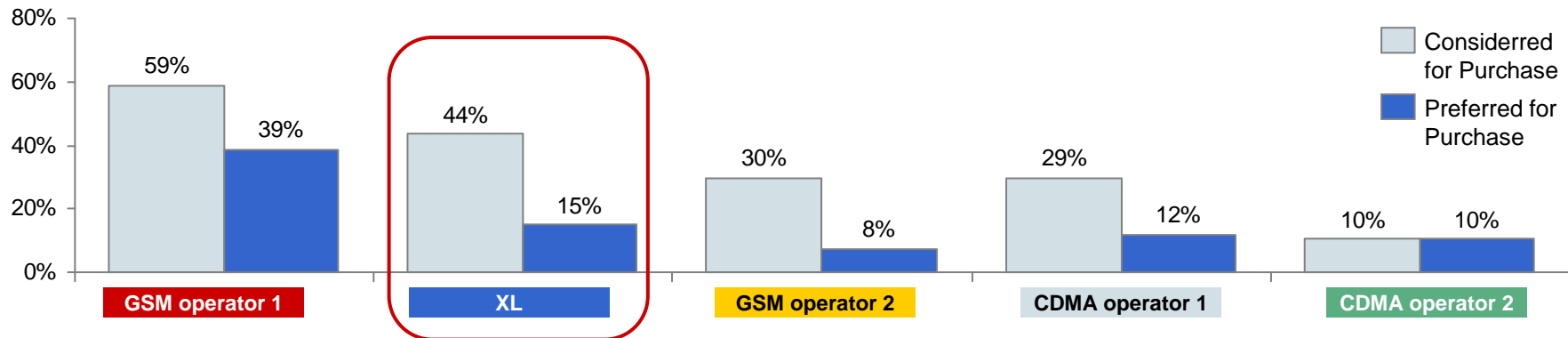


## Solidifying image as best value across products, beyond voice



## Brand Strength

Percent of Potential Users

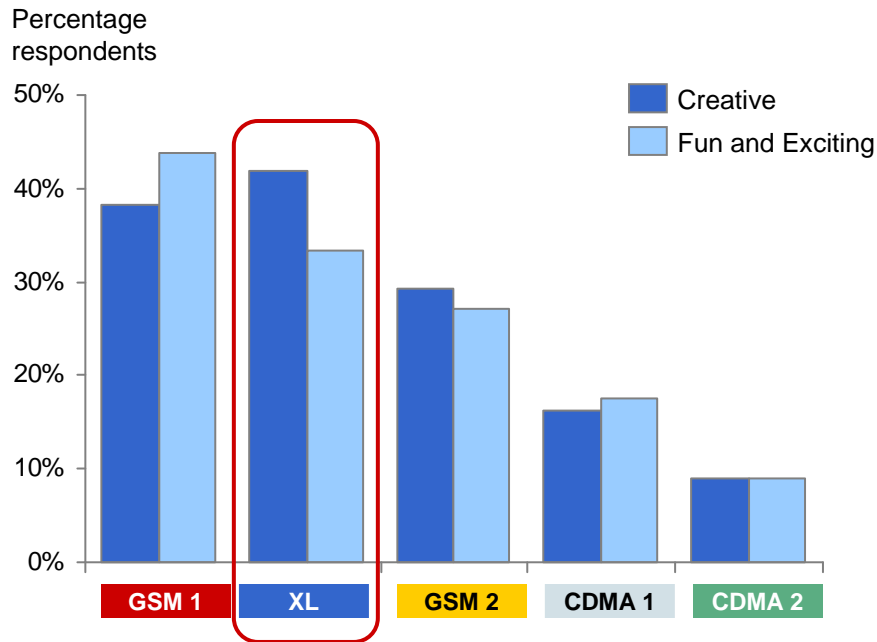


Source: TNS

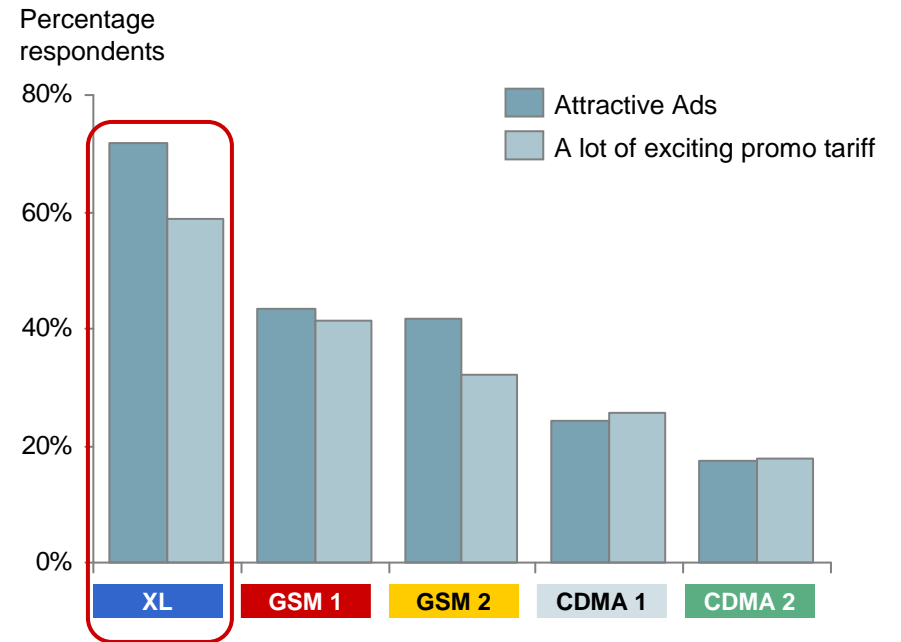


# Getting known for being fun and exciting

## Strong image of creative, fun and exciting...



## ...supported by attractive ads and promotions

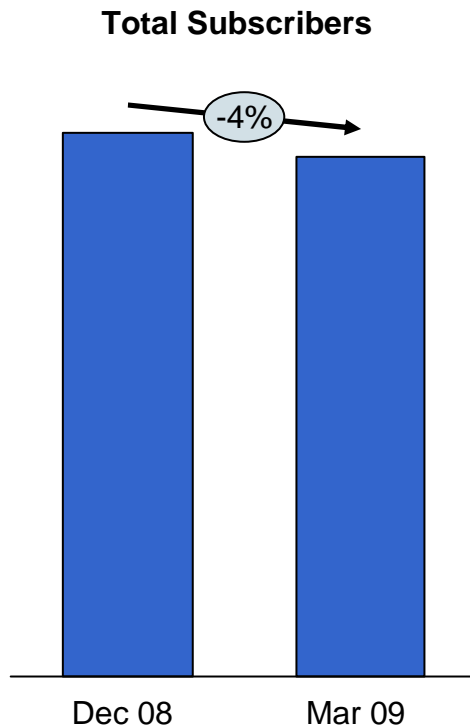


Source: TNS

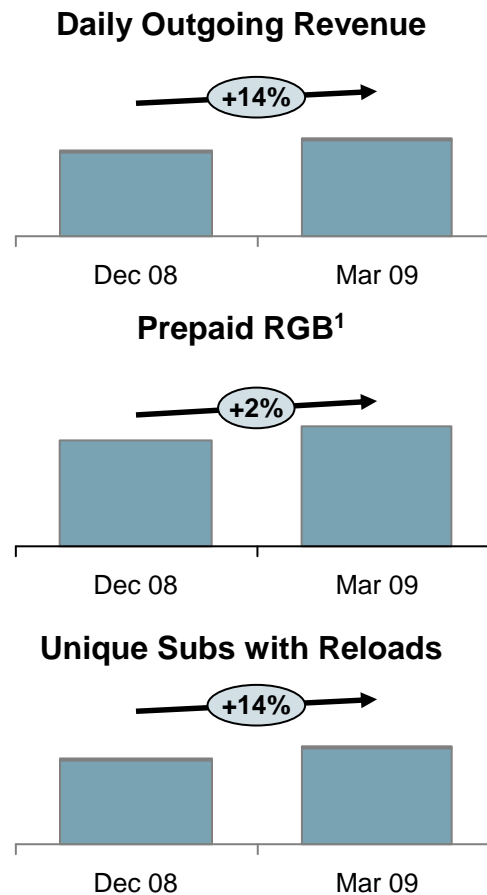


# Growing high quality subscriber base

## Lower total subs...



## ... but growing what counts ...



## ... through specific channel actions

**Tighter supply of starter packs to better match supply to demand**

**End-to-end, granular visibility and management of stock level in the channel**

**Greater focus on indicators of quality subs growth**

**Enforcing channel discipline in cross area shipment**



1. RGB = Revenue Generating Base, number of unique subscribers during one month, creating one or more revenue generating events  
Source: Company data



# Creating more value from existing subscriber base

	2008		2009
<b>Increase Revenue</b>	<b>Focus on driving minutes of use</b>		<b>Focus on driving revenue from installed network</b>
<b>Reduce Churn</b>	<b>Broad churn reduction initiatives</b>		<b>Tailored churn reduction programs</b>
<b>Optimize Yield</b>	<b>No specific yield programs</b>		<b>Targeted yield management programs</b>

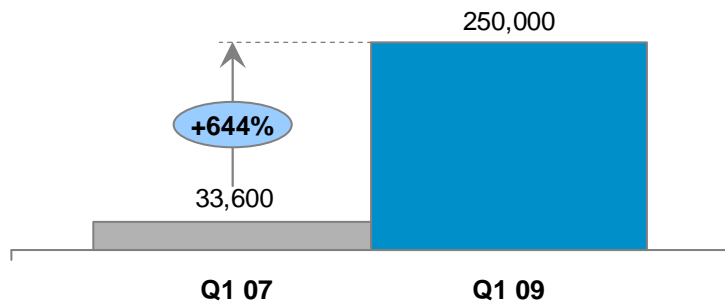




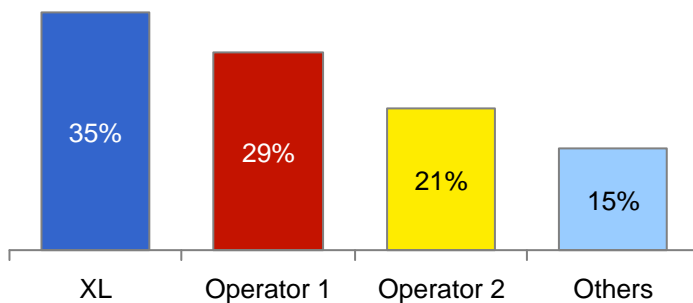
# Driving channel advocacy with broad reach established

## Reach and availability established

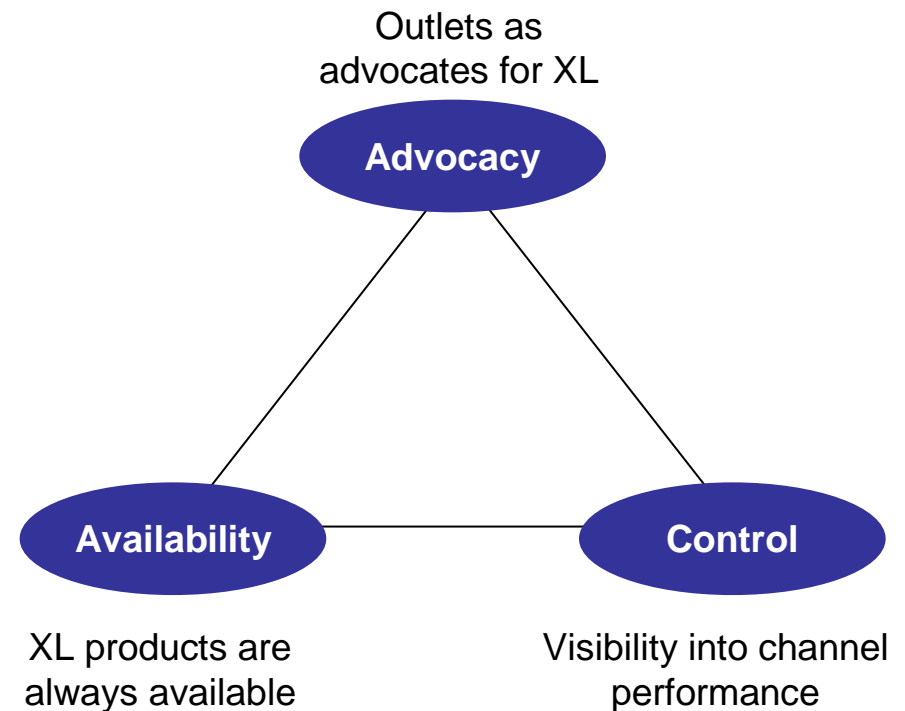
Number of XL retail outlets<sup>1</sup>



Share of SP display in outlets in Jabotabek<sup>2</sup>



## Driving better channel advocacy and control

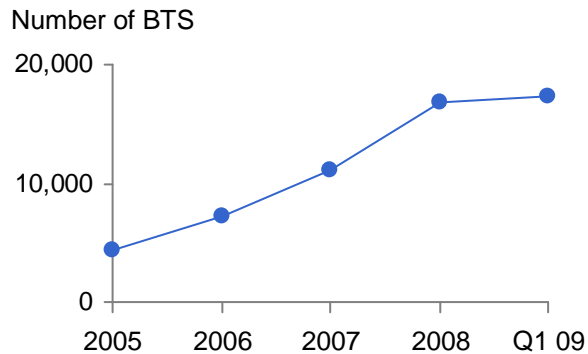
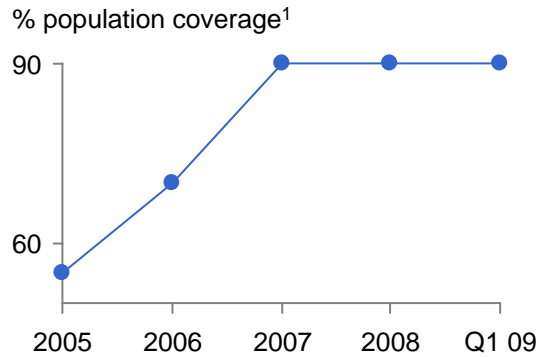


1. Outlets holding XL reload chips 2. Internal survey of 1291 outlets in Jabotabek, April 2009  
Note: SP = Starter Pack  
Source: Company data

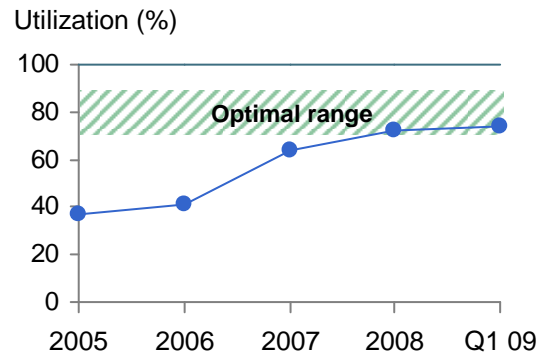
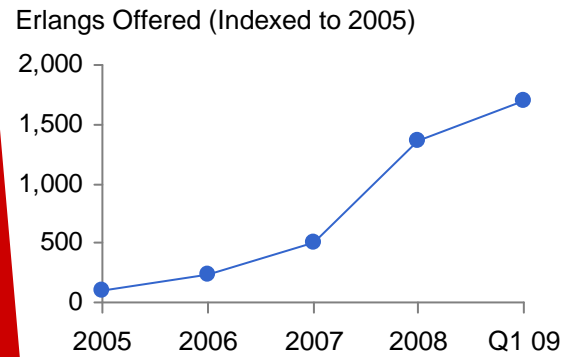


# Evolving network focus from coverage to capacity and quality

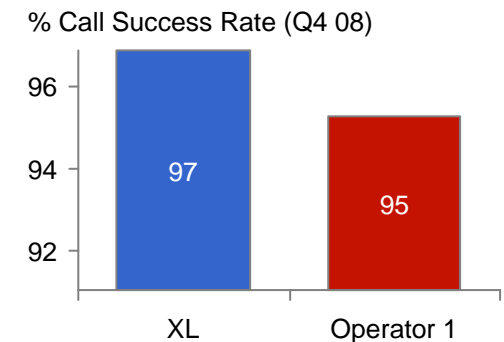
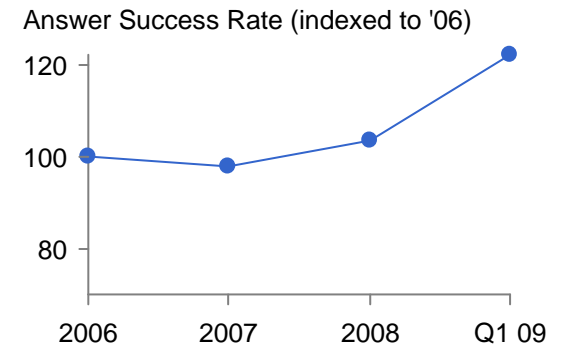
## Coverage



## Capacity



## Quality






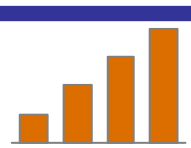

1. 2005 coverage estimated  
Source: Company data, Public filings



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Quality

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Fast & lean: driving productivity



## Appendix





## XL 1<sup>st</sup> Quarter 2009 Performance

	<u>1Q 2009</u>	<u>1Q 2008</u>	<u>YoY Growth</u>
Revenue- Net of discount	Rp 2,902 bn	Rp 2,623 bn	11%
EBITDA	Rp 1,113 bn	Rp 1,134 bn	-2%
Profit/(Loss) After Tax	Rp (306) bn	Rp 320 bn	n/a
# Total Subscriber	24.9 mn	18.4 mn	35%
# Prepaid Subs – RGB*	21.3 mn	15.9 mn	34%
Total BTS	17,232	12,290	40%



Source: Company data