



Bigger, Better, Together

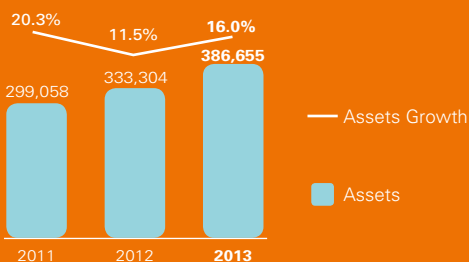


Focusing on quality growth, BNI with its wide customer base continued to play an important role in the national economic development. In the Business Banking segment, BNI supports business customers in 8 leading industry sectors, and also entrepreneurs in the Small and Medium-size Enterprise sector. In the Consumer & Retail Banking sector, BNI strives to become a loyal and trusted partner for customers through its products and services as well as service coverage and electronic channels. By becoming bigger and better, BNI has grown together with the progress and improved welfare of customers and other stakeholders.

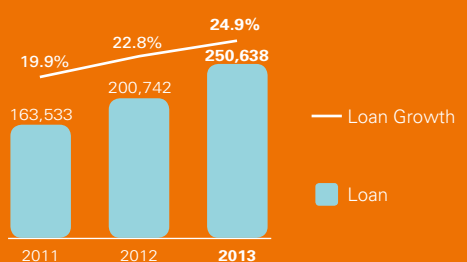
Financial Highlights

	2012 Rp billion	2013 Rp billion	Changes %
Total Assets	333,304	386,655	16.0
Loans	200,742	250,638	24.9
Customer Deposits	257,661	291,890	13.3
Shareholders' Equity	43,525	47,683	9.5
Net Income	7,046	9,054	28.5
NPL Gross	2.8%	2.2%	
ROE	20.0%	22.5%	
ROA	2.9%	3.4%	
NIM	5.9%	6.1%	

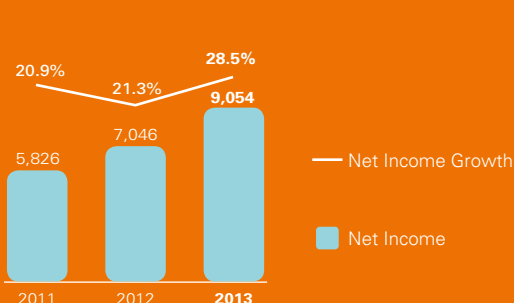
Total Assets
(Rp billion)



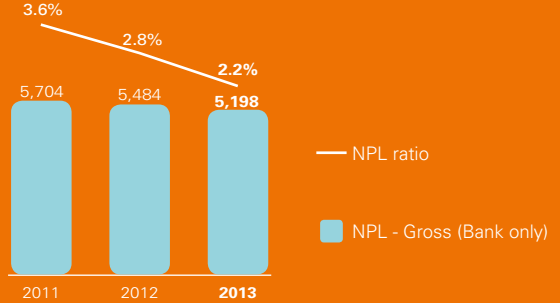
Loans
(Rp billion)



Net Income
(Rp billion)



NPL Gross (Bank only)
(Rp billion)



Bigger

We help customers grow their businesses and become bigger



"I started my business using my own funds, but later on, I relied on BNI to expand my business and to grow bigger. With consistent and effective support from BNI, I was able to grow my business even more."

Better

We provide conveniences so that customers can enjoy a better life



"I am a long-time BNI customer. Over the years, I benefitted more and more from the convenience and easy use of BNI's various products and services, especially its consumer products and features".

Together

We spent time and effort to listen to our customers in order to better understand what they need from us.

We support our employees by developing their competences and improving their performance, and we reward them accordingly for their achievements.

We encourage our business partners to improve the quality of their services by implementing strict standards in our business arrangement.

We engage the community around us by designing better programs to improve their social and environmental welfare.

Together, BNI continues to grow bigger and better, continuing to create value for the benefit of all stakeholders.

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Milestones



Under the name "Bank Negara Indonesia", BNI was established by the fledgling Republic as the first wholly-owned state bank, entrusted with the issuance and management of Rupiah bank notes.

The status of BNI evolved to that of a commercial bank.



BNI, now renamed "Bank Negara Indonesia 1946" was charged with the primary task of improving the economy of the nation, with emphasis on the industrial sectors.

BNI underwent corporate restructuring and repositioning initiatives, including the foundation of a Vision and a Mission, and on a more practical level implemented a Performance Improvement Program (PIP).

1946

1955

1968

1986

1999

2004

2007

2008

BNI received additional capital from the Government through a recapitalization program. In the same year, the BNI Mutual Processing Unit qualified for ISO 9002 certification, as an acknowledgment of its quality standards.

BNI launched a new logo and corporate identity, in line with efforts to build a strong Corporate image.



BNI issued new shares with preemptive rights (a rights issue), listed on the Jakarta and Surabaya Stock Exchanges. This corporate action was conducted together with a government divestment program. Following this program, public ownership of BNI shares peaked to 23.64%.

Under a new management team, BNI strived to create higher value while facing the challenges of the global financial crisis, by strengthening its financial foundation through a 5-point strategy of provisioning coverage, improving asset quality, focusing on profitability, creating a sustainable business model, and maintaining an efficient cost structure.





BNI launched a new "bahtera berlayar di tengah samudra" or "Sailing the Seas" logo, as an expression reflecting a fresh corporate direction.

The legal entity of BNI was modified, becoming PT (Persero) in line with contemporary Banking Laws.



This was the year BNI conducted its first initial public offering of shares, through listings on the Jakarta and Surabaya Stock Exchanges. With this corporate action, BNI became the first state-owned bank to be public-listed.

Asia, and Indonesia most acutely, was engulfed in a titanic financial crisis. BNI, like all other banks, was adversely affected by the crisis, as reflected in its severely reduced financial performance.

BNI engaged in a strategic partnership with Sumitomo Life Insurance Company that purchased newly issued shares of PT BNI Life Insurance worth Rp4,2 trillion, making BNI Life one of the best capitalized insurance providers in Indonesia.

1989

2009

1992

2010

1996

2011

1997

2012

2013

The shareholders approved the spin-off of BNI's Syariah division into a separate independent business entity.

BNI issued new shares through a rights issue, resulting in an increase in public ownership of shares to 40%.

BNI entered the implementation phase of a business transformation process called BNI Reformasi 1.0.

BNI acting through its London Branch issued Global Bonds with nominal value of USD500. The Global Bond issuance is listed in the Singapore Stock Exchange.



BNI in Brief

Founded in 1946 as the first wholly-owned state bank, BNI began its history by serving as the first central bank of Indonesia, before assuming its status as a commercial bank back in 1955.

BNI became the first State-Owned Enterprise (SOE) bank to go public by listing its shares on the Jakarta Stock Exchange and the Surabaya Stock Exchange in 1996. To further strengthen its financial structure and competitive edge amidst the national banking industry, BNI conducted a series of corporate actions, such as the recapitalization by the Government in 1991, divestment of the Government's shares in 2007, and a rights issue in 2011. By the end of 2011, the Government of the Republic of Indonesia held 60% of the shares of BNI with the remaining 40% is held by individuals and institutional shareholders, domestic as well as overseas.

Offering various financial products and services, BNI currently is the 4th largest bank in Indonesia, in term of total assets, lending and third-party funds. In providing its comprehensive financial services, BNI is supported by its subsidiaries, namely Bank BNI Syariah, BNI Multi Finance, BNI Securities, and BNI Life Insurance.

By the end of 2013, BNI had total assets of Rp388.2 trillion and a total of 26,100 employees. BNI operates a wide ranging service network, comprising 1,693 domestic outlets and overseas branches in New York, London, Tokyo, Hong Kong, Singapore, and (Osaka). BNI's current ATM network achieved 11,163 proprietary ATMs. BNI also serves its customers through 42,000 EDC, as well as through Internet banking and SMS banking.



BNI Building

> Vision

To be a bank that excels, in delivering services and performance

BNI strives to become a Bank that 'excels' in terms of quality human capital and internal business processes that provide value for customers through improvements and innovation as well as quality banking management with measured risks. 'Prominent' means to be the bank of choice with superior service quality, which will led BNI to be the 'advanced' bank relative to its peer banks in terms of financial performance, profitability and growth, and thus providing quality investments for the satisfaction of stakeholders.

Mission <

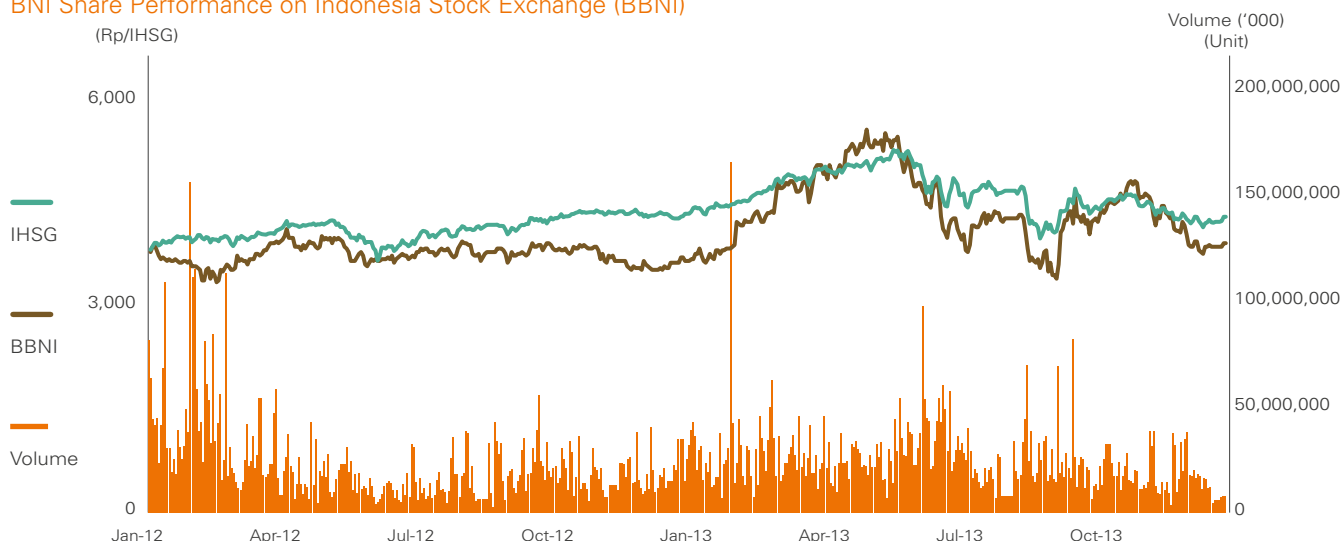
- To provide excellent service and value added solutions to all customers as the banking partner of choice
- To enhance investment value for investors
- To provide the best environment for our employees, to be the source of pride to perform and excel
- To improve social and environmental responsibility
- To be the benchmark for compliance and good corporate governance practices

Financial Highlights

(In billion Rupiah, unless stated otherwise)	2013	2012	2011	2010	2009
BALANCE SHEETS - CONSOLIDATED					
Total Assets	386,655	333,304	299,058	248,581	227,497
Cash, Current Account, Placement (Net)	60,795	68,849	76,551	58,775	49,915
Marketable Securities (Net)	11,966	9,801	7,628	13,181	19,198
Loans (Gross)	250,638	200,742	163,533	136,357	120,843
Government Bonds	41,432	38,561	36,958	32,556	31,040
Investment (Net)	40	24	24	24	51
Total Liabilities	338,971	289,778	261,215	215,431	208,322
Customer Deposits	291,890	257,661	231,296	194,375	188,469
Borrowing and Securities Issued	24,987	13,519	8,991	6,751	6,831
Total Equity	47,684	43,525	37,843	33,150	19,175
Non-Controlling Interest	83	52	110	30	31
Total Equity Attributable to Equity Holders of the Parent Entity	47,600	43,473	37,733	33,120	19,144
INCOME STATEMENT - CONSOLIDATED					
Interest Income and Sharia Income	26,451	22,705	20,692	18,837	19,447
Interest Expenses and Sharia Expenses	(7,392)	(7,246)	(7,496)	(7,100)	(8,314)
Net Interest Income and Sharia Income	19,058	15,459	13,196	11,737	11,133
Other Operating Income	9,441	8,446	7,601	7,044	4,295
Total Operating Income	28,499	23,905	20,797	18,782	15,428
Operating Expenses (OPEX)	(14,573)	(12,739)	(11,134)	(9,643)	(7,991)
Allowance for Impairment Losses	(2,708)	(2,525)	(2,421)	(3,629)	(4,051)
Net Operating Income	11,219	8,641	7,242	5,509	3,386
Non Operational Income (Expense) - Net	59	259	219	(24)	58
Income Before Tax	11,278	8,900	7,461	5,485	3,444
Income Tax	(2,220)	(1,851)	(1,653)	(1,382)	(957)
Net Income After Tax	9,058	7,048	5,808	4,103	2,487
Income attributable to:					
- Non Controlling Interest	4	2	(18)	1	3
- Equity Holder of the parent entity	9,054	7,046	5,826	4,102	2,484
FINANCIAL RATIOS [%] - BANK					
Return On Assets (ROA)	3.4	2.9	2.9	2.5	1.7
Return On Equity (ROE)	22.5	20.0	20.1	24.7	16.3
Net Interest Margin (NIM)	6.1	5.9	6.0	5.8	6.0
Other Operating Income to Operating Income	33.1	35.3	36.5	37.6	27.8
Loan to Deposit Ratio (LDR)	85.3	77.5	70.4	70.2	64.1
Capital Adequacy Ratio (CAR)	15.1	16.7	17.6	18.6	13.8
- Tier 1	14.2	15.2	15.9	16.6	10.1
Earning (Loss) Per Share (EPS) (In full Rupiah amount)	486	378	312	266	163
OTHER RATIOS [%] - BANK					
NPL Gross	2.2	2.8	3.6	4.3	4.7
NPL Net	0.5	0.8	0.5	1.1	0.8
LLR/NPL Gross (Coverage Ratio)	128.5	123.0	120.8	120.6	120.1
Cost to Income Ratio (CIR)	46.7	49.5	49.8	51.3	51.8
Operating Expense to Operating Income	67.1	71.0	72.6	76.0	84.9
Net Operating Income/Employee (in million Rp)	1,092	962	880	972	835
Net Open Position (NOP)	3.4	2.2	2.8	4.4	6.3
Number of Outlets (full amount)	1,693	1,590	1,369	1,153	1,076
Number of ATMs (full amount)	11,163	8,227	6,227	5,004	4,003
Number of Employees (full amount)	26,100	24,861	23,639	19,315	18,475

Stock Highlights

BNI Share Performance on Indonesia Stock Exchange (BBNI)



Share Price (Rupiah)

	2013						2012					
	Open	Lowest	Highest	Close	Transaction Volume	Market Capitalization	Open	Lowest	Highest	Close	Transaction Volume	Market Capitalization
1st Quarter	3,625	3,650	5,100	3,925	28,820,469	73,195,977	3,800	3,325	4,000	4,000	40,394,531	74,594,626
2nd Quarter	3,925	3,975	5,600	4,300	30,468,808	80,189,223	4,000	3,500	4,225	3,825	16,223,015	71,331,111
3rd Quarter	4,300	3,375	5,000	4,250	23,723,977	79,256,790	3,825	3,625	4,000	3,925	17,855,854	73,195,977
4th Quarter	4,250	3,700	5,000	3,950	17,370,712	73,662,193	3,925	3,525	3,950	3,700	18,429,144	69,000,029

Share Performance (Rupiah)

	2013	2012
Highest Price	5,600	4,225
Lowest Price	3,375	3,325
Year-End Price	3,950	3,700
Earning per Share	486	378
Book value per Share	2,576	2,338
Outstanding shares	18,648,656,458	18,648,656,458

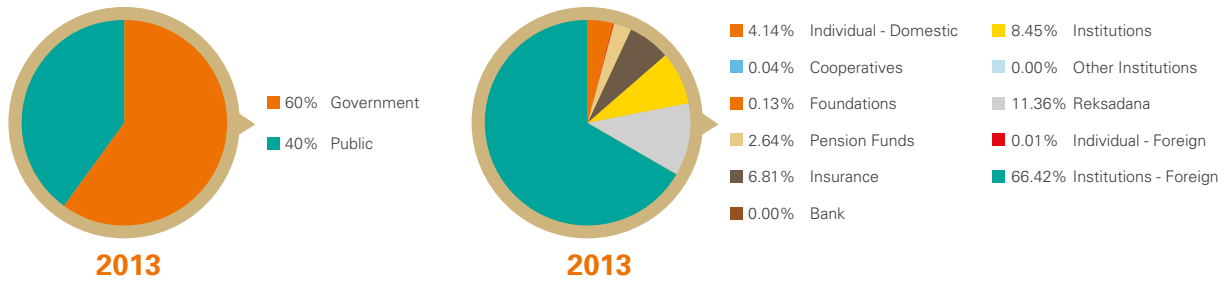
Dividend Policy

Book Year	Dividend Amount (Billion Rupiah)	Dividend per Share (Rupiah)	Dividend Pay Out Ratio	Dividend Payment Date
1996	56.40	195.00	30% of 2nd half year 1996 net income	June 13, 1997
1997	60.80	210.00	20% of 1997 net income	August 7, 1998
2001	878.30	66.15	50% of 2001 net income	October 28, 2002
2002	1.254.30	94.44	50% of 2002 net income	November 5, 2003
2003	314.90	23.71	75.01% of 2003 net income	July 21, 2004
2004	1.568.20	118.07	50% of 2004 net income	July 7, 2005
2005	707.40	53.26	50% of 2005 net income	July 4, 2006
2006	962.92	72.50	50% of 2006 net income	July 2, 2007
2007	449.05	29.40	50% of 2007 net income	July 4, 2008
2008	122.24	8.00	10% of 2008 net income	July 7, 2009
2009	869.39	(interim dividend) 9.44 47.48	35% of 2009 net income	December 11, 2009 June 24, 2010
2010	1.230.51	65.98	30% of 2010 net income	June 30, 2011
2011	1.165.18	62.48	20% of 2011 net income	May 30, 2012
2012	2.113.84	113.35	30% of 2012 net income	May 16, 2013

Stock Highlights

Shareholder's Composition

Government and Public Ownership (%) Public Ownership (%)



Chronological Share Listing

Date	Description	Nominal Price	Number of Shares	Book Value	Share Price (Rp)	Listing
November 1996	IPO (Initial Public Offering)	Series-A: @ Rp500 Series-B: @ Rp500	1 4,340,127,999 4,340,128,000	652	1,250	Jakarta Stock Exchange
	Total					
June 1999	Rights Issue (1:35)	Series-A: @ Rp500 Series-B: @ Rp500 Series-C: @ Rp25	1 4,340,127,999 151,904,480,000 156,244,608,000	7	300	Jakarta Stock Exchange
	Total					
June 2000	Issuance of new shares without pre-emptive rights	Series-A: @ Rp500 Series-B: @ Rp500 Series-C: @ Rp25	1 4,340,127,999 196,850,884,500 201,191,012,500	22	95	Jakarta Stock Exchange
	Total					
June 2001	Repayment of excess amount of Government Bonds	Series-A: @ Rp500 Series-B: @ Rp500 Series-C: @ Rp25	1 4,340,127,999 194,885,183,000 199,225,311,000	34	90	Jakarta Stock Exchange
	Total					
December 2003	Reverse Stock Split (15:1)	Series-A: @ Rp7,500 Series-B: @ Rp7,500 Series-C: @ Rp375	1 289,341,866 12,992,345,533 13,281,687,400	740	1,300	Jakarta Stock Exchange
	Total					
August 13, 2007	Rights Issue (20:3)	Series-A: @ Rp7,500 Series-B: @ Rp7,500 Series-C: @ Rp375	1 289,341,866 14,984,598,643 15,273,940,510	1,107	2,000	Jakarta Stock Exchange
	Total					
August 2010	Issuance of new shares by BNI, ex green shoe	Series A: @ Rp7,500 Series B: @ Rp7,500 Series C: @ Rp375	1 289,341,866 14,984,598,643 15,273,940,510	1,253	2,900	Indonesia Stock Exchange
	Total					
December 10, 2010	Rights Issue (110,473:500,000)	Series A: @ Rp7,500 Series B: @ Rp7,500 Series C: @ Rp375	1 289,341,866 18,359,314,591 18,648,656,458	1,396	3,100	Indonesia Stock Exchange
	Total					

Utilization of Proceeds from Rights Issue III

Net Proceeds from Rights Issue (net of rights issue expenses)	Rp10,216,388,163,029
Utilization of Funds	
80% will be used for Corporate, Medium Scale Business, Small Scale Business and Consumer Loans	Per 31 December 2013: Rp 8,173,110,530,423
15% will be used for development of IT infrastructure, outlets, ATM, etc	Per 31 December 2013: Rp1,532,458,224,454
5% will be used for development of subsidiary businesses including BNI Life, BNI Syariah, BNI Securities and BNI Multifinance	Per 31 December 2013: Rp318,329,878,000
Remaining Funds	Rp192,489,530,152

Bonds Highlights

Chronological of Global Bonds

Description	Date of Emission	Tenor	Emission Value	Maturity	Coupon	Rating	Listing	Outstanding
Global Bond	24-Apr-12	5 year	USD500,000,000	24-Apr-17	4.125% p.a	Baa3 (Moody's) BB (S&P) BBB- (Fitch) BB+ (Composite)	Singapore Stock Exchange	USD500,000,000

Company Rating

Rating Agency	Description	Rating	Date
Fitch	National long term rating Long term foreign & local currency Short term foreign & local currency Individual rating Subordinated debt	AA+ (idn) BBB-/Stable F3 WD -	15 October 2012
Standard & Poor's	Credit rating Long term issuer credit rating Subordinated rating	BBB/Positive/B BB -	19 December 2012
Moody's	Bank deposits - foreign currency Bank deposits - local currency Bank Financial Strength Rating Outlook	Baa3 Baa3 D Stable	31 May 2013
Pefindo	Corporate rating/Outlook Bond 1 Subordinated	AA+/Stable - -	7 December 2012

Awards & Certifications



Ranked 3rd for State Owned Companies
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
 Ministry of State-Owned Enterprises



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 for the Year 2012 in Southeast Asia (Indonesia)
 Alpha Southeast Asia
 Deal Awards
 Alpha Southeast Asia



















Best Cash Management Solution for the Year 2012 in Southeast Asia
 Alpha Southeast Asia
 Deal Awards
 Alpha Southeast Asia



Best Sustainability Reporting 2012
Category Financial Service
 Sustainability Reporting
 Award 2012
 ISRA

	Award	Organizer		Award	Organizer
	The Indonesia Middle-Class Brand Champion 2013, Credit Card Category Consumers' Choice 2013	SWA & Inventure		3rd Best Phone Banking Officer Banking Service Excellence Award 2013	MRI & Info Bank
	BNI Contact Center for Platinum Credit Card Industry Call Center Award 2013	Service Excellence & Carre		BNI Emerald for Achieving Excellent Total Service Quality Satisfaction Indonesia Service Quality Award 2013	Service Excellence & Carre
	Platinum Credit Card for Achieving Excellent Total Service Quality Satisfaction Indonesia Service Quality Award 2013	Service Excellence & Carre		Indonesia Leading Consumer Bank Indonesia Travel & Tourism Awards 2013/14	ITTA Foundation
	BNI Contact Center for Regular Credit Card Industry Call Center Award 2013	Service Excellence & Carre		Recognition of Outstanding Achievement in Building the Top Brand, Credit Card Category Top Brand Award 2013	Frontier & Marketing Magazine
	BNI Contact Center for Regular Banking Industry Call Center Award 2013	Service Excellence & Carre		BNI Taplus Anak in Recognition of Outstanding Achievement in Building the Top Brand Top Brand Award 2013	Frontier & Marketing Magazine
	2nd Best SMS Banking Commercial Bank Banking Service Excellence Award 2012	MRI & Info Bank		Property Services Properti Indonesia Award 2013	Properti Indonesia Magazine
	Appreciation and Special Achievement Award Recipient for more than 5 Consecutive Times Property & Bank Award 2013	Property & Bank		The Most Variety of KPR's Interest Rates Features KPR Awards 2013	Housing Estate
	Activity through Planting 1 Billion Trees in 2012 Minister of Forestry of the Republic of Indonesia	Minister of Forestry of the Republic of Indonesia		The Most Variety of KPR's Interest Rate Features KPR Awards 2013	Housing Estate
	Bank Mortgage Provider with the Fastest Approval Property & Bank Award 2013	Property & Bank		'Gold' Award in Tree Planting Fields on Unproductive Land Gelar Karya Pemberdayaan Masyarakat Awards 2013	Coordinating Minister for People's Welfare
	The 'Platinum' Award in Micro Empowerment of Poor Households Gelar Karya Pemberdayaan Masyarakat Awards 2013	Coordinating Minister for People's Welfare		Indonesia Green Company Achievement 2013	SWA
	One Billion Tree Planting Movement in 2012	Minister of Forestry of the Republic of Indonesia		Best State-Owned Enterprise Corporate Governance Conference and Award 2013	IICD

Awards & Certifications

Award	Organizer	Award	Organizer
 Indonesia Most Trusted Company Good Corporate Governance Award 2012	IICG & SWA	 Most Trusted Company Based on Investors and Analysts's Assessment Survey Good Corporate Governance Award 2013	IICG & SWA
 Most Trusted Company Based on Corporate Governance Index (CGPI) Good Corporate Governance Award 2013	IICG & SWA	 Best State-Owned Enterprise Indonesia Sustainable Business Awards 2013	SBA id
 Industry Champions Banking Finance Indonesia Sustainable Business Awards 2013	SBA id	 The Fastest Growing Co-Branding Card Rekor Bisnis	Tera & Koransindo
 The Fastest Growing Co-Branding Card (Chelsea FC Payment Card) Rekor Bisnis	Tera & Koransindo	 Indonesia Lending Consumer Bank Indonesia Travel Tourism Award 2012/2013	ITTA Foundation
 IT Banking Excellence IT Banking Excellence Award 2013	Warta Ekonomi	 Best Domestic Trade Finance in Indonesia The Asian Banker Achievement Awards 2013	The Asian Banker
 Best Managed Company (Ranked 5th), Best Investor Relations (Ranked 9th) Asia's Best Companies 2013	Finance Asia	 Corporate Category KSN Award's 2013	Coordinating Minister for People's Welfare of the Republic of Indonesia
 Special Award for the Largest Growth of SME Bank in 2012 Investor Best Banks 2013	Investor Magazine	 Winner of Indonesia Best CIO 2012 Indonesia Best e-Corp & CIO 2012	SWA
 Best Marine Finance Support of the Year 2012 SA Award 2012	Indonesian National Shipowners Association	 Best Cash Management Bank in Indonesia 2013 The Corporate Treasurer Award 2013	The Corporate Treasurer

Certifications

Type of Certification	Validity	Issued by
ISO 9001:2008 – ISO 9001:2008 Quality Management System on Trade Processing Center	September 30, 2009 - September 29, 2015	SAI Global Australia
ISO 9001:2008 Information Technology Division - Information Technology (IT) Operation Services	September 26, 2013 - September 26, 2014	SGS Systems & Service Certification
ISO 9001:2008 Information Technology Division - Information Technology (IT) Security Management	September 26, 2013 - September 26, 2014	SGS Systems & Service Certification

Significant Events in 2013



> Cianjur, January 8, 2013

BNI Plants 2 Million Seedling Trees in 2013

Early in 2013, BNI and Paguyuban Budiassi handed over 200,000 seedling trees to the communities that lives around the National Park of Gunung Gede Pangrango. President Susilo Bambang Yudhoyono symbolically handed over the seedling trees witnessed by the Minister of Forestry Zulkifli Hasan, the Vice President Director of BNI Felia Salim, and Chairman of the Paguyuban Budiassi Maj. Gen. Doni Monardo. The 200,000 seedling trees are part of the two million trees to be planted this year by BNI, twice the number of tree seedlings planted in 2012, which was about one million trees.

> Jakarta, January 16, 2013

BNI Telesales Bancassurance Center

Starting in 2013, through the new initiative "One BNI", Bancassurance Telesales services now is conducted under one roof serving 400 Bancassurance marketing agents. With the BNI Telesales Bancassurance Center, the marketing efforts can be done in one place, not separately as before, so it can operate more effectively. The BNI Telesales Bancassurance Center was inaugurated by the Director of Consumer and Retail Banking BNI, Darmadi Sutanto.



> Jakarta, January 17, 2013

BNI Care for Flood Victims Jakarta 2013

SOE Minister, Dahlan Iskan, and BNI President Director, Gatot M. Suwondo visited the post of BNI Peduli Banjir in Pesing Jakarta on January 17, 2013. BNI Peduli provides aid for flood victims in Jakarta, from January 17 to January 26, 2013. The aids took form of flood victims evacuation, ready-to-eat meals, soup kitchens, staple food packages, hygiene packages, and free medical treatment. BNI Peduli Banjir opened 5 post in the worst-hit areas, namely: Posko Pesing, Posko Cililitan, Posko Bidara Cina, Posko Bendungan Hilir and Posko Kedoya.



> Jakarta, January 22, 2013

BNI Prepaid Now Serves Transjakarta Users

BNI, in collaboration with Bank Mandiri, BRI, BCA and Bank DKI, now provides easy access for Transjakarta bus users. Using prepaid cards provided by these five banks, Transjakarta bus users do not need to queue for tickets. The launching of this program was attended by the President Director of BNI Gatot M. Suwondo along with the President Directors of the four banks and the Governor of DKI Jakarta Mr. Joko Widodo.



> Jakarta, January 30, 2013

BNI Wins the Best Corporate Governance Award

An independent poll conducted by the Asiamoney Magazine has named BNI as the best bank in Indonesia in developing Good Corporate Governance (GCG). The implementation of GCG principles is one of the main assessments of the bank's soundness as emphasized by Bank Indonesia (BI). The recognition was officially marked by the Indonesia Best Overall Corporate Governance award received by President Director of BNI Gatot M. Suwondo.



> Kuala Lumpur, January 31, 2013

BNI Awarded Excellence in Tax Payments & Remittance Services

BNI earned recognition as the leading bank in providing online tax payment and remittance services in Indonesia's banking industry. The award was bestowed by the Alpha Southeast Asia Magazine, based on their independent poll conducted in 2012. The award was presented to the Head of the International Division of BNI, Mr. Abdullah Firman Wibowo and Head of Transactional Banking & Financial Services Division. Mr. Iwan Kamaruddin.

Significant Events in 2013



> Jakarta, February 14, 2013

BNI Supports Indonesia Fashion Week 2013

BNI supported the Indonesian Fashion Week (IFW) 2013 as its official banking partner and by sponsoring 10 of its SME partners to take part in the event attended by 168 designers. Each of BNI's SME partners competed with prominent players in the Indonesia fashion industry by offering quality products and attractive promotional prices. This action demonstrated BNI's commitment toward the development of Indonesian original fashion products.



> Osaka, February 20, 2013

BNI Opens Office in Osaka To Strengthen Its Network in Japan

BNI strengthened its banking services in the western region of Japan by opening a marketing office in Osaka. BNI now has two branch offices in Japan, the new one in Osaka and one in Tokyo. The opening of the marketing office in Osaka provides the regional banks in the western part of Japan with easier access to get services from BNI. The inauguration of BNI's Marketing Office in Osaka was carried out by the President Director of BNI Gatot M. Suwondo.



> Jakarta, March 1, 2013

BNI Shows Appreciate Of Its Customers Through Java Jazz 2013

As a token of appreciation for its customers who are also jazz enthusiast, BNI gave away 1,040 tickets for Java Jazz Festival. Such appreciation programs are focused on increasing the number of savings accounts and investment products that lead to increases in third party funds.



> New York, February 15, 2013

BNI Designated Clearing Bank for Indonesia State Foreign Currency Transactions

BNI was named the official clearing bank for all foreign currency transaction with the Republic of Indonesia. The estimated amount of foreign currency transactions involved is in excess of Rp62 trillion annually. BNI is the only bank that is connected directly to the integrated state revenue service system developed by the Ministry of Finance, named State Revenue Module (MPN) for foreign exchange or forex. Deposit services for State revenues in foreign currency was officially launched by BNI in all five overseas cities where BNI has branch offices.



> Jakarta, February 25, 2013

In Another Historic First for Indonesia, BNI Is Appointed as Trustee

BNI achieved another historic first as the first bank appointed to provide trust or custody services, along with asset management services. The launching of these services was marked by the signing of trustee and paying agent agreements with Natural Gas, LPG, and LNG, PT Pertamina (Persero), Total E&P Indonesia, and INPEX Corporation. Witnessing the occasion were the President Director of BNI Mr. Gatot M. Suwondo, President Director of Pertamina Ms. Karen Agustiawan, President of Total E & P Indonesia Ms. Elisabeth Proust.



> Jakarta, March 27, 2013

BNI Joins Hands With Suryacipta Preparing Land for Japanese Investors

BNI joined with the management of PT Suryacipta Swadaya, in preparing land for Japanese entrepreneurs wishing to relocate their businesses to Indonesia. Japanese investors planning to invest in Indonesia will get priority access to 1,400 hectares in the area also known as Kota Industri Suryacipta. The collaboration between BNI and PT Suryacipta Swadaya was made official through the signing of the agreement between the President Director of BNI Mr. Gatot M. Suwondo and the President Director of PT Suryacipta Swadaya Mr. Johannes Suryacipta.



> Jakarta, March 27, 2013

BNI Provides Bill Payment Services for Superindo

BNI was appointed to handle all bill payments from the business partners of PT Lion Super Indo, a network of minimarts known as Superindo. With this relationship bill payments from suppliers can be done accurately, timely, and safely. Two agreements were signed on this occasion, Supply Chain Financing (SCF) and Submission of Invoice related to SCF facility. Witnessing the signing of both agreements was the Director of Business Banking of BNI Mr. Krishna R. Suparto.



> Jakarta, April 2, 2013

BNI Cooperates with BKPM to Facilitate Admission for Japanese Investors

BNI joined with BKPM to promote Japanese investment in Indonesia. With the coordination between BNI and BKPM, it is expected that the admission process for Japanese entrepreneurs wishing to invest in Indonesia will be easier. The agreement between BNI and BKPM was realized upon the signing of the MoU on joint promotion and banking services between The President Director of BNI Mr. Gatot M. Suwondo and Head of BKPM Mr. Mohammad Chatib Basri.



> Jakarta, April 5, 2013

BNI Creativepreneur Competition Collects 1,093 Creative Business Ideas

BNI was able to collect thousands of creative business ideas from the participants of the BNI Creativepreneur Competition. Business proposals were submitted by youth aged 15-25 from all over the country. The jury then chose the three best proposals in the Awarding Presentation and Grand Final BNI Creativepreneur Competition Night. BNI Creativepreneur Competition was held along with the launching of a savings product for the youth segment, BNI Taplus Muda and was in line with the three values of BNI Taplus Muda, Courage, Realism, Innovation. Witnessing the event were the President Director of BNI Gatot M. Suwondo and the Director of Consumer & Retail of BNI Darmadi Sutanto.



> London, April 13, 2013

Indonesia's Tax Payments in Europe Concentrated in BNI London

BNI was appointed by the Government, through the Decision of the Director General of Treasury of The Ministry of Finance of RI to provide services for tax payments from Indonesian tax payers living in Europe. The decision is one of the Government efforts in improving its financial administration of state revenue in foreign exchange. The establishment of BNI as the Collecting Bank for Foreign Currency Module Revenues (MPN Valas) in the BNI London Branch Office marked the launching of the service in three continents, Asia, America, and Europe.



> Milan, April 16, 2013

BNI Collaborates with Ferrari with Co-Branded BNI-FerrariCard

BNI's dedication to developing its card businesses, was marked by the signing of a co-branding partnership between BNI and Ferrari in Maranello, Italy. The cooperation agreement was signed by Mr Darmadi Sutanto, the Director of Consumer of BNI, with Hemjo Klein, CEO & Founder of Live Holding AG, the exclusive licensee of Ferrari, witnessed by Mr Gatot M. Suwondo, the President Director of BNI and the Board of Management of Ferrari.

Significant Events in 2013



> Nay Pyi Taw, April 23, 2013

BNI Joins Hands with Kanbawza Bank to Open Access to Myanmar

BNI will share its experience as a leading bank in providing International Banking and Treasury services in Indonesia with Kanbawza Bank, a prominent private bank in Myanmar. The collaboration on Capacity Building programs between BNI and Kanbawza Bank was officially begun with the signing of a MoU between the Director of Treasury and Financial Institution of BNI, Mr. Adi Setianto and the Vice President Director of Kanbawza Bank, U Than Lwin in Nay Pyi Taw, Myanmar, witnessed by the Minister of Trade of RI Mr. Gita Wirjawan.



> Jakarta, April 24, 2013

BNI Sends 28 Craftsmen to Inacraft 2013

BNI sent 28 micro, small, and medium enterprises (SMEs) and craftsmen who have promising business potential to the largest craft exhibition in Indonesia, Inacraft 2013. This step is a sign of BNI's commitment to support entrepreneurs in developing their business as well as proving itself as a company that cares for the environment through the use of natural materials in production of national crafts for the international market. Attending the event was the Vice President Director of BNI Ms. Felia Salim.



> Jakarta, April 25, 2013

BNI Launches e-Commerce Payment Solution

To support the fast growing e-Commerce transaction segment in Indonesia, BNI launched a new product for online shopping transactions, the first in Indonesia, "BNI e-Commerce Payment Solution". This product is comprised of BNI Debit Online and DOKU Wallet. Both e-Commerce Payment facilities will have the full support of BNI e-Banking and other BNI services.



> Jakarta, 28 April 2013

BNI GMS Approves the Dividend Distribution of 30% of Net Profit

BNI conducted its Annual General Meeting of Shareholders (GMS) for the fiscal year of 2012 with resolutions, among others, approving and ratifying the Annual Report for the Fiscal Year of 2012, and approving a dividend of 30% of Net Profit of the Company, Rp2.1 trillion for the Fiscal Year 2012. The dividend will be paid on 16 May 2013 to Shareholders whose names are registered in the List of Shareholders of BNI as of 1 May 2013. Each 1 (one) share is entitled to receive dividend of Rp113.



> Jakarta, May 1, 2013

BNI's ATM is Connected with the ATM Prima Network

BNI expanded its ATM networks through collaboration with the ATM PRIMA network. With this network expansion, BNI strives to accommodate the increasing needs of convenience banking services at low cost and in real time. This cooperation follows the signing of the Cooperation Agreement between BNI and Rintis in Jakarta, attended by the President Director of BNI Mr. Gatot M. Suwondo, the President Director of PT Rintis Sejahtera Mr. Iwan Setiawan, and the Director of Bank Central Asia (BCA) Mr. John Setiaatmadja.



> Jakarta, May 20, 2013

BNI's BOD Teach and Provided Assistance for 11 Schools

The Board of Directors of BNI spread out to eleven high schools in a number of cities to teach and share their success stories as directors, as well as providing educational assistance in the form of books, library funding, and stationery. In some schools, the aid was granted in the form of building renovation. These activities were conducted as part of the BOD Teaching Movement 2013, as ordered by the Minister of State Owned Enterprises (SOEs). The grant for educational facilities was allocated from CSR funds.



> Labuan Bajo, May 27, 2013

BNI Helps Build Desa Wisata Komodo
 BNI participated in the development of Komodo Island, through the development of Desa Wisata Komodo, a program to empower the communities living in the vicinity of the Komodo habitat. This step is an example of BNI's commitment to community development and environmental protection. BNI's involvement was marked with the ground breaking of Desa Wisata Komodo BNI by the President Director of BNI Mr. Gatot M. Suwondo on Komodo Island, East Nusa Tenggara, witnessed by the former Vice President Mr. Jusuf Kalla, the Minister of Tourism and Creative Industries Ms. Mari Elka Pangestu, and the Executive Board of the Komodo Kita Foundation Ms. Emmy Hafid.



> Jakarta, May 29, 2013

BNI Business Banking Solutions XChange Day 2013
 BNI held the Business Banking Solution Exchange (BBS) Day 2013 as an event to explain the development and transformation of Indonesian banking products. A number of BNI's leading products were presented, such as Cash Management, Trade Finance, Foreign Exchange, Supply Chain Finance, Custodial Services and Trust Services, and BNI e-Tax, a solution to support the Government in collecting taxes.



> Bukittinggi, May 31, 2013

BNI Supports Tour de Singkarak 2013
 In line with BNI's mission in raising awareness and responsibility for the environment and community, BNI became the main sponsor for Tour de Singkarak (TDS) 2013. The event is expected to create business opportunities for the local economy, as the number of tourists continues to rise. The opening ceremony of TDS 2013 was attended by the President Director of BNI Mr. Gatot M. Suwondo and Minister of Tourism and Creative Economy Ms. Mari Elka Pangestu.



> Bukittinggi, June 2, 2013

BNI Spreads Its Support to Creative Based Industry By Adding 4 Kampoeng BNI in Sumatera
 BNI continued its support of its community based entrepreneurship development program dubbed Kampoeng BNI, by opened four new Kampoeng BNI locations in Sumatera. The opening ceremony was conducted by the Minister of Tourism and Creative Economy Ms. Mari E. Pangestu and President Director of BNI Mr. Gatot M. Suwondo. Kampoeng BNI is one of community development programs empowering local economies through the distribution of soft loans using cluster systems. To date BNI has built 27 Kampoeng BNI locations spread across Indonesia with total financing of Rp31.49 billion.



> Medan, June 21, 2013

Prepaid Card Synergy with BNI-KAI is Extended Outside Java
 BNI signed an MoU for the expansion of e-ticketing now available in the Greater Jakarta Commuter Train area. BNI will begin to expand its business synergy with PT Kereta Api Indonesia (Persero) or KAI to Sumatera. The signing of the Memorandum of Understanding (MoU) on the use of e-ticketing was held at the Train Station of Medan, North Sumatra by the Director of Consumer & Retail of BNI Mr. Darmadi Sutanto with the President Director of PT KAI Ignatius Jonan. At the same time, another MoU on the use of e-ticketing in Greater Jakarta Commuter Train was also signed. This cooperation also involves four other banks.



> Jakarta, June 22, 2013

BNI's Anniversary, BOD Planted 29,190 Trees Simultaneously
 As part of the celebration of its 67th anniversary, BNI continued to strengthen its commitment to reforest the earth by conducting tree planting programs simultaneously in 15 areas where 1,946 trees are to be planted in each area to commemorate of the year of BNI's founding, 1946. The tree planting was symbolically begun by the President Director of BNI Mr. Gatot M. Suwondo and Vice President Director Ms. Felia Salim in the vicinity of Halim Perdana Kusuma Airport. At the same time, other BNI's director went to other areas to plant trees.

Significant Events in 2013



> Jakarta, June 27, 2013

The BNI Innovation of MPN Valas Receives Award

BNI's innovative new service, State Revenue Module for Foreign Exchange (MPN Valas), was awarded the best innovation development by the Ministry of State Owned Enterprises (SOEs). The award was given by the SOE Minister Mr. Dahlan Iskan to the President Director of BNI Mr. Gatot M. Suwondo during the SOE Innovation for Indonesia, SOE Innovation Expo & Award 2013 in Jakarta.



> Jakarta, July 3, 2013

BNI Expands Its Remittance Service to Alfamart Network

BNI expands its cash remittance services from abroad through collaboration with Alfamart, a retail store chain. With this partnership, the beneficiaries of remittances from abroad can withdraw their money at all Alfamart stores. This cooperation was marked by the signing of the Charter of Cooperation on the utilization of remittance services (money transfers) between PT Sumber Alfaria Trijaya Tbk with BNI.



> Jakarta, July 8, 2013

BNI Held Kampong BNI Nusantara 2013: Fostered Partners' Five Years of Work

To celebrate the 67th anniversary of BNI, the bank hosted the Exhibition of Kampong BNI Nusantara 2013 at Plenary Hall and the Main Lobby of Jakarta Convention Center, Senayan, on 10 – 13 July 2013. This event was held to further development of the creativity of Kampong BNI inspired by Indonesian traditional values and culture, by presenting awards for the best craft products from artisans that passed the selection process in Kampong BNI Nusantara 2013.



> Jakarta, July 22, 2013

BNI Serves All BPK RI Staff

BNI expanded services to all employee of the National Audit Board (BPK) by placing ATMs at 34 representative offices and at the head office of BPK. The signing of MoU took place in Jakarta, Monday 22 July 2013. Attended by the Director of Business Banking BNI Mr. Krishna Suparto and Director of Operational & Information Technology Mr. Suwoko Singoastro. Also attending was the Secretary General of BPK Mr. Hendar Ristriawan.



> Jakarta, July 25, 2013

BNI Invites Chelsea Football Club to Indonesia

BNI invited England's soccer club, Chelsea FC to Indonesia as a token of appreciation for Chelsea fans, and to promote its credit card business developed by BNI through co-branding with Chelsea FC. According to the Director of Consumer and Retail of BNI, Mr. Darmadi, to date, the number of co-branded cards of BNI and Chelsea has reached 60,000 units, despite the fact that it was officially launched five months before. Hence the card has already surpassed the target of 25,000 units in year one.



> Jakarta, July 31, 2013

BNI's Autodebt & Cash Management Helps Facilitating Manulife

BNI and PT Manulife Aset Management Indonesia ("MAMI") entered into an agreement to expand the scope of marketing mutual fund products issued by MAMI. Through autodebt facilities owned by BNI, the purchase of MAMI mutual fund products can be done by BNI customers conveniently and MAMI can enter new markets for their products. In addition BNI can benefit from a new source of fee-based income. The signing of the Agreement of Cooperation between the BNI and MAMI was conducted in Jakarta and attended by the Director of Business Banking of BNI Mr. Suparto Krishna, Director of Consumer & Retail of BNI Mr. Darmadi Sutanto, and the President Director of MAMI Mr. Legowo Kusumonegoro.



> Jakarta, August 1, 2013

BNI First in Indonesia to Introduce Mobile Point of Sale Product m-POS Targeting Small Entrepreneurs

To enable entrepreneurs in accepting credit cards for transaction without having to wait for electronic data capture (EDC), BNI introduced the BNI m-POS (MobilePoint of Sales), a service that enables them to accept credit card from costumers using smart phones. BNI is the first bank in Indonesia to use m-POS.



> Jakarta, August 2, 2013

BNI Sends More than 6,000 Loyal Customers a Free Homecoming

For the ninth time, BNI held a homecoming for its loyal customers. The BNI's Rejeki Mudik Program in 2013 was targeted for participants from greater Jakarta and also migrant workers in Hong Kong and Singapore. This program provided 5,500 seats in executive buses, 500 seats in executive class trains, 92 return tickets for migrant workers from Hong Kong, and 46 return tickets for migrant workers from Singapore. The launch ceremony took place in Senayan Parking Lot by the President Director of BNI Mr. Gatot M. Suwondo, witnessed by the Minister of Transportation Mr. EE. Mangindaan and Minister of Manpower and Transmigration Mr. Muhaimin Iskandar.



> Jakarta, August 2, 2013

BNI is Chosen to Manage Immigrational Non-Tax State Revenue

BNI was awarded the bidding held by the Ministry of Law and Human Rights and became the bank that will manage Immigrational Non-Tax State Revenue (PNBP). As the managing company of PNBPN, BNI will manage all the payments from processing the immigration documents such as passports, visas (including visas for the APEC Meeting), and limited stay permit cards (kitas) through all BNI branches.



> Jakarta, August 28, 2013

Working Capital Credit Agreement Worth Rp4 Trillion for Pelindo II

IPC or PT Pelabuhan Indonesia II (Persero) signed a Working Capital Credit Agreement and Corporate Loan agreement with PT Bank Mandiri (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk. The Working Capital Credit Agreement and Corporate Loan will provide a total loan of Rp4 trillion to finance the IPC operational and investment needs. The signing of the agreement took place at the IPC headquarters by the President Director of IPC Mr. RJ Lino, the Director of Business Banking of BNI Mr. Krishna R. Suparto, and the Director of Institutional Banking of Bank Mandiri Mr. Abdul Rachman.



> Depok, September 1, 2013

BNI Provides Special ATM for Bikers

BNI made a breakthrough by providing ATM services specially designed for bikers, known as ATM Sepeda Motor (Biker ATM). By providing ATM Sepeda Motor BNI wishes to win market share of road users, which is dominated by bikers. BNI's first ATM Sepeda Motor was inaugurated by the President Director of BNI Mr. Gatot M. Suwondo, witnessed by the Mayor of Depok Mr. Nurmahmudi Ismail, the Director of Network and Services of BNI Mr. Honggo Widjojo Kangmasto, Director of Compliance of BNI Mr. Ahdi Jumhari Luddin.



> Jakarta, September 18, 2013

BNI Led Syndicated Financing of Rp 5.27 Trillion for Cement Plant

BNI led syndicated financing of Rp5.27 trillion with BRI, Bangkok Bank Jakarta Branch, and Indonesia Eximbank, for the construction of PT Cemindo Gemilang's cement plant in Banten, as well as two Grinding Plants in Ciwandan and Balikpapan. The credit agreement was officially unveiled by the signing of the Syndicated Credit Agreement for the Development of the Cement Plant and Grinding Plant in Jakarta, attended by the Director of Business Banking of BNI Krishna Suparto.

Significant Events in 2013



> Jakarta, September 23, 2013

BNI Becomes the Escrow Agent of Bali Toll Road ahead of the APEC Summit 2013

BNI was chosen as the escrow agent or collecting bank for the Bali Toll Road. In addition, BNI was also entrusted to provide cash pickup services. Beside the financing through a credit syndication with five banks, BNI also gained a source of low cost funds.



> Nusa Dua, September 26, 2013

BNI Facilitating Financial Transactions for APEC 2013

In order to seize strategic opportunities that might be obtained by Indonesia during the Asia Pacific Economic Cooperation (APEC) 2013, BNI participated as the official bank facilitating a variety of financial transactions during the event. President Director of BNI Mr. Gatot M. Suwondo, as a Alternate Member of the APEC Business Advisory Council (ABAC) attended the ABAC Meeting on October 1-4, 2013, which was followed by the APEC CEO Summit.



> Jakarta, November 1, 2013

BNI is Ready to Provide Passport Payment Services Throughout Indonesia

Coinciding with the celebration of Dharma Karyadhika, the Day of the Ministry of Law and Human Rights RI in 2013, BNI and the Ministry of Law and Human Rights through the Directorate General of Immigration entered a synergistic collaboration program by launching a new method for passport payment through BNI. The launching was witnessed by the Minister of Law and Human Rights Mr. Amir Syamsudin and his Deputy Mr. Denny Indrayana and the President Director of BNI, Mr. Gatot M. Suwondo.



> Jakarta, September 26, 2013

Active Transactions from the Holders of Co-branding Card Outletku

The co-branded card between BNI – Telkomsel, Outletku has become one of the fastest growing transaction cards for BNI. From only 48 transactions a month after the product launching, it now has hit the highest record of 853 transaction a month in May 2013. This is good news for BNI's business transaction growth which will hopefully lead to increased fee based income in the future.



> Yogyakarta, October 21, 2013

BNI Collaborates with BPD to Expand Trade Finance Services

BNI entered into an agreement with BPD DIY to expand its network of Trade Finance services. BNI will also help develop capacity for Trade Finance services for the Provincial bank. This collaboration begun with the signing of the MoU between BNI and Bank BPD DIY at the Head Office of Bank BPD DIY, attended by the Director of Treasury and FI of BNI Mr. Adi Setianto and the President Director of Bank BPD DIY Mr. Supriyatno. The signing was witnessed by the Governor of Yogyakarta, Sri Sultan Hamengku Buwono X.



> Washington DC, November 4, 2013

BNI Supports Global Batik Design Competition for American Designers

BNI continue its support to globalize Indonesian batik abroad through the American Batik Design Competition 2013 for the second time. In this competition, American designers competed to design Indonesian batik patterns. The competition was organized by the Embassy of the Republic of Indonesia in the United States, supported by BNI as its main sponsor. This demonstrates BNI's commitment in preserving Indonesian cultural heritage and the development of creative industries. Similar competitions continue to grow not only in the United States, but also in other countries, such as Italy.



> Jakarta, November 7, 2013

BNI Appointed to Provide Fund Collecting and Management for KAI

BNI was appointed as the fund manager for PT Kereta Api Indonesia (Persero) or KAI. Beside providing deposit banking services, BNI will also provide pick up services for KAI's operational funds from 117 train stations in 9 Operational Areas, as well as managing payroll of all KAI's employees. The enhancement of the collaboration between BNI and KAI was marked with the signing of MoU for Cash Management Services between the Director of Business Banking of BNI Mr. Krishna Suparto and the Director of Finance of KAI Mr. Kurniadi Atmosasmito in Jakarta.



> Jakarta, November 8, 2013

BNI Provides Port Operational Fund Collecting Services in Eastern Indonesia

To facilitate financial transactions at ports in the eastern part of Indonesia, BNI will provide collection services for operational funds and bill payments for Pelindo IV vendors at ports in eastern Indonesia. The cooperation is marked by the signing of a Cooperation Agreement by the Director of Business Banking BNI, Mr. Krishna Suparto and the Director of Finance of Pelindo IV, Mr. Sumardiyo in Jakarta.

> Jakarta, November 22, 2013

BNI Appointed as Domestic Trustee

With the signing of the TPAA (Trustee Paying Agent Agreement) to providing Trustee services for the domestic oil and gas industry, BNI became the first national bank in Indonesia that provide trustee domestic services. The signing of TPAA took place in Jakarta by the President Director of BNI Mr. Gatot M. Suwondo, Director of PHE ONWJ Mr. Punto Wibisono, CEO EMP Bentu Ltd, Mr. Imam P Agustino, and Deputy of Financial Controller of SKK Migas Mr. Budi Agustiono. Witnessing was the Deputy Director of the Department of Makro Prudential Policies of Bank Indonesia Mr. Koppa Kepler.



> Jakarta, December 2, 2013

BNI Joins with Sumitomo Life To Expand BNI Life

BNI entered into a strategic partnership with Sumitomo Life Insurance Company ("Sumitomo Life") through Sumitomo Life's acquisition of newly issued shares of PT BNI Life Insurance ("BNI Life") worth Rp4.2 trillion. The BNI subsidiary engages in the business of life insurance. Following the purchase, Sumitomo Life will hold ± 40% of shares in BNI Life. This strategic partnership was sealed with the signing of the MoU in Jakarta by the President Director of BNI Mr. Gatot M. Suwondo, the President and Chief Executive Officer of Sumitomo Life Insurance Company Mr. Yoshio Sato, and the President Director of BNI Life A. Junaedy Ganie.



> Yogyakarta, December 9, 2013

BNI UGM Foodpark: Save Yourself, Save Earth

BNI in collaboration with the University of Gajah Mada (UGM) established the BNI-UGM Foodpark carrying a concept of green and environmentally friendly. Besides providing edible food, this facility also intended to become a center of education for job seekers and students who wish to consume healthy food. BNI-UGM Foodpark was officially opened in Yogyakarta by the Director of Network & Services of BNI, Mr. Honggo Widjojo Kangmasto and the Rector of UGM Mr. Pratikno.

Report of the Board of Commissioners



Peter B. Stok

President Commissioner/Independent Commissioner

> Dear Shareholders,

BNI has built the necessary supporting policies and structure to ensure the practice of Good Corporate Governance.

After enjoying a period of growth, Indonesia's economy in 2013 has begun to experience the impact of the prolonged uncertainties in the global economies.

Early in the year, the weak global economy hurt our commodity exports and increased concerns over the country's widening current account deficit. In mid-year, signals of a possible tapering of the Federal Reserve's monetary stimulus led to a major outflow of foreign funds from emerging markets, including Indonesia. This weakened the Rupiah considerably to Rp12,189 by year-end. In addition, the Government's decision to raise gasoline prices pushed up inflation in the second half of the year.

Bank Indonesia raised the BI rate four times during 2013 from 5.75% to 7.50% at end of the year, creating stiff competition for third party funds among Indonesian banks. To further cool down the market, Bank Indonesia has also issued several new regulations, including new regulations requiring higher down payments for mortgage loans.

Indonesia closed the year of 2013 with lower GDP growth of 5.8% from 6.2% a year earlier, while the banking industry has had to contend with conditions of tighter liquidity.

Report of the Board of Commissioners

2013 Results

Despite these economic conditions, I am pleased to report that BNI was able to deliver satisfactory business results. Under the Board of Directors' leadership, the Bank achieved its targets for 2013 and executed the transformation programs initiated earlier.

Net operating income grew 29.8% to Rp11.2 trillion from Rp8,6 trillion a year earlier, while net interest margin was maintained at 6.1%. Loans grew by 24.9% to Rp250.6 trillion, with asset quality remaining healthy as reflected by a lower Non-Performing Loan (NPL) ratio of 2.2%, down from 2.8% in 2012.

For the financial year of 2013, BNI booked a Net Profit After Tax of Rp9.1 trillion, growing by 28.5% from Rp7.0 trillion of the previous year.

During 2013, the Bank has also made important progress in its transformation journey through on going improvements in service quality and operational excellence, as well as in the development of its human capital.

The Board of Commissioners is satisfied with the Board of Directors performance as reflected in the results for the year 2013. It is also a credit to all of the staff in the Bank who have shown their dedication to deliver these results.

While the Board of Commissioners is quite satisfied with the overall performance during the course of the year, there is still room for improvement in a number of areas. These include improvements in risk management, treasury and in operational efficiency areas.

Good Corporate Governance & Social Responsibility Practices

On Governance, the Board of Commissioners is also satisfied with the Bank's governance structure and practices during 2013. Throughout these past few years, the Bank has built the supporting policies and structure to ensure widespread adoption of good corporate governance practices within BNI's entire organization.

At the Board of Commissioners' level, the Audit Committee, Risk Monitoring Committee and Remuneration & Nomination Committee continued take an active role in monitoring the performance of the Bank and overseeing improvements to key systems. Regular meetings were routinely held, including meetings with the Board of Directors, to review strategy, financial performance and monitor the latest market developments.

As a responsible company, BNI fully appreciates the need to act as a good corporate citizen and remains committed to make a difference in the lives of millions. Through a range of programs in community and environment development, the Bank will continue expanding its social responsibility activities to deliver greater positive contributions to society.

2014 Outlook

Entering 2014, the global economy remains uncertain, although positive signs of recovery are starting to be felt in the US and China. Domestically, lower investment level is expected during this election year, with weak loan growth as interest rates remain high. The Rupiah exchange rate is expected to remain at the current level during the course of the year, while liquidity is expected to become even tighter, as the US Federal Reserve begins to reduce its monetary stimulus.

With the challenges ahead, we must exercise prudence while simultaneously remaining focused on pursuing opportunities to improve the Bank's performance. The Board of Commissioners therefore is committed to work with the Management and staff of BNI to continue making BNI a better bank with the full support of all stakeholders.

Changes in the Board of Commissioners Composition

The Annual General Meeting of Shareholders on March 28, 2013, approved the change in the composition of the Board of Commissioners. On this occasion, I would like to extend my sincere congratulations on the appointment of Mr. A. Pandu Djajanto as Commissioner. I would also like to express my gratitude to Mr. Bagus Rumbogo, for his valuable contribution during his tenure as Commissioner.

Acknowledgement

On behalf of the Board of Commissioners, I would like to close this message by conveying appreciation to the Board of Directors for their consistent leadership, to all staff of the Bank who have shown their hard work and to BNI's stakeholders for their continued support to the Bank. I am confident that the good work we all delivered in 2013 will make BNI a stronger Bank to face future challenges and opportunities.



Peter B. Stok

President Commissioner/Independent Commissioner

Board of Commissioners

Seated, Left to Right

Peter B. Stok

President Commissioner/
Independent Commissioner

Tirta Hidayat

Vice President Commissioner

Standing Left to Right

Achil Ridwan Djayadiningrat

Independent Commissioner

B.S. Kusmuljono

Independent Commissioner

Fero Poerbonegoro

Independent Commissioner

Daniel T. Sparringa

Commissioner

A. Pandu Djajanto

Commissioner





Board of Commissioners Supervisory Report

In discharging its supervisory function over the Bank, the Board of Commissioners carries out its duties and responsibilities independently while adhering to the provisions of the Articles of Association of PT Bank Negara Indonesia (Persero) Tbk and prevailing regulations, as well as good corporate governance principles. The Board of Commissioners' duties and responsibilities include supervising the Bank's policies and management by the Directors, providing advice to Directors, and ensuring the implementation of the provisions of the Articles of Association of the Bank and other prevailing laws and regulations.

To protect the interest of the Bank, the Board of Commissioners performs its duties and responsibilities to ensure that the Directors carry out their duties in accordance with the mission and objectives of the Bank and to ensure that the Bank is managed to safeguard the interests of its shareholders and stakeholders.

To ensure effective implementation of its duties and responsibilities, the Board of Commissioners possesses the required competences and is assisted by several committees, comprising the Audit Committee, the Risk Monitoring Committee and the Remuneration and Nomination Committee.

Implementation of Supervisory Duties and Responsibilities in 2013

Members of the Board of Commissioners are appointed by the GMS to perform supervisory duties and to provide advice to the Board of Directors with good faith, prudently and in the best interest of the Bank. To maintain objectivity and independence in conducting supervision, the Board of Commissioners is not involved in any operational decision of the Bank, except in providing funds to related parties and other matters as stipulated by the Articles of Association and prevailing laws.

In general, the duties and responsibilities of the Board of Commissioners include, but are not limited to, the following:

- To direct, monitor and evaluate the implementation of the Bank's strategic policy;
- To ensure that all decisions made by the Board of Directors are in line with long-term strategic goals;
- To ensure that the Directors have developed appropriate risk management systems to manage the risks of the Bank;
- To monitor, evaluate and improve the effectiveness of Good Corporate Governance (GCG) practices in the Bank;
- To conduct supervisory functions through its committees, to ensure the implementation of effective internal control systems, integrated, transparent and accountable accounting and financial reporting systems, as well as an integrated process and risk management system.

During 2013, the Board of Commissioners held 46 (forty six) meetings, including 12 (twelve) joint meetings with all members of the Board of Directors. Following are areas of focus of the supervision conducted by the Board of Commissioners in 2013:

- To conduct supervision of efforts to deliver the Bank's business plan, specifically on the attainment of several important aspects such as credit distribution, improvement of asset quality, third party funds, productivity and efficiency.
- To conduct supervision of the attainment of the working plan of each Sector Director and to review the policy, strategy and work program of Sector Directors.
- To conduct supervision and monitoring on the Bank's Level of Health as well as encouraging the Directors to take the necessary steps to maintain and/or improve the Bank's Level of Health.

- To monitor the progress of the implementation of BNI Reformasi 1.0 program and human resources development, considering the strategic function of human resources in supporting the attainment of the Bank's long term plan.
- To ensure the implementation of Good Governance (GCG) principles and practice at all levels of the organization by monitoring the results of the GCG self-assessment and promoting improvements of GCG practices by adhering to international standards.
- To ensure the implementation of effective financial reporting and internal control systems by monitoring the follow ups of findings and recommendations from the internal audit unit, results of Bank Indonesia's supervision, findings submitted by Indonesia's Audit Board, the Indonesian Financial Transaction Reports And Analysis Center, and results from the Public Accountant's audit.
- To ensure the effectiveness of the risk management process and systems by monitoring the management of the Bank's major risk factors.
- To supervise the implementation of prudent principles in loan disbursement, by conducting independent evaluations and to provide advice and suggestions to the Board of Directors in granting loans of certain amounts.
- To supervise and evaluate the Board of Directors' policies related to the creation of synergy and business strengthening of subsidiaries.

2013 Performance

The Bank's financial results for 2013 reflect good performance and the achievement of the targets, particularly when compared to results of the previous year. Even though the Bank did not achieve all of its business targets, quality and quantity improvements can be seen in the financial ratios and indicators.

In 2013, net profit reached Rp9.1 trillion, growing by 28.5% from the previous year's result. This achievement is the result of successful strategy implementation to maintain high margin levels. In 2013 the Net Interest Margin (NIM) ratio was 6.1%, higher than the NIM ratio of 5.9% in 2012. Return on Assets (ROA) and Return on Equity (ROE) reached 3.4% and 22.5% respectively in 2013 from 2.9% and 20.0% in 2012.

Efforts to improve operational efficiency and effectiveness were able to increase the Bank's operational efficiency, as reflected in the Cost to Income Ratio (CIR) and Operational Expenses to Operational Revenues (BOPO) which fell from 49.5% and 71.0%, respectively in 2012, to 46.7% and 67.1% respectively at the end of 2013. Even though there was improvement in efficiency, some components in operating expenses have exceeded the budget; hence more efforts are still necessary to achieve optimum cost control.

The Bank's lending strategy has succeeded in delivering loan growth, reaching Rp250.6 trillion at the end of 2013, or growing by 24.9% from the previous year's performance. The 2013 lending growth was supported by high loan growth in the corporate sector with lower loan growth in other sectors. As a result we saw considerable concentration in the corporate segment in the loan portfolio that increased the credit risk and therefore requires better management to ensure alignment with the Bank's risk appetite.

Board of Commissioners Supervisory Report

The loan growth was also accompanied by improvements in the quality of productive assets as reflected in a lower NPL Gross ratio of 2.2% at the end of 2013 from 2.8% in December 2012. Despite delivering improvements in asset quality, more efforts to strengthen loan structure and improve productive asset quality are needed to continue to deliver lower NPL and write-offs in the future.

At the end of 2013, third party deposits reached Rp291.9 trillion, growing by 13.3% from a year ago. This increase was supported by 20.2% growth in current accounts, 11.7% growth in savings accounts and 9.1% growth in time deposits. Since growth in the savings account and time deposits were still below the defined target, a more optimum strategy and efforts are necessary to increase funding growth.

Liquidity was well maintained within the range set by Bank Indonesia, with Loan to Deposit Ratio (LDR) of 85.3% in 2013, an increase compared with 77.5% a year earlier as a result of higher loan growth compared to growth in third party deposits. As such, efforts to maintain balanced third party funds and loan growth are important to ensure a healthy and ideal level of liquidity.

The Bank was able to manage its capital well in accordance with its business characteristics, scale of business, and business complexity. In 2013, Capital Adequacy Ratio (CAR) was recorded at 15.1%, well above the minimum level stipulated by Bank Indonesia. The lower CAR in 2013 was a result of higher loan growth, so we need to address the Bank's long term capital management.

In general, the Bank has managed its risk management well and adequately. The possibility of loss from risks attached to the Bank's business is considered low and the quality of risk management implementation was considered adequate, despite some minor shortcomings that need to be addressed. Given the market volatility arising from the global economic condition, the Bank needs to improve its risk management capabilities, in particular those related to market and credit risks.

In addition to reporting the results of monitoring the Company's performance in 2013, the Board of Commissioners deemed it necessary to submit to the stakeholders a report on the following matters:

1. Changes in the Composition of the Board of Commissioners and the Board of Directors

On March 28, 2013, the AGMS for the year 2012 decided changes in the Board of Commissioners and Board of Directors. The AGMS approved the resignation of Bapak Bagus Rumbogo as member of the Board of Commissioners effective on that day and appointed Bapak A. Pandu Djajanto as a new member of the Board effective on October 25, 2013 after obtaining approval from Bank Indonesia in the Fit and Proper Test as well as after fulfilling the prevailing regulations.

The AGMS for the year 2012 also decided to appoint Bapak Sutirta Budiman as a new Director. However, based on Letter No. 15/46/GBI/DPIP/Confidential from Bank Indonesia dated September 4, 2013, the appointee has not fulfilled the criteria for Directors appointment.

2. The Appointment of Public Accountant

One of the resolutions adopted in the GMS on March 28, 2013 was to grant the Board of Commissioners the authority to appoint a public accountant firm (KAP) to perform the audit on the Consolidated Financial Statements of the Bank and the Annual Report of the Partnership and Community Development Program (PKBL) for the financial year ended December 31, 2013, and to decide the compensation and other terms according to the prevailing regulations.

After considering the recommendation from the Audit Committee and the Public Accountant Procurement Team, the Board of Commissioners appointed KAP Tanudiredja, Wibisana & Rekan (PwC Indonesia) to conduct the audit of the Consolidated Financial Statements of BNI, Financial Statements of Partnership Program and Community Development Program, Financial Statement and Investment Portfolio Report of DPLK, Custodian Department Operation, Performance Evaluation and Bank Indonesia Scrippless Securities Settlement System (BI S4) for the financial year ended December 31, 2013. The appointment of KAP has been done in accordance of the procedure and prevailing laws.

3. Loan Disbursement

During 2013, the Board of Commissioners advised and provided its opinion regarding decisions by the Board of Directors to extend loan facilities to debtors with individual loan facility value of more than Rp750 billion to 37 debtors, comprised of 9 State-Owned Companies and 28 private companies. In addition, with the consideration that the Board of Directors has conducted reviews and granted approvals through a process in accordance with the provisions, the Board of Commissioners has given its approval for the extension of funding to one related party, who is an individual debtor.

4. Organization and Human Resources

BNI Reformasi 1.0 Program has been implemented since 2009. The policies and implementation of BNI Reformasi 1.0 for the period of 2009-2012 was directed toward organization development and capability building to strengthen the financial foundation. For the period of 2013-2014, efforts will be directed to deliver sustainable financial growth by fine tuning the organization transformation process.

The implementation of organization transformation steps based on BNI Reformasi 1.0 was generally viewed as adequate and in accordance with the steps defined in the blue print. The implementation of projects within BNI Reformasi 1.0 needs to be improved in some aspects, taking into consideration the GCG principles to ensure effective and efficient transformation processes to support the Bank's mission and objectives. The fine tuning stage needs to be performed adequately through regular evaluation to minimize the adverse effect of the program to the Bank's operation stability and to ensure successful attainment of the business targets.

Efforts to increase the human capital capacity and capabilities need to continue through structured and well planned program implementation to develop a professional and quality talent pool that supports the needs of the organization in accordance with the objectives of the organization transformation as described in BNI Reformasi 1.0.

5. The approval on BNI Business Plan (RBB) and RBB Supervision Report

The Board of Commissioners together with the Audit Committee, Risk Monitoring Committee and Remuneration & Nomination Committee monitors the management and evaluates the Company performance based on the Business Plan and Corporate Plan.

In order to perform its supervisory function over the Bank's business plan, the Board of Commissioners reviewed and approved the Bank's Business Plan for 2014-2016 submitted by the Board of Directors in November 2013. In addition, the Board of Commissioners has also submitted its Supervisory Report on the Implementation of the Business Plan for the period of Semester II Year 2012 in February 2013, as well as the Implementation of the Business Plan for Semester I Year 2013 in August 2013 to Bank Indonesia.

Future Steps

The year 2014 will be a year of risks and challenges. We need to exercise caution to face the global economy and financial market volatilities as a result of the US Federal Reserve's tapering of monetary stimulus and the political dynamics during the election year of 2014.

The possibility of further tapering of monetary stimulus by the US Federal Reserve will result in increased liquidity pressure. Increasing pressure on liquidity was reflected in higher interest rates in the second term of 2013. As a result liquidity management becomes an important issue for Banks.

On loan quality, in 2014 we need to pay attention to the drop of commodity prices in the international market, given its adverse impact to many large corporations and to the prices of stocks traded in the stock exchange market.

Nevertheless, along with the improving economy in the United States and Japan, as well as signs of economic recoveries in Europe, China and India, it is expected that the global economy will improve in 2014 to support the future growth of the Indonesian economy.

The arrival of OJK in 2014 to supervise and monitor the financial service industry (Banking, Capital Market and Non Bank Financial sectors) and Bank Indonesia that is responsible for inflation and monetary control is expected to improve the national economy and will significantly influence the future of the Indonesian banking sector.

The implementation of business activities based on prudential banking principles and all prevailing regulations, is considered a key factor for BNI to survive amidst the weak global economy and to face the increasingly tighter competition.

Following are issues to be addressed to face the challenges during 2014:

1. To face tight monetary conditions and rising interest rates, it is important to plan and maintain balanced third party funds and loan growth, to ensure that we can maintain a healthy and ideal liquidity level. Policies on liquidity risk management, in particular those related to foreign currencies, need to be carefully implemented based on prudent liquidity management principles. In addition, the Bank needs to develop a strategy to strengthen its long term funding structure that puts priority on growing its low cost funds to minimize any exposure to liquidity risks.
2. Efforts to improve the quality of productive assets need to continue by anticipating potential problems that may impact the quality of the Bank's productive assets and by adhering to prudent principles during the disbursement of loans. Efforts to improve loan management policies and their implementation also need to continue, to achieve a manageable credit risk profile and to minimize the occurrence of non performing loans.
3. With respect to the Government's Kredit Usaha Rakyat (KUR) program, the Bank needs to continue improving the disbursement of KUR, including improvement in its NPL management.
4. Treasury business management needs to be optimized and supported by good risk management and prudent banking principle implementation. The monitoring of market movements needs to be improved to identify opportunities to enhance returns and minimize loss potential. Adequate provisioning policies are necessary to anticipate any loss potential in the future.

5. Business results achieved need to be evaluated not just against the predefined targets. To measure BNI's position, we also need to evaluate BNI's performance against the performance of the national banking industry and its peer group. With respect to profitability growth and service quality, BNI is well above its peer group. Yet, there are still room for improvement to enhance BNI's standing, particularly with respect to its asset size and market capitalization.
6. The implementation of GCG principles needs to be improved by enhancing the system quality and internal control implementation, as well as implementation of risk management and compliance functions. In addition, the Bank needs to focus on responsibility clarity and accountability of each organization unit to achieve more focused and directed operational activities.
7. Human capital competence development is to continue, to ensure that BNI can respond to any development in the banking industry, in particular with respect to the implementation of the Asean Economic Community in 2015, where the Indonesian banking sector has to face competition from ASEAN banks. Organization development based on BNI Reformasi 1.0 program will enter its end stage during 2014, which is expected to provide optimum support to the Bank's main objectives and to significantly improve BNI's performance.
8. Subsidiaries' performance can be improved to provide maximum contribution to BNI. It is necessary to develop a comprehensive policy and strategy, ensuring that BNI subsidiaries can grow and improve their competitiveness to deliver optimum contribution to the Bank.

Working plans to build synergy between the Bank's Business Banking, Consumer & Retail Banking and the subsidiaries based on the value chain concept needs to be prepared comprehensively to attain business synergy that delivers mutual benefits.

9. A number of corporate actions have been implemented in 2013, however a number of plans have yet been executed. In the future, corporate actions need to be implemented based on their priority.

The Board of Commissioners expects all initiatives and improvements to be inline or better than the industry and can be done through comprehensive and integrated approaches and policies. The Board of Commissioners believes that Directors and the management of BNI have a strategy to deal with challenges so that all the hardwork during 2013 can be continued and developed.

The performance in 2013 was a result of dedication and hard work of all management and employees. The Board of Commissioners extends its appreciation to the Board of Directors for their leadership, to all employees for their dedication and to all stakeholders for their relentless support.



Peter B. Stok

President Commissioner/Independent Commissioner

Report of the Board of Directors



Gatot M. Suwondo
President Director

> Dear Shareholders,

In 2013, the economic conditions were positive enough to support the execution of the Bank's strategy to deliver solid business performance, with Net Profit growing by 28.5%.

In 2013, the economic conditions were positive enough to support the execution of the Bank's strategy to deliver solid business performance, with Net Profit growing by 28.5%. 2013 was a year of opportunities and challenges for Indonesia. Yet, the Indonesian economy was able to deliver relatively good performance, with GDP growth of 5.8%, slightly lower than 2012's 6.2% growth.

Although lower than the previous year, the economy continued to grow in line with Bank Indonesia's and the Government's direction to strengthen the national economy. In the past five years, although the economy enjoyed an average of 6.0% growth, we experienced higher inflation and a widening of current account deficit. To improve the nation's economic foundation, Bank Indonesia (BI) and the Government have announced tighter monetary and fiscal policies during the second half of 2013.

These policies were also measures implemented in anticipation of the gradual tapering of the stimulus package by the United States Federal Reserve.

The monetary authority BI has introduced a number of policies, which include the implementation of higher benchmark rates by 175 bps since June 2013 to 7.50% to curb rising inflation, tenor extension for foreign currency term deposits and relaxation of derivative regulations, particularly for SWAPs, to protect liquidity. To preserve the soundness of the banking industry in less favourable economic conditions, BI also issued new Loan to Value (LTV) requirements for mortgages, raised the minimum secondary reserve requirement from 2.5% to 4.0% and lowered the targeted maximum Loan-to-Deposit Ratio (LDR) from 100.0% to 92.0%.

Report of the Board of Directors

As the fiscal authority, the Government issued four policy packages to improve the nation's current account and currency position, safeguard economic growth and purchasing power, curb inflation and accelerate investments through simpler permit-related processes and establishment of one-roof integrated services (Pelayanan Terpadu Satu Pintu).

These measures have so far been successful in tempering inflation and lower economy growth. Meanwhile, the banking sector has started to feel the impact of BI's tighter policies. Loan growth is expected to be lower than the previous year's 23.1% growth, although it is estimated to still deliver growth in excess of 20.0%.

Despite these developments, it is our view that the economic conditions were positive enough to support the execution of the Bank's strategy to deliver solid business performance. Net profit grew considerably by 28.5%, supported by strong asset and liability performance.

On the asset side, we continued to focus on quality asset growth by targeting the key sectors. During 2013, our loan portfolio grew by 24.9%, while the NPL ratio declined to 2.2%, well below the previous year's position of 2.8%. The high loan growth was supported by 27.0% loan growth in the business banking segment and 15.5% loan growth in the consumer & retail segment. The lower growth in the consumer & retail segment reflected BI's tighter policies that impacted demand for mortgages.

On the liabilities side, BNI was able to manage its cost of funds rates, which declined by 0.3% on average during the year by focusing on low cost funds and consistent efforts to grow our customer base. Through disciplined and selective third party funds management, BNI was also able to minimize the impact of rising interest rates following the significantly higher BI rate increases in the second term of 2013. As a result, total customer deposits grew by 13.3% in 2013, with increased contribution from current account and saving account deposits from 67.3% in 2012 to 68.5%.

BNI's positive performance in 2013 was the result of our work over the last 3 years with various improvement initiatives as part of the Bank's Reformasi 1.0 project. During this period, we

significantly changed and strengthened our culture and processes and also focused on becoming a customer centric bank. These efforts supported the Bank's performance to deliver Rp9.1 trillion net profit in 2013.

2013 Strategic Direction and Results

Our performance in 2013 is the result of the execution of the core strategies that we have developed since 2010. During the year, BNI focused on improving its performance in the business banking and consumer & retail sectors, developing an effective value chain strategy and pursuing quality asset growth. These efforts have generated positive results where all segments recorded considerable loan growth in 2013.

On the liabilities side, BNI maintained its focus on growing the Bank's low cost funds by providing more convenient banking experiences to its customers. As such, we continued to develop our branch network, expanded and introduced new ATM features, and launched new product and e-channel innovations.

BNI also made efforts to improving its operational efficiency. During 2013, we were able to lower the Bank's Operational Expense to Operational Income ratio from 71.0% in 2012 to 67.1% in 2013. Operating Expenses as a Percent of Income (CIR) also declined from 49.5% in 2012 to only 46.7%, while Earning per Employee ratio (EPE) improved by 22.6% from 2012 result. This performance is in line with BNI expectations, where the Bank's human capital recruitment initiative in the past few years has generated positive results, as reflected in improvements in organization effectiveness and employee productivity.

One of BNI's commitments as a national bank is to be a bridge to the world for Indonesia by taking advantage of our overseas branches. As a local bank with the largest network of overseas branches, BNI holds a unique position to offer optimum total financial solutions to its customers. During 2013, we continued to establish new strategic alliances with 53 Japanese Regional Banks based on a long partnership with Japan Bank for International Corporation (JBIC). Through this partnership, BNI can provide better banking services to Japanese firms operating in Indonesia and firms planning to relocate their operations to

Indonesia. The same service is also available to our customers and partners who plan to establish their business presence in Japan. As a reflection of the depth of the partnership, as of today the Japan Regional Bank has deposited significant funds in BNI's branch in Tokyo. This investment is expected to increase in line with the growing demand for our bank financing and services from a total of 1,200 Japanese firms operating in Indonesia. This is indeed a positive development for BNI, given its impact to Indonesia's economic development and BNI's global liquidity position.

In 2013, BNI through its subsidiary, PT BNI Life Insurance, announced a Joint Venture agreement with Sumitomo Life Insurance Company. This partnership was implemented via the acquisition of 40% shareownership in BNI Life by Sumitomo, worth a total of Rp4.2 trillion. This agreement will open new opportunities for both parties in the future. On top of increasing the valuation of the national life insurance industry, this agreement brings together two long term strategic players that have a common goal to make BNI Life one of the top insurance providers in Indonesia. This is in alignment with BNI's strategy to support every need of its customers.

Governance and Community Support

As part of our overall strategy, we have also reconfirmed our commitment to strong Governance practices. As in prior years we are continually looking for better processes to strengthen our Bank not only at the senior levels but throughout the organization. These efforts were well recognized, where for two consecutive years BNI was awarded with the Good Corporate Governance Award from IICG & SWA.

We also feel that our commitment requires us to actively participate in the development of our local economy and environment. During 2013 we expanded our Kampong BNI program where we partner with local small entrepreneurs to

develop viable businesses which incorporate Indonesian traditions and culture and are also environmentally friendly. Our support also extend to environmentally focused developments such as the Desa Wisata Komodo. In addition, BNI continued its long tradition and commitment to the reforestation of Indonesia with our planting of over 2.5 million trees during the year. By the end of 2013 we had supported the planting of over 5.8 million trees as part of the One Billion Indonesian Trees (OBIT) program.

2014 Outlook

The year 2014 brings with it various challenges and also opportunities for the banking industry, such as higher interest rates, tighter regulations for the banking industry, on-going global economic worries and uncertainties from the upcoming general election. With our full support and commitment to deliver the best results for the country, BNI is well prepared to meet all the challenges and take advantage of opportunities that will arise.

We will continue to focus our growth in the high potential segments and sectors where BNI has core competence, without sacrificing prudent practices and our continued focus on quality. Further, we will develop our business in accordance with the Bank's risk appetite.

We are confident that with continued focus on our core strategy and our internal strengths, we can achieve better performance in 2014 and continue to deliver enhanced value to BNI's stakeholders.

Appreciation

In closing, we would like to thank all of the employees of BNI for their efforts in 2013. Our highest appreciation also goes to the customers and our partners for their continuing support as they are part of the Bank's growth.

We also express our gratitude to the Board of Commissioners and our shareholders for their support and guidance throughout the year.



Gatot M. Suwondo
President Director

Board of Directors

Seated Left to Right

Felia Salim

Vice President Director

Gatot M. Suwondo

President Director /CEO

Yap Tjay Soen

Managing Director-
Financial (CFO)

Standing, Left to Right

Sutanto

Managing Director-
Enterprise Risk

Krishna R. Suparto

Managing Director-
Business Banking

Darmadi Sutanto

Managing Director-
Consumer & Retail Banking

Ahdi Jumhari Luddin

Managing Director-
Legal & Compliance

Honggo Widjojo Kangmasto

Managing Director-
Channel & Services

Suwoko Singoastro

Managing Director-
Operation & IT

Adi Setianto

Managing Director-
Treasury & FI





2013 Strategy

Bank Policies

The Bank's 2013 policies focus on efforts to achieving sustainable financial growth according to our long term plan. Sustainable financial growth will be achieved by continuing the previous years' programs, beginning by targeting Business Banking and Consumer & Retail Banking segments, followed by forging synergies between these two segments and continued ongoing synergy strengthening efforts to deliver greater profitability and asset quality as well as growing non-interest income from customer transactions.

2013 Strategic Steps

Following are key strategic steps for the Bank's policies:

- To benefit from the potential of Banking Business' customers through the value chain approach to generate further growth.
- Continue developing new product and service features to support BNI's position as a transactional bank.
- To extend efforts aimed at increasing the quality of assets.

2013 Strategic Policies

To achieve sustainable financial growth, the above mentioned strategic steps have been further detailed to become the Bank's management policies, comprised of the following 6 (six) strategic policies:

- **Achieve profitability growth by increasing synergy between BNI's Business and Consumer & Retail Banking businesses through the value chain approach.**
Efforts focused on the Bank's Business Banking and Consumer & Retail Banking segments will increase the ability to further address customers' banking needs in line with their changing business needs. To maintain its focus,

BNI has focused efforts to increase synergy between the Business and Consumer & Retail Banking Business segments, which generates many benefits both for the customers and the Bank. By bringing further synergy, BNI can further tap opportunities in expanding its lending and banking transaction services through cross/up selling efforts targeting the value chain of its corporate customers, which includes targeting all individuals and companies within this value chain.

Our Strategy execution has delivered a 28.5% profitability increase from Rp7.0 trillion in 2012 to Rp9.1 trillion in 2013, with Return on Assets (ROA) improvements from 2.9% in 2012 to 3.4% in 2013 and growing Return on Equities (ROE) from 20.0% in 2012 to 22.5% in 2013. Improved synergies have also resulted in more efficient lending and funding expansion, resulting in an increase in Net Interest Margin (NIM) from 5.9% in 2012 to 6.1% in 2013.

- **Increased quality of assets**

Efforts to deliver asset growth were conducted by focusing on key players within the targeted key sectors. These focused efforts were to facilitate the Bank's expansion drive, minimize risk exposure and optimize lending disbursement for the Bank's existing customer base. For consumer loans, BNI put its focus on products with high yields and minimum risks, namely mortgage and credit cards targeting the affluent segment.

To maintain the quality of assets, close monitoring of risk was intensified, focusing on a supporting early warning system and risk mitigation on possible negative impacts in the customers' business, as well as monitoring of economic indicators and regulations that may have unfavorable impacts on the businesses of our customers.

BNI's loans grew by 24.9% in 2013, with loans to the Business Banking segment and to the Consumer & Retail segment growing by 27.0% and 15.5% respectively. Meanwhile loans within the Subsidiaries recorded a 45.0% increase. Efforts to reduce risk exposure and to mitigate risks have successfully increased the quality of assets. At the end of 2013, NPL Gross was recorded at 2.2%, down from 2.8% at the end of 2012. Coverage ratio improved to 128.5% in 2013, an increase from 123.0% in 2012. Recovery and remedial efforts have also generated a total of Rp2.4 trillion of income from recoveries during 2012.

- **Optimize BNI's position as a transactional bank to generate higher fee based income and low cost funding**

Efforts to generate higher fee based income and low cost funding were conducted by developing consumer payment transaction and cash management services to cater to the needs of customers, so that customers do not need



to turn to other financial institutions to serve their business transaction needs. To further strengthen BNI's position in this area, the Bank leverages its overseas branches to increase its trade finance, treasury and wealth management transactions provided to Indonesia-related customers.

Efforts to increase revenues from fee based income have succeeded in generating higher recurring fees that recorded a 11.8% increase from Rp8.4 trillion in 2012 to Rp9.4 trillion in 2013. Total third party funds grew from Rp257.7 trillion in 2012 to Rp291.9 trillion by the end of 2013, or growing by some Rp34.2 trillion. Low cost funding growth from Current Account & Savings Account (CASA) also improved from 67.3% in 2012 to 68.5% of total funding in 2013.

- **Improvements in operational efficiency and effectiveness**

To face competition, banks are expected to serve customers effectively through an efficient banking operation. As such, BNI has taken the initiative to optimize its human capital, logistics and infrastructure management through process simplification, back office centralization, more focused promotion programs and human capital development to generate greater productivity.

Efforts to enhance operational efficiency and effectiveness have generated improvements in Cost to Income Ratio from 49.5% in 2012 to

46.7% in 2013, with lower Operating Cost and Operating Revenue ratio or (BOPO) of 67.1% in 2013 from 71.0% a year earlier.

- **Improvements in customer engagement**
Improvements in banking facilities continued, which combined with efforts to increase the convenience of customer banking experiences, have substantially enhanced BNI's customer approval. Improvements in customer satisfaction are evidenced from a survey conducted by an independent surveyor, Marketing Research Indonesia, which demonstrated that BNI has succeeded in improving its customer satisfaction by increasing its rank from top 4 rank in 2011-2012 period to top 2 rank in 2012-2013 period.
- **Strengthening BNI Incorporated by building business synergy between BNI and its subsidiaries**
As a group, BNI has the capacity to present a comprehensive and integrated financial solutions. Efforts to promote synergy continue through joint promotion activities to better serve both the existing and potential customers, mainly through cross selling initiatives. BNI has also continued to strengthen the capital structure of its subsidiaries through direct investment, strategic investor participation, or other inorganic efforts wherever possible, allowing these subsidiaries to further expand their businesses.

2014 Strategies

Entering 2014, BNI is committed to continue pursuing its sustainable financial growth policy, taking into account the trends of internal and external factors. Specifically, BNI will direct its initiatives to develop a domestic bank with global capabilities to serve as a bridge connecting Indonesia to the world, as a way to achieve long term financial growth.

Following are key strategic policies for 2014:

- Build further synergy among BNI's Business Banking, Consumer & Retail Banking and its subsidiaries through the value chain approach.
- Pursue healthy assets and liabilities growth.
- Optimize customer engagement and distribution channels to increase sales and transactions.
- Improve operational efficiency and cost effectiveness.
- Human capital and information technology development to enhance competitiveness.



BNI Reformasi - Progress through Capability Building

BNI has identified 16 core capabilities and disciplines that have been or will be achieved along our transformation with BNI Reformasi. These include the implementation of a customer centricity model with the creation of a value-based proposition through end-to-end solutions, improved market intelligence capability to maximize the role of Business Banking Relationship Managers (RM) in identifying customers' potential, as well as the implementation of multi-channel strategies and channel management to drive transactional banking services, payment systems, and excellent customer experiences at every point of sale or delivery, at physical branches or virtual networks.

BNI's business transformation journey through BNI Reformasi is entering the implementation phase after the completion of most projects. The ongoing transformation program is a comprehensive and integrated improvement initiative focusing on three key business management areas, namely people, process and technology.

During 2013, BNI continued to develop and implement the Bank's two main businesses: business banking and consumer & retail areas.

The separation of relationship manager (RM) and credit analyst (CA) functions, combined with the formation of a Credit Committee within the business banking segment has focused staff competences, resulting in improvements in the Bank's competitive standing and productive asset quality. In this area, BNI will focus on selected sectors, namely Oil & Gas and Mining, Communication, Chemical, Agriculture, Food & Beverage, Retailer & Wholesaler, Electricity, and Engineering & Construction sectors.

Within the Bank's Consumer & Retail area, BNI has improved its sales force capabilities through a pilot project implemented in selected outlets. This project involves two areas: first, end-to-end propensity model development aimed at building analytical capabilities; and secondly, value proposition definition to formulate and implement BNI's customer orientation strategy.

We believe that efforts to improve the Bank's analytical capabilities will improve BNI's market intelligence, business portfolio management and account/sales planning processes, both for the business banking and consumer & retail areas.

BNI Reformasi will continue enhancing the Bank's key capabilities in the business banking and consumer & retail areas. BNI has identified 16 core capabilities and disciplines that have been or will be achieved with BNI Reformasi. These 16 core capabilities and disciplines are described as follow:



Felia Salim
Vice President Director

“BNI Reformasi will continue to drive improvements in core capabilities in the Business Banking and Consumer & Retail Banking segments.”

1. Focus on selected industries, whereby BNI has been successful in developing the capability to focus on leading industry sectors. The proportion of the loan portfolio in these leading sectors has increased from 50% at year-end 2012 to 65% at year-end 2013.
2. Customer segmentation in line with the customer centricity principle, where customer profiles are differentiated into narrower segments with greater details. Segmentation also helps to better define the customer's profile within each segment.
3. Establishment of International Footprint & Global Financial Institution (FI) by optimizing the existence of overseas branches as an extension of BB-CR-TRS-FI businesses overseas, creating synergy among the various business networks.
4. Implementation of Credit and Remedial-Recovery Committee to improve loan quality, which has been successful in reducing the level of NPL (gross) from 4.3% in 2010 to 2.2% in 2013.
5. Establishment of Business Banking – Relationship Manager Model (BB – RM Model) through the formulation of tactical account planning (TAP) and improved market intelligence capability to maximize the function of RM in exploring the potential of customers. In addition, the Global Account Management (GAM) was also established to optimize the value chain of major corporate customers.
6. The implementation of the consumer and retail customer centricity model through the creation of value-based propositions with end-to-end propensity, resulting in a more comprehensive customer profile as well as more focused marketing. A re-focusing of the sales model as well as development of risk analytic capability.
7. Development of a product and service-based branch model to enhance business integration and distribution channel productivity suited to market potential.
8. Development of multi-channel banking through the implementation of multi-device Internet banking as a low cost channel. Multi-channel provides alternatives for electronic payment services such as BNI Direct, SMART Forex, e-Tax, and others.

9. Establishment of Global Treasury that integrates domestic and overseas treasury business. Global Treasury also enhances segregation of duties and the middle office function as a risk control unit, including improved liquidity management through optimization of assets.
10. Improving the capability of RM-BB in trade finance through focused training, among others training in trade cycle and Certified Documentary Credit Specialist (CDCS).
11. Implementation of Planning & Budgeting (P&B) to integrate planning starting from the Bank's vision, general policies of the Directors, and in work units and individual employees; optimization of the procurement process; and the use of the 6-perspectives in the measurement of Key Performance Indicator (KPI). The ultimate objective of P&B is cost optimization.
12. Implementation of Information Technology Strategic Planning (ITSP), including (i) updating of customer data beginning with Emerald and Affluent customers, (ii) the use of video conferencing to facilitate the business process, and (iii) the development of a Enterprise Data Warehouse for integrated data and reports.
13. Implementation of Enterprise Risk Management (ERM) through risk management policies that are in line with global best practices based on Basel II and Bank Indonesia, and the development of banking risk systems and policies involving credit risk, market risk, and operational risk.
14. Improved Human Capital (HC) management, through workforce planning, succession planning, dual career, career matrix, Individual Development Plan (IDP), learning journey, talent management, leadership competency training for top and middle management personnel, and Human Capital (HC) management as Business Partner & HC Representative.
15. Implementation of transactional banking through the development of products and services that promote BNI as leading transactional bank, including the provision of products and systems for Financial Supply Change Management (FSCM), Fiduciary Payment and Custodial services.
16. Implementation of new governance as marked by the development of a customer-oriented organization; the use of Accountable, Responsible, Consulted, Informed (ARCI) model as a basis for more effective coordination among units; the establishment of Integrity System Forum; governance policies with regard to business policies; and the use of project management tools to achieve on time, on scope, on budget, and on quality performance.



Management Discussion & Analysis

BNI recorded a significant increase in net profit as a result of BNI's success in earning assets growth, asset quality management, liability optimization, as well as the Bank's effective and efficient operational activity management.





Financial Review



Indonesia's Economy in 2013

The year 2013 was a year of challenges for the Indonesian economy. While GDP enjoyed positive growth of 6.2% in 2012, 2013 saw slowing growth as reflected by GDP growth of only 5.8%.

Pressures on Indonesia's economic growth were attributed to several factors. Rising inflation from a 33% increase in subsidized fuel prices before *Ramadhan* in June, average provincial minimum wage increases of 18.3%, and staged increases in electricity tariffs of 15% were some of the major contributing local factors, combined with the prolonged global economy slowdown. The conditions

were worsened with the weakening of Rupiah exchange rates as well as by signals of tapering of the US Federal Reserve's monetary stimulus since May 2013.

Indonesia's slowing economic growth is also a reflection of the country's economic infrastructure problems, including over reliance on raw material commodity exports which are susceptible to global price volatility. On the other hand, import transactions remained high along with improvements in public welfare and rising fuel consumption. As a result, during 2013 Indonesia experienced a widening



Yap Tjay Soen
Managing Director - Financial (CFO)

“Our consistent focus on quality earning assets proved to be an effective strategy to sustain growth amidst the weakening economy in 2013.”

current account deficit reaching 4.4% of GDP during the second quarter of the year triggered by a higher decline in exports compared to the decline in imports. Through December 2013, total exports reached USD182.57 billion, 3.92% lower than the same period in 2012, while imports were USD186.63 billion, a decline of 2.64%.

The widening of the current account deficit exposed the Rupiah to increased external volatility while Indonesia's foreign exchange reserve became susceptible to depletion. During 2013, the Rupiah currency experienced high volatility, closing at a rate of Rp12,189 per USD from Rp9,685 per USD at the end of 2012, or depreciation of 25.9%. By the end of 2013, Indonesia's foreign exchange reserves were recorded at USD99.387 billion, lower than the previous year's position of USD112.781 billion.

Amidst growing pressure inflation rose to 8.38% in 2013, higher than 2012's inflation of only 4.30%. To manage inflation pressure Bank Indonesia has increased the BI Rate in stages by 175 bps since June 2013 from 5.75% to 7.50%, which was maintained until the end of the year.

To further protect the banking industry from the challenging economic conditions, Bank Indonesia has also issued various regulations with significant impacts on the growth of the banking industry. These included raising the minimum secondary statutory reserves in phases from 2.5% to 4%, lowering the maximum Loan to Deposit Ratio (LDR) from 100% to 92%, increasing the Loan to Value (LTV) requirements for mortgage loans and prohibiting mortgage lending on homes still under construction.

Financial Review

Banking Sector Performance in 2013

Despite the slowing economic growth, during 2013 the banking sector continued to deliver solid performance. Until November 2013, loan growth remained high at 20.8%, while growth in third party funds was recorded at 13.8% (YoY) in November 2013, resulting in an industry LDR ratio of 90.0%. This performance is considered positive, despite lower credit and third party funds growth from 2012, which recorded a 23.0% loan growth and 15.8% third party funds growth by the end of the year. The 2013 positive loan growth was delivered with a well managed gross NPL ratio at a low 1.9%.

The banking sector also delivered good results in profitability, as reflected by a solid Return on Assets of 3.1%, while because of interest rate increases, Net Interest Margin (NIM) decreased slightly to 4.9% in 2013 from 5.5% at the end of 2012.

2013 Performance

BNI posted significant growth in net income of Rp9.1 trillion or 28.5% growth as compared to 2012 results of Rp7.0 trillion. This growth was the result of BNI's

success in productive asset management, liability optimization, as well as the Bank's effective and efficient operational activity management.

Assets grew by 16.0% in 2013, supported by lending increases of 24.9% that increased the portion of loan assets to 64.8% of BNI's total assets. The increase in lending reflects one of the Bank's strategies in managing its productive assets and enhancing yield along with BNI's business growth implemented during the course of 2013. With strong business expansion in 2013, BNI was still able to maintain its CAR at 15.1%, well above Bank Indonesia's requirements.

BNI's performance in 2013 was not just focused on assets and profitability growth, but also included improvements in the quality of its productive assets. This performance is reflected by the 2.2% Non-Performing Loan ratio in 2013, lower than the rate of 2.8% in the previous year.

Financial Position Highlights

	2012 Rp billion	2013 Rp billion	YoY (%)
Total Assets	333,304	386,655	16.0
Cash, Current Account and Placement (Net)	68,849	60,795	(11.7)
Marketable Securities (Net)	9,801	11,966	22.1
Loans (Gross)	200,742	250,638	24.9
Government Bonds	38,561	41,432	7.4
Investments (Net)	24	40	66.7
Total Liabilities	289,778	338,971	17.0
Customer Deposits	257,661	291,890	13.3
Borrowing and Securities Issued	13,519	24,987	84.8
Total Equity	43,525	47,684	9.6
Non Controlling Interest	52	83	59.6
Total Equity Attributable to Equity Holders of the Parent Entity	43,473	47,600	9.5

Statement of Comprehensive Income Highlights

	2012 Rp billion	2013 Rp billion	YoY (%)
Net Interest Income and Sharia Income	15,459	19,058	23.3
Other Operating Income	8,446	9,441	11.8
Total Operating Income	23,905	28,499	19.2
Operating Expenses	(12,739)	(14,573)	14.4
Allowance for Impairment Losses	(2,525)	(2,708)	7.2
Operating Income	8,641	11,219	29.8
Non Operating Income - Net	259	59	(77.2)
Income before Tax Expense	8,900	11,278	26.7
Income Tax	(1,851)	(2,220)	19.9
Net Income after Tax	7,048	9,058	28.5
Income for The Year Attributable to:			
- Non-Controlling Interest	2	4	100.0
- Holders	7,046	9,054	28.5

Income Statement

Net Interest Income and Sharia Income

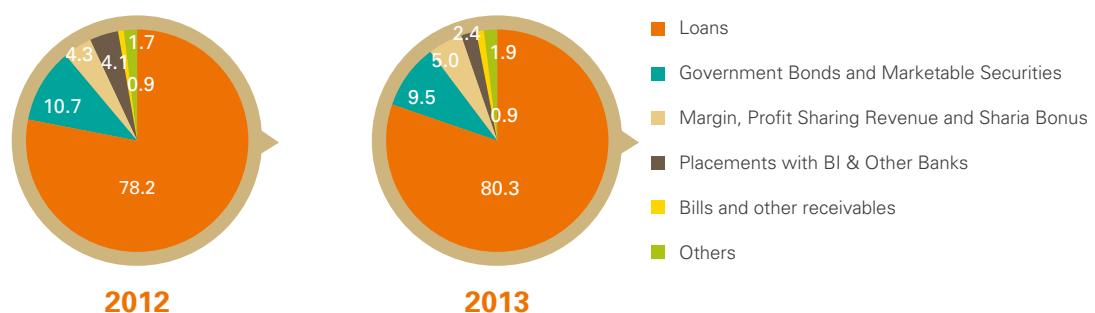
Net interest income and sharia income grew by 16.5% from the year before. This growth was supported by 19.5% growth of loan interest income and 36.1% increase in margin, profit sharing revenue and sharia bonus in 2013, along with the Bank's 24.9% loan growth. Income from placements with BI & Other Banks declined by 32.9%, or declining by Rp0.3 trillion. This is in line with the management's policy to focus on assets with higher yields.

The composition of interest income and sharia income is comprised of interest income from loans, margin, profit sharing revenue and sharia bonus (85.3% of total interest income and sharia income), Government Bonds and Marketable Securities (9.5%) and placements with other banks and Bank Indonesia (2.4%).

Growth in Interest Income and Sharia Income

	2012 Rp billion	2013 Rp billion	YoY (%)
Loans	17,758	21,226	19.5
Government Bonds and Marketable Securities	2,432	2,519	3.6
Margin, profit-sharing revenue and sharia bonus	978	1,331	36.1
Placements with BI & Other Banks	936	628	(32.9)
Bills and other receivables	204	248	21.6
Others	397	498	25.4
Total	22,705	26,450	16.5

The Composition of Interest Income and Sharia Income (%)



Financial Review

Interest Expense and Sharia Expense

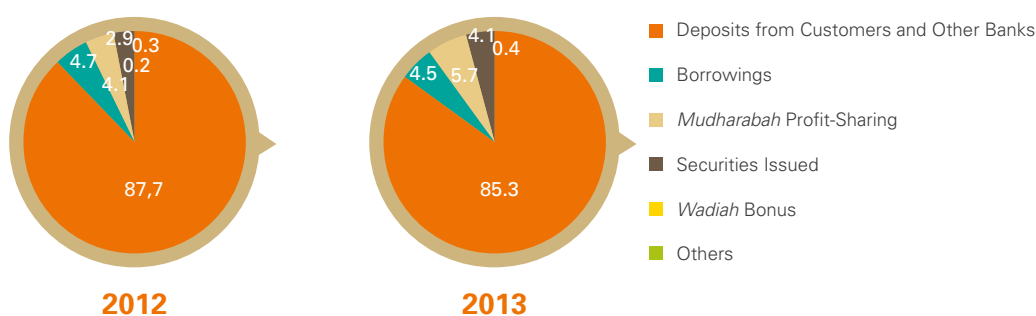
In line with the Bank's strategy in increasing its low cost funds, interest expense on deposits from customers and other banks declined by 0.8% as BNI succeeded in increasing contributions from low cost funds (CASA), representing the largest portion of the Bank's total interest expense and sharia expense.

While expense from *Mudharabah* profit sharing, interest expense from securities issued and expense from *wadiah* bonus increased which finally resulted in a slight 2.0% increase in total interest expense and sharia expense in 2013 over 2012. As Bank Indonesia increased the interest rate in mid of 2013, the management's focus on increasing the Bank's low cost funds was the correct strategy to reduce interest expense.

Interest Expense and Sharia Expense

	2012 Rp billion	2013 Rp billion	YoY (%)
Deposits from Customers and Other Banks	6,354	6,305	(0.8)
Borrowings	343	332	(3.2)
<i>Mudharabah</i> Profit-Sharing	300	418	39.3
Securities Issued	213	306	43.7
<i>Wadiah</i> Bonus	21	31	47.6
Others	15	-	(100.0)
Total	7,246	7,392	2.0

Composition of Interest Expense and Sharia Expense (%)



Net Interest Income

Net interest income and net sharia income recorded 23.3% growth from Rp15.5 trillion in 2012 to Rp19.1 trillion in 2013. This growth was supported by higher growth of interest income and sharia income of 16.5% compared to the increase in interest expense and sharia expense of 2.0%.

Other Operating Income

Other operating income grew by 11.8% in 2013 to Rp9.4 trillion from Rp8.4 trillion in 2012. Fee and commission income remained the major contributor, representing 42.4% of total other operating income with a recorded growth of 26.7% in 2013, reaching Rp4.0 trillion from Rp3.2 trillion in the previous year.

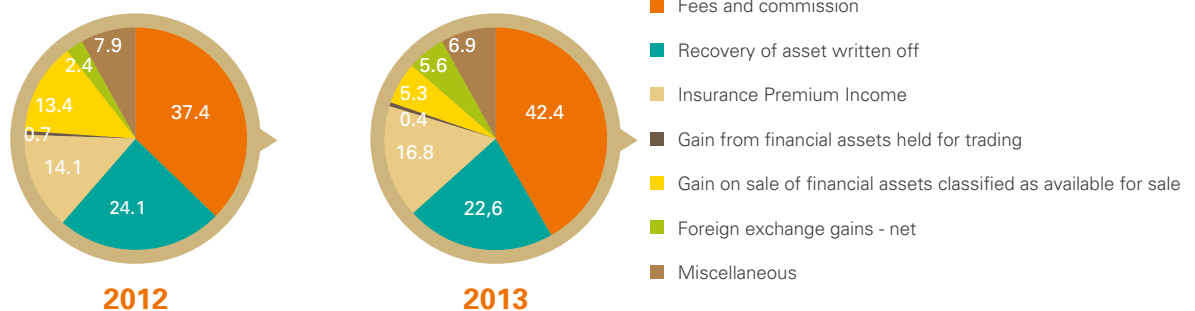
Recovery of assets written off was the second largest contributor, representing 22.6% of total other income. Recovery of asset write offs booked a 4.9% increase from Rp2.0 trillion in 2012 to Rp2.1 trillion in 2013. Foreign exchange gain - net increased by 158.9% from a year earlier, as a result of an increase in foreign exchange transaction volume since the beginning of 2013.

This growth was able to compensate for declining gains from sales of financial assets classified as available for sale from Rp1.1 trillion in 2012 to Rp497.0 billion in 2013.

Other Operating Income

	2012 Rp billion	2013 Rp billion	YoY (%)
Fees and commission	3,156	4,000	26.7
Recovery of asset written off	2,038	2,138	4.9
Insurance Premium Income	1,190	1,582	32.9
Gain from financial assets held for trading	57	39	(31.6)
Gain on sale of financial assets classified as available for sale	1,134	497	(56.2)
Foreign exchange gains - net	205	531	159.0
Miscellaneous	666	654	(1.8)
Total	8,446	9,441	11.8

Composition of Other Operating Income (%)



Other Operating Expenses

Amidst market turbulence and rising inflation, in 2013 BNI was able to manage increases in its other operating expense to a 14.4% increase from Rp12.7 trillion in 2012 to Rp14.6 trillion. The increase in other operating expense was offset by higher growth in total operating income of 19.2%.

Salaries and employees' benefits were the largest contributor, representing 41.7% of total other operating expenses, followed by general and administrative expenses, which accounted for 31.2% of total other operating expenses. Meanwhile, the remaining 27.1% was attributed to expenses from underwriting insurance, promotion expense, guarantee premium and miscellaneous expenses.

Other Operating Expenses

	2012 Rp billion	2013 Rp billion	YoY (%)
Salaries and employees' benefit	5,578	6,084	9.1
General and Administrative	3,921	4,540	15.8
Underwriting insurance	934	1,088	16.5
Promotion expense	820	935	14.0
Guarantee premium	463	509	9.9
Miscellaneous	1,023	1,417	38.5
Total	12,739	14,573	14.4

Financial Review

Allowance for Impairment Losses

In line with BNI's business growth, as reflected by the 16.0% increase in assets, the Bank needs to maintain the quality of its assets. On the other hand, the Bank's business growth has also increased its inherent risks.

In 2013, allowances for impairment losses were recorded at Rp2.7 trillion, a 7.2% increase from the previous year. This is in line with the Bank's policy to increase its coverage ratio to 128.5% at year-end 2013, from 123.0% in 2012.

Income before Tax

BNI's income before tax grew by 26.7% in 2013, or growing from Rp8.9 trillion in 2012 to Rp11.3 trillion in 2013. This performance was supported by increases in total operating income that grew higher than the increase in operating expenses. The income before tax increase in 2013 is higher than the previous year's growth of 19.3%.

Income Tax

In September 2008, Act No. 7 of 1983 regarding the "Income Tax" was amended for the fourth time by Act No. 36 of 2008. Changes include changes in corporate income tax rates from progressive tax rates into a single rate, which is 28.0% for fiscal year 2009 and 25.0% for fiscal year 2010 and onwards.

Based on the above tax regulation, total tax expense in 2013 amounted to Rp2.2 trillion, a 19.9% increase compared to a year ago, due to the 26.7% increase in income before tax in 2013.

Net Profit After Income Tax

In 2013, net profit after income tax reached Rp9.1 trillion, growing by 28.5% from Rp7.0 trillion in 2012. This increase was in line with BNI's business growth.

Statement of Financial Position (Balance Sheet)

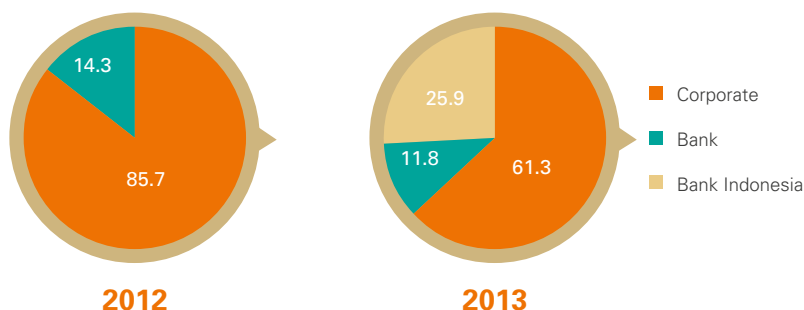
Assets

Despite stiff competition in the country's banking industry, BNI succeeded in increasing its total assets by 16.0%, from Rp333.3 trillion in 2012 to Rp386.7 trillion in 2013. Such growth was driven mainly by increases in loans (gross), growing by 24.9% from Rp200.7 trillion in 2012 to Rp250.6 trillion in 2013, a 22.1% increase in marketable securities from Rp9.8 trillion in 2012 to Rp12.0 trillion in 2013, and a 7.4% or Rp2.2 trillion increase in government bonds, from Rp38.6 trillion to Rp41.4 trillion. BNI also altered its asset allocation during 2013 from low yield to higher yield assets.

Marketable Securities

Marketable securities grew by Rp2.2 trillion or 22.1% from a year earlier. This increase was dominated by marketable securities issued by Bank Indonesia held-to-maturity.

Marketable Securities Portfolio by Issuer (%)



Marketable Securities Portfolio by Types

	2012		2013		Growth	
	Rp billion	(%)	Rp billion	(%)	Rp billion	(%)
Fair Value through Profit & Loss	1,758	17.9%	1,805	15.1%	47	2.7%
Available for Sale	7,768	79.1%	8,271	69.0%	503	6.5%
Held to Maturity	291	3.0%	1,904	15.9%	1,614	556.6%
Sub Total	9,817	100.0%	11,980	100.0%	2,164	22.0%
Allowance for Impairment Loss	(16)		(14)		1	7.3%
Total	9,801		11,966		2,165	22.1%

Loans

Loans represent the largest component of BNI's assets in 2013, growing by 24.9% from Rp200.7 trillion in 2012 to Rp250.6 trillion in 2013.

Loan disbursements were accomplished while maintaining prudent banking principles and improved loan quality management. This has resulted in improved loan quality in 2013 with NPLs gross declining from 2.8% in 2012 to 2.2% in 2013.

Loan Composition

BNI loans were mainly disbursed to the Corporate segment, representing 44.8% of total loans, followed by small and medium segments with 27.6% of total loans.

With respect to loan growth during 2013, corporate loans showed 55.4% (*) growth or Rp40.0 trillion,

growing from Rp72.2 trillion in 2012 to Rp112.2 trillion in 2013. Small sized loans grew by 10.1% from a year earlier to Rp38.4 trillion. Consumer loans grew by 15.5% or Rp6.8 trillion, from Rp43.9 trillion in 2012 to Rp50.7 trillion in 2013. Meanwhile BNI's subsidiaries also grew by 45.0% and increased their contribution to 4.5% of total loans.

Loan declines in the Middle segment are attributed to the upgrading of some middle segment debtors to become corporate segment customers since March 2013. The upgrading is one of the Bank's successful efforts in helping business customers grow specifically in the Middle business segment that now meet the criteria for Corporate debtors amounting to Rp10.3 trillion.

Loan Composition by Type of Debtors

	2012		2013		Growth	
	Rp billion	(%)	Rp billion	(%)	Rp billion	(%)
Corporate	72,235	36.0	112,234	44.8%	39,999	55.4*
Medium	35,730	17.8	30,722	12.3%	(5,008)	(14.0)**
Small	34,873	17.4	38,405	15.3%	3,532	10.1
Consumer	43,891	21.9	50,709	20.2%	6,818	15.5
International	6,194	3.1	7,234	2.9%	1,040	16.8
Subsidiaries	7,819	3.9	11,334	4.5%	3,515	45.0
Total Loan	200,742	100.0	250,638	100.0%	49,896	24.9

*) After the *upgrade* of Rp 10.3 trillion of Middle segment loans to Corporate segment (41.1% growth with no upgrade)

***) After the *upgrade* of Rp 10.3 trillion of Middle segment loans to Corporate segment (14.8% growth with no upgrade)

Financial Review

Loan Quality

In 2013, BNI succeeded in improving the quality of its loans. This is reflected by improvement in NPL Gross and NPL Net ratios in 2013. NPL Gross ratio was 2.2% in 2013, an improvement from 2.8% in 2012, while NPL Net ratio was 0.5% in 2013 from 0.8% in 2012. BNI's loan collectability level is presented in the following table:

Loans Collectability Level

	2012 Rp billion	2013 Rp billion
Current	188,192	238,075
Special Mention	6,914	7,143
Substandard	641	546
Doubtful	666	736
Loss	4,329	4,138
Total	200,742	250,638

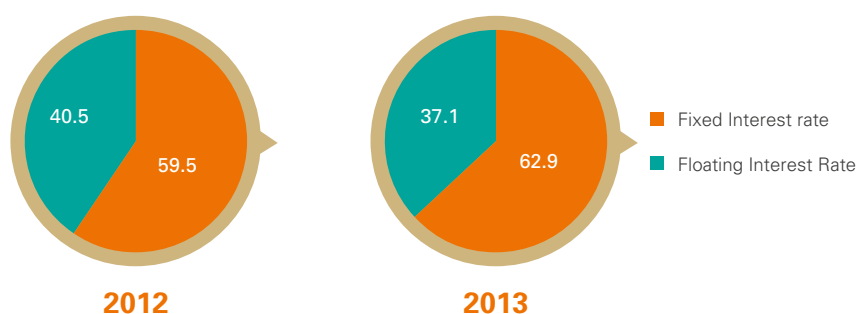
Government Bonds

As of December 31, 2013, BNI's government bonds were Rp2.9 trillion or 7.4% higher than a year ago from Rp38.6 trillion to Rp41.4 trillion. BNI's government bonds consist of fixed interest rate and floating interest rate bonds, amounted to Rp26.1 trillion and Rp15.3 trillion respectively.

Government Bonds

	2012		2013	
	Rp billion	(%)	Rp billion	(%)
Fair Value through Profit & Loss	1,019	2.6	17	0.0
Available for Sale	30,347	78.7	33,503	80.9
Held to Maturity	7,195	18.7	7,912	19.1
Total	38,561	100.0	41,432	100.0
Fixed Interest rate	22,937	59.5	26,057	62.9
Floating Interest Rate	15,624	40.5	15,375	37.1
Total	38,561	100.0	41,432	100.0

Government Bonds by Coupon Type (%)



Liabilities

Third Party Funds

Third party funds consist of current accounts, savings, and time deposits raised from the public. Total third party funds were recorded at Rp291.9 trillion in 2013 or increased by 13.3% compared with Rp257.7 trillion the previous year. Current accounts recorded the highest growth of 20.2% to Rp88.2 trillion in 2013 from Rp73.4 trillion in 2012, while savings grew by 11.7% from Rp100.1 trillion in 2012 to Rp111.8 trillion in 2013. Time deposits increased by 9.1% from Rp84.2 trillion in 2012 to Rp91.9 trillion in 2013. High growth in current accounts and savings led to improvement in the low cost funds (CASA) ratio from 67.3% in 2012 to 68.5% in 2013.

Composition of Customer Deposits

	2012		2013		Growth	
	Rp billion	(%)	Rp billion	(%)	Rp billion	(%)
Current Accounts	73,365	28.5	88,183	30.2	14,818	20.2
Rupiah	52,597	20.4	53,283	18.3	686	1.3
Foreign Currencies	20,768	8.1	34,900	12.0	14,132	68.0
Savings Deposits	100,084	38.8	111,800	38.3	11,716	11.7
Rupiah	100,027	38.8	111,761	38.3	11,734	11.7
Foreign Currencies	57	0.0	39	0.0	(18)	(31.6)
Total Current and Saving Accounts	173,449	67.3	199,983	68.5	26,534	15.3
Time Deposits	84,212	32.7	91,907	31.5	7,695	9.1
Rupiah	67,511	26.2	80,961	27.7	13,450	19.9
Foreign Currencies	16,701	6.5	10,946	3.8	(5,755)	(34.5)
Total Customer Deposit	257,661	100.0	291,890	100.0	34,229	13.3
Rupiah	220,135	85.4	246,005	84.3	25,870	11.8
Foreign Currencies	37,526	14.6	45,885	15.7	8,359	22.3

Securities Issued and Borrowings

Securities issued are additional funds for the Bank's overseas branches and for general funding purposes of the Bank. The Notes constitute direct, unconditional, unsecured obligations of the Bank and are ranked, save for certain obligations required to be preferred by law, equally with all other unsecured and unsubordinated obligations of the Bank.

Securities issued grew by 26.6% from a year ago due to the strengthening of the United States Dollar against the Rupiah.

	2012	2013	Growth	
	Rp billion	Rp billion	Rp billion	(%)
Securities Issued	4,769	6,036	1,267	26.6
Borrowings	8,750	18,951	10,201	116.6

Borrowings grew by 116.6%. This growth was mainly due to Bankers Acceptance, which are interbank borrowings obtained by BNI from various foreign banks for business purposes especially trade finance.

Financial Review

Equity

In 2013, total equity was recorded at Rp47.7 trillion, an increase of 9.6% compared with the previous year of Rp43.5 trillion. The increase in equity came primarily from 28.5% growth in net income to Rp9.1 trillion in 2013. Unrealized mark to market losses on available-for-sale marketable securities and government bonds recorded an increase to Rp2.8 trillion, due to higher loss calculations on available-for-sale marketable securities of Rp2.3 trillion due to the worsening macro economy which impacted to capital market.

Equity

	2012 Rp billion	2013 Rp billion	YoY (%)
Issued & Fully Paid Capital	9,055	9,055	-
Additional Paid-In Capital	14,568	14,568	-
Transactions with non-controlling interest	(63)	(63)	-
Unrealized Losses on Available-for-Sale Marketable Securities & Government Bonds	(129)	(2,933)	2,173.6
Exchange Difference on Translation of Foreign Currency Financial Statements	73	5	(93.2)
Effective Portion on Changes on Fair Value of Derivative Instruments	(101)	(43)	(57.4)
Retained Earnings	20,071	27,012	34.6
Non-controlling Interest	52	83	59.6
Total Equity	43,525	47,684	9.6

Cash Flow

During 2013, Cash and Cash Equivalents were lower than the previous year. BNI recorded total net cash outflows of Rp7.6 trillion, comprising net cash used in operating activities of Rp5.0 trillion, net cash used in investing activities of Rp12.6 trillion, and net cash provided by financing activities of Rp10.0 trillion.

Cash Flow

	2012 Rp billion	2013 Rp billion	Change Rp billion
Net Cash Flow from Operational Activities	6,948	(5,006)	(11,954)
Net Cash Flow Used in Investing Activities	(4,479)	(12,569)	(8,090)
Net Cash Flow from Financing Activities	3,067	9,984	6,917
Net Cash Flow	5,536	(7,591)	(13,127)

Financial Ratios

Capital Structure

	2012 Bank %	2013 Bank %
CAPITAL		
CAR-Tier I	15.2	14.2
CAR-Tier II	1.5	0.9
CAR (Credit, Market & Operational Risk)	16.7	15.1
Earning Assets		
Non Performing Loans - net	0.8	0.6
Non Performing Loans- gross	2.8	2.2
Loss Reserve Adequacy Ratio of Non Performing Loans	123.0	128.5
Profitability		
ROA	2.9	3.4
ROE	20.0	22.5
NIM	5.9	6.1
Efficiency		
Operational Expense to Operational Income	71.0	67.1
CIR	49.5	46.7
Liquidity		
LDR	77.5	85.3
Compliance		
Reserve Requirement (Rupiah)	8.5	8.1
Net Open Position	2.2	3.4

Capital

Capital Adequacy Ratio

BNI's Capital Adequacy Ratio (CAR) declined to 15.1% in 2013 from 16.7% in 2012. The decline was due to strong loan growth in 2013, increasing the corresponding risks such as credit, operational and market risks. However, the decline does not affect the ability of BNI's capital structure to anticipate credit risk, operational risks, and market risks, as it was still higher than the minimum level of capital adequacy ratio set by Bank Indonesia in Bank Indonesia Regulation No. 15/12/PBI/2013 regarding Minimum Capital Allocation Requirements for Commercial Banks.

Financial Review

Minimum Capital Adequacy Ratio (CAR)

	2012 Bank %	2013 Bank %
Capital Component		
Tier-1 Capital	35,679	40,910
Tier-2 Capital	3,520	2,653
Total Tier-1 and Tier-2 Capital	39,199	43,563
Risk Weighted Assets (RAW) for Credit Risk	202,799	251,142
Risk Weighted Assets (RAW) for Operational Risk	31,087	35,996
Risk Weighted Assets (RAW) for Market Risk	1,257	1,479
Capital Adequacy Ratio for Credit Risk and Operational Risk	16.8%	15.2%
Capital Adequacy Ratio for Credit Risk, Operational Risk and Market Risk	16.7%	15.1%

Asset Quality

Non Performing Loans (NPL)

Non-performing loans in 2013 were lower than 2012, with gross NPL improving from 2.8% in 2012 to 2.2% in 2013. Improvements in asset quality during 2013 also resulted in improving of net NPL from 0.8% in 2012 to 0.5% in 2013.

Coverage Ratio

BNI has generally provided adequate reserves to cover its non-performing loans. The coverage ratio increased from 123.0% to 128.5% in 2013, in line with the Bank's risk mitigation policy.

Profitability

ROA

BNI's Return on Assets improved to 3.4%, or slightly higher than the banking sector's average ROA of 3.1%. This increase was due to improved effectiveness in asset management.

ROE

Return on Equity (ROE) measures the rate of return of Tier-1 Capital. Compared to 2012, BNI's ROE improved from 20.0% to 22.5% in 2013.

NIM

Net Interest Margin went up to 6.1% in 2013, compared to 5.9% in the previous year. This reflected BNI's ability to maintain its profitability amidst a challenge business environment.

Efficiency

BOPO

BOPO (Operating Expenses to Operating Revenues) ratio improved from 71.0% in 2012 to 67.1% in 2013. The improvement in 2013 was attributed to higher growth in operating revenues as compared to growth in operating expenses. This reflected BNI's ability to improve its operational efficiency and effectiveness to deliver higher operating revenues while limiting operating expense increases.

CIR

Cost to Income Ratio (CIR) improved in 2013, declining from 49.5% in 2012 to 46.7% in 2013, as a positive result of the Bank's success in managing its operating expenses as the business grew.

Liquidity

Loan to Deposit

Loan to Deposit Ratio increased from 77.5% in 2012 to 85.3% in 2013. This increase in LDR is in line with the Bank's strategy in managing productive assets with higher yields. Bank Indonesia's Regulation No. 15/15/PBI/2013 dated 24 December 2013 on Rupiah and Foreign Currency Minimum Reserve Requirements for Conventional Commercial Banks, lowered the maximum LDR to 78.0%-92.0% range.

Compliance

Minimum Reserve Requirement

In liquidity management, BNI always tries to maintain an optimum levels of liquidity to support its daily operations as well as to comply with Bank Indonesia's reserve requirements regulations. As of December 31 2013, the Bank's Rupiah Reserve Requirement was 8.1%, while foreign currency was 8.1%. This liquidity

position complied with Bank Indonesia Regulation No. 15/15/PBI/2013 dated 24 December 2013 on Rupiah and Foreign Currency Minimum Reserve Requirements for Conventional Commercial Banks.

Net Open Position

Net Open Position was recorded at 3.4% in 2013, up from 2.2% in 2012. This figure was still below the maximum level set by Bank Indonesia Regulation No. 12/10/PBI/2010 in the Third Amendment of Bank Indonesia Regulation No. 5/13/PBI/2003 for Net Open Position for Commercial Banks of 20% of capital.

Other Disclosures

Restructured Loans

At the end of 2013, the Bank recorded total restructured loans of Rp6.9 trillion, a 7.3% decline compared to the end of 2012.

Restructured Loans

	2012	2013
Extension of loan maturity dates	1,434	1,106
Extension of loan maturity dates and reduction of interest rates	589	443
Extension of loan maturity dates, reduction of interest rates and other restructuring schemes	5,350	5,350
Total	7,446	6,899
Allowance for impairment losses	(1,592)	(2,131)
Net	5,854	4,768

Capital Expenditures

BNI incurred significant capital expenditures in 2013 to expand its network, open new branches in strategic locations and modernize its ATMs throughout Indonesia.

During 2013, BNI added 102 outlets and 2,936 new ATMs to strengthen its distribution channel.

Composition of Capital Expenditures

	2012 Rp billion	2013 Rp billion
Buildings	113,162	197,594
Land	51	-
Automation Equipment	641,420	888,104
Non Automation	150,607	133,593
Vehicles	7,961	1,423
Total	913,201	1,220,714

Financial Review

Derivative and Hedging Facility

To secure long-term funding in foreign currencies, BNI engages in cross currency swap transactions. In addition, BNI conducted hedging transactions to protect the Bank against interest rate risks and not for speculation purposes, in the form of interest rate swap (IRS).

Debt Paying Ability

Through 2013, BNI maintained a solid liquidity position. This was represented by the ability of BNI to pay all liabilities to counter parties in terms of loan principal and loan interest. On May 10, 2012, "Obligasi I BNI Securities Tahun 2007" bonds with a tenor of 5 years issued by BNI Securities, one of BNI's subsidiaries, become due and were settled. In addition, on April 27, 2012, BNI, through its London branch, issued a USD500 million debt instrument that will become due on April 27, 2017. The debt carries a 4.1% interest rate, which is paid every semester. The interest payment of that bond has been paid through the end of 2013.

Property Investment

As of the end of 2013 BNI had no property assets acquired for investment purposes.

Subsequent Events after Balance Sheet Date

There were no significant events after the date of the balance sheet that might have an impact to the BNI's financial position as of December 31, 2013.

Impact of Changes in Interest Rates on Bank Revenues

In 2013, Bank Indonesia increased its benchmark interest rate by 175 bps, with a 25 bps increase in June 2013 to 6.0%, a 50 bps increase to 6.5% in July 2013, another 50 bps increase in August to 7.0%, a 25 bps increase in September to 7.3% and lastly a 25 bps increase to 7.5% in November 2013. The BI rate increases have had direct impacts to both lending and deposit interest rates, which in the end affected the real sector.

BNI maintained its Net Interest Margin at the 6.1% level, primarily by increasing its CASA ratio from 67.3% in 2012 to 68.5% in 2013 to maintain lower cost of funds. In addition, BNI also made adjustments to its lending interest rates. The increase in lending rate did not have a direct impact to BNI's asset quality, as demonstrated by the declining Non Performing Loan ratio from 2.8% to 2.2%.

Dividend Policy

Dividend policy is determined every year through the General Meeting of Shareholders (GMS). In 2013, BNI distributed cash dividends amounting to Rp2.1 trillion, constituting 30.0% of the Bank's 2012 net income.

Public Offering

During 2013, there were no public offerings conducted by BNI.

Investment, Divestment, Acquisition and Restructuring of Ownership

Investment

During 2013, there were no investment activities performed by BNI.

Divestment

During 2013, there were no divestment activities performed by BNI.

Acquisition

During 2013, there were no acquisition activities performed by BNI.

Restructuring of Ownership in Subsidiaries

In 2013, BNI engaged in Restructuring of Ownership in Subsidiaries. BNI announced its intent for a strategic partnership with Sumitomo Life Insurance Company ("Sumitomo Life"), through the acquisition of 40% shares in BNI Life, valued at Rp4.2 trillion, by Sumitomo Life. The share acquisition transaction will be effective pending the approval from relevant authorities.

Transactions with Conflict of Interest

During 2013, there were no transactions containing a conflict of interest.

Transactions with Related Parties

In the normal course of business activities, BNI carried out transactions with related parties as a result of ownership and/or management. All transactions with those related parties have been conducted under fair terms and policies. For detailed information, refer to Note 41 of the Notes to the Financial Statements.

Transactions with Related Parties

	2012		2013	
	Balance Rp billion	Percentage to consolidated assets/liability %	Balance Rp billion	Percentage to consolidated assets/liability %
Assets				
Loans	311,4	0.1	372,3	0.1
Liabilities				
Deposits from customers	349,0	0.1	334,4	0.1
Bank guarantees issued	1,4	0.0	158,0	0.0

Accounting Policies

The Consolidated Financial Statements have been prepared in accordance with Indonesian Financial Accounting Standards, and the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) regulation No. VIII G.7 attachment of The Chairman of Bapepam and LK's decree No. KEP-347/BL/2012 dated June 25, 2012, "Guides for Financial Statements Presentation and Disclosure for Issuer or Public Companies".

SFAS in Effect in 2013

In 2013, the Financial Accounting Standard Board of Indonesian Institute of Accountants (DSAK-IAI) has issued revisions of the following accounting standards effective as of 1 January 2013:

- SFAS 38 (Revision) – business Combination of Entities Under Common Control
- SFAS 60 Revision – Financial Instrument: Disclosures.
- Withdrawal of SFAS 51 (Revised 2003): Accounting for Quasy Reorganization.

Impact of Changes in Accounting Policies

On October 19, 2012, the DSAK-IAI has issued revisions to SFAS 60 as above, to be effective as of January 1, 2013. Early adoption of the standard is allowed. The revisions mainly concern disclosures on financial assets, including withdrawal of the requirement for the presentation of:

- Fair value of collateral used as guarantee; and
- Book value of financial assets not yet due and not impaired in value, that have been renegotiated.

The Group has decided for an early adoption of the revisions to SFAS 60 since January 1, 2012.

› Business Banking

Business Banking expanded its loans by focusing on customer orientation while maintaining the quality of assets.



Since 2011, BNI has initiated a new organization structure that puts the corporate, middle and small commercial segments under the Director of Business Banking. This new structure is part of the BNI's strategy implementation to become a customer centric Bank.

In addition, BNI developed a sector focus lending strategy that focuses on 8 (eight) key industry sectors, oil & gas and mining, telecommunications, chemical, agribusiness, food & beverage, wholesale and retail trading, electricity, and construction.

2013 Performance

In 2013, BNI Business Banking succeeded by showing positive performance. Total loans in the segment reached Rp181.4 trillion, or increased by 27.0% compared to total loans in 2012 of Rp 142.8 trillion. In addition to loan growth, Business Banking also posted an increase in third party funding from institutional, corporate and commercial customers amounting to Rp128.9 trillion.



Krishna R. Suparto
Managing Director - Business Banking



“Corporate loan disbursement targeted the 8 key industry sectors and BNI is highly committed to become an important partner of the customers’ operational bank needs through its integrated cash management services.”

27.0%

Growth of Business
Banking Loan

27.2%

Growth of *Business
Banking Current Accounts*

Corporate Segment

The corporate segment manages loans above Rp100 billion for individual corporate businesses, or above Rp150 billion for corporate business group customers. BNI also offers funds placement products for corporations and institution with leading-edge features and competitive interest rates.

For corporate customers, BNI offers a range of financial solutions targeting Indonesia’s leading and largest corporations.

Loan Growth

Corporate loans reached Rp 101.9 trillion, up 41.1%. But with the upgrade of middle segment loan of Rp10.3 trillion, by the end of 2013, the corporate loans reached Rp112.2 trillion or up 55.4% from a year ago and representing 44.8% of BNI’s total loans. The key lending sectors dominating loans to the corporate segment were the agriculture sector representing 16.4% of BNI’s total corporate loans, followed by oil & gas and mining sector at 14.3%, electricity sector at 11.1% and chemical sector at 8.4% of the Bank’s total corporate loans.

Business Review

The following tables list the Bank's 10 largest individual and group debtors at the end of 2013:

Individual Debtor	Amount Rp Trillion
Mining	8.0
Electricity	6.6
Cigarette	5.6
Non Banking Financial Institution	3.5
Transportation	3.2
Telecommunication	2.9
Non Banking Financial Institution	2.9
Chemical	3.0
Transportation	2.3
Oil & Gas	2.1
Total	39.9

Group Debtor	Amount Rp Trillion
Mining	8.1
Electricity	7.3
Chemical	6.4
Agriculture	4.8
Transportation	3.2
Agriculture	2.5
Telecommunication	2.4
Steel Industry	2.3
Mining	2.2
Retail & Wholesalers	1.9
Total	41.1

Outstanding total Funded and Contingent Facilities (Guarantees, Letters of Credit and Standby Letters of Credit)



Based on loan type, the majority of corporate loans in 2013 were extended for working capital loans, representing 64.6% of total corporate loans or amounting to Rp72.5 trillion. The remaining 35.4% was for investment loans amounting to Rp39.7 trillion.

Loan Quality

During 2013, loan quality in the corporate segment continued to improve, with the non-performing loans (NPL) ratio reduced from 1.5% in 2012 to 1.2% in 2013.

Middle Business Segment

The Middle Business segment manages loans above Rp10 billion up to Rp 100 billion for individual commercial businesses, or from Rp15 billion up to Rp150 billion for commercial business group customers. Loans to the middle business segment are disbursed through 24 Middle Business Loan Centers (SKM) located in a number of major cities across Indonesia.

Loan Growth

In 2013, loans to mid-sized businesses reached Rp30.7 trillion (*) from Rp35.7 trillion in the previous year, representing 12.3% of the total loan portfolio of BNI. 70.4% or Rp21.6 trillion of total loans in the Middle Business segment were extended for Working Capital loans, with the remaining Rp 9.1 trillion for Investment Loans.

*) After taking into account a Rp10.3 trillion loan upgrading from the middle segment to the corporate segment (growth without accounting for the loan upgrading was 14.8%)

30.3% of total loans in the Middle Business segment were extended to the manufacturing sector, followed by trade, restaurant & hotel and construction sectors at 25.7% and 13.7%, respectively, of total middle business segment loans.

The performance in Middle Business loans was supported by the following initiatives:

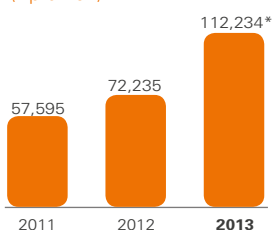
- Increased penetration in key sectors within each region with the support of the Regional Chief Economists.
- Utilization of supply-chain programs targeting business partners of BNI's existing corporate/mid and small sized enterprise customers.
- Creating synergy among credit centers and branch offices in support of cross sell and product bundling initiatives in order to increase fee-based income.
- Consistent implementation of Tactical Account Planning (wallet sizing).

Loan Quality

Loan quality in the Middle Business segment showed improvement, with NPLs declining from 4.5% in 2012 to 3.1% in 2013.

Outstanding Business Banking Loan

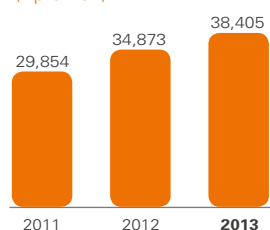
Corporate Segment (Rp billion)



Middle Business Segment (Rp billion)



Small Business Segment (Rp billion)



*) After the upgrade of Rp10.3 trillion of middle business loan to Corporate segment loan

Business Review

Work Plan for 2014

Entering 2014, BNI has set the following initiatives to increase penetration in mid-sized businesses:

- New customer acquisitions by targeting the 15 largest enterprises in key sectors within each region, and by targeting business partners of BNI's corporate/mid and small sized enterprise customers.
- Deposit growth by focusing on the suppliers/vendors/buyers/contractors of BNI's current corporate customers through the supply-chain program.

Small Business Segment

The Small business segment manages loans of up to Rp10 billion for individual commercial customers and up to Rp 15 billion for group commercial customers including Kredit Usaha Rakyat (KUR).

Loan Growth

BNI's Small Business segment registered 10.1% loan growth from Rp34.9 trillion to Rp38.4 trillion in 2013, representing 15.3% of the Bank's total loans. In 2013, BNI distributed KUR amounted Rp3.2 trillion, hence the total loan distributed reached more than Rp13.9 trillion.

The majority of loans to small businesses were extended to the trade, restaurant & hotel sector, representing 53.3% of total loans to small businesses, followed by loans to business services and manufacturing sectors, each accounted for 16.6% and 9.5% of total loans to small businesses in 2013 respectively.

In 2013, the Bank added 7 new Small Business Loan Centers (SKCs) in Banda Aceh, Jambi, Kupang, Palu, Tanah Abang, Mataram, and Kendari. By the end of 2013, BNI's Small Business segment operated 58 SKCs and 84 Stand Alone Branch Offices (STAs) in major cities across Indonesia.

Work Plan for 2014

BNI's Small Business segment has defined the following initiatives for 2014:

- Business expansion targeting major players in key sectors within each region and suppliers/buyers of BNI's existing corporate customers
- Deposit growth by focusing on the suppliers/vendors/buyers/contractors of BNI's current corporate customers through the supply-chain program.
- Maintain asset quality by reducing the number of customers in the pre-NPL category.

Transactional Banking Services

The year 2013 proved to be a very positive year for BNI's Integrated Cash Management services, which recorded a total of 6.8 million transactions amounting to Rp600 trillion through BNIDirect corporate internet banking, growing from 5.7 million transactions valued at Rp553.5 trillion in 2012. BNI's role as the preferred transactional bank continued to strengthen with growing customers' trust to use BNI's wide range of cash management solutions.

BNI is highly committed to become an important partner of the customers' operational bank needs through its cash management solutions, ensuring that customers can enjoy efficient, effective and secure business services. BNI offers a range of leading cash management solutions and services. These include those delivered through its BNIDirect internet banking platform, which provides features that meet customers' financial transaction needs, such as:

1. Transfer Management
2. Integrated Mass Payment
3. Collection Management
4. Liquidity Management
5. Information and Reporting Management

BNI also plays a central role in supporting the Indonesian Government by providing various public service solutions in cooperation with Government institutions and other state owned enterprises.

The Bank saw customers growing confidence in BNI's cash management services following the Bank's success in garnering recognition from leading international financial and investment media.

Based on customer polling, AsiaMoney magazine awarded BNI with The Best Local Cash Management Bank in Indonesia 2013. The Bank was also recognized for its public service solutions by Alpha Southeast Asia magazine. To recognize BNI's continuous innovation, the Bank was awarded "The Best Cash Management Bank in Indonesia in 2013" from The Corporate Treasurer. These accolades are recognition of BNI's strong position in cash management service that continue to maintain the quality of its solutions and services to meet the expectation of customers.

Corporate Customer Deposits

BNI's support to corporate customers was also enhanced through its demand deposit and time deposit products tailored specifically for institutional customers. In 2013, total deposits from corporate customers reached Rp128.9 trillion, growing by 17.3% from Rp109,9 trillion in the previous year.

In 2013, deposits from corporate customers grew with a focus on low cost funds. These low cost funds grew to an average balance of Rp67.9 trillion, an increase of 27.2% compared with an average of Rp53.4 trillion in 2012. These low cost funds have lowered BNI's cost of funds, which in turn led to increased efficiency and competitiveness of BNI.

2014 Strategy

Funding growth strategy in Business Banking:

- a. Increasing the operational funds of major customers through end-to-end transactions
- b. Offering improved transaction solutions to business banking customers
- c. Increasing fee-based income by offering new leading solutions.

> Consumer & Retail Banking

BNI's Consumer & Retail Banking business offers a comprehensive range of banking products to meet the needs of individual customers, allowing BNI to become the customer's lifetime banking partner.



BNI's consumer loan products extend from mortgage loans (BNI Griya) and auto financing (BNI Oto), non-collateralized consumer loans targeting customers of BNI Taplus with fixed income (BNI Fleksi), education loans (BNI Cerdas) to collateral-based retail loans (BNI Wira Usaha) and loans based on deposit collateral for other needs not covered by other loan products (BNI Instan).

The Bank's liability products feature a selection of savings accounts, demand deposits and time deposit products.

BNI also provides a rich selection of widely accepted credit and debit cards that offer innovative features to serve the different needs of customers.

For the High Net Worth Individual segment, BNI Emerald offers priority banking experiences featuring a selection of exclusive services.

In addition to banking products, BNI provides a variety of non-bank products comprising bancassurance and investment products.

BNI offers Pension Fund savings or BNI Simponi, a pension program solution for the general public.

Individual customers can also enjoy convenient banking experiences through the bank's vast branch office network and through a wide offering of electronic channels, including ATM, phone banking, mobile, and internet banking services.

CONSUMER LOANS

In 2013, loan growth in this segment was 15.5% to Rp50.7 trillion, representing 20.2% of BNI's total loan portfolio.

Housing loans are the majority of the loans, amounted at Rp31.7 trillion or 62.5% of total consumer & retail loans in 2013. The remainder of the portfolio came from automotive loans (BNI Oto), totalling Rp5.8 trillion or 11.5% of total loans; credit cards of Rp5.5 trillion or 10.8% of total loans.



Darmadi Sutanto
Managing Director - Consumer & Retail Banking



“Consumer & Retail Banking is growing to meet the needs of all people in all stages of life.”

25.5%
Growth of KPR in 2013

44.6%
Growth Value of Debit
Card Transaction

Meanwhile, third party funds in the retail segment grew by 10.6% compared to the previous year's Rp135.7 trillion to Rp150 trillion. This growth was dominated by low cost funds, resulting in an improved CASA ratio from 72.1% in 2012 to 72.3% in 2013 in the retail segment.

BNI Griya (BNI Mortgage)

The property sector recorded high growth during the first half of 2013, before experiencing a declining trend during the second part of the year following Bank Indonesia's interest rate increases and by the implementation of Bank Indonesia's new policy on Loan to Value to slow property speculation.

Notwithstanding, BNI Griya registered 25.6% growth, with market share reaching 11.3%, in 2013.

BNI Griya remained focused on first-time landed house home buyers by extending relationships with property developers throughout Indonesia. This initiative was supported by a range of customer segment based programs, including BNI Griya Bunga Cantik offering attractive interest rates for customers with a minimum of Rp500 million loans.

BNI Griya maintained its innovation drive by providing fast and easy loan approval processes through the One Day Approval and Instant Approval programs.

During the year, BNI's mortgage business continued to garner positive accolades from the public, including the Bank with the Fastest Mortgage Approval-Commercial Bank Category and Exceptional Appreciation & Award recipient of Indonesia Property & Bank Award for more than 5 consecutive years, as

Business Review

well as Indonesia Property Award -Property Service and Housing-Estate, and The Most Variety of KPR's Interest Rate Features.

The property sector is projected to continue facing a declining trend in 2014. Therefore, BNI Griya will remain focused on providing mortgages for first-time home buyers through cooperation with property developers. In addition, BNI is planning to offer property loans in the secondary market by entering partnerships with property agencies.

BNI Oto (Auto)

BNI's auto loan product, BNI Oto, was the second largest contributor to the Bank's consumer & retail loans. BNI Oto offers brand new and used car financing solutions, as well as loans for new motorcycle ownership.

The growth was attributed to direct financing to the Bank's customer base and indirect loan disbursement through partnerships with leading multi-finance companies. During 2013, BNI forged relationships with some 36 multi-finance companies across Indonesia.

BNI Oto posted Rp5.8 trillion loans, 98.3% of which was derived from loans extended indirectly through channels, while the rest came from BNI's direct financing.

BNI Fleksi

BNI Fleksi a non-collateral loan product targeting permanent employees with a minimum of 2 years employment, is the third largest contributor to BNI's consumer & retail lending.

In 2013, BNI introduced its BNI Fleksi Purna Plus, a special unsecured loan facility targeting retired civil servants who use BNI pension payment services. This new product offers a lower interest rate than BNI Fleksi with faster credit approval processes.

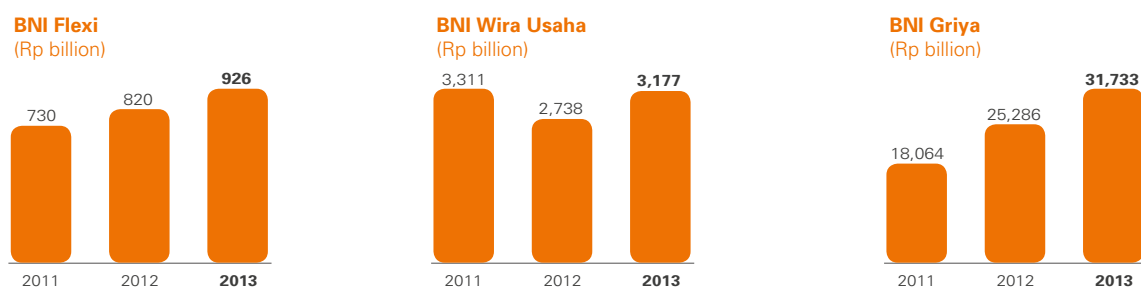
BNI Fleksi recorded 12.9% loan growth in 2013 to Rp926 billion. This growth was attributed to loan growth from payroll customers, BNI existing debtors and employees of companies that have relationships with BNI.

BNI Wira Usaha

BNI Wira Usaha (BWU) is a collateral-based retail loan product for productive/non-consumptive needs distributed through a standard process utilizing the e-Lo (Electronic Loan Origination) system.

In 2013, loans from BWU reached Rp3.2 trillion representing 6.3% of total loans in the Consumer & Retail segment.

Outstanding Consumer Loans



CUSTOMER DEPOSITS

Customer deposits are funds generated through the bank's current account, savings and time deposit products. BNI's saving products comprise BNI Taplus, BNI Taplus Bisnis, BNI Taplus Muda, BNI Taplus Anak, BNI Tabungan Haji (TH), BNI Tapenas, BNI Taplus Pegawai and Anggota (TAPPA), BNI Tabungan Mahasiswa (TAPMA), TabunganKu, Tabungan Emerald, Tabungan TKI and other savings products.

Throughout the year, BNI continuously made efforts to grow its customer base and increase the contribution of low cost funds. A variety of product campaigns, cross selling and product bundling were offered to attract new customers. Meanwhile, to maintain customer loyalty, the bank continuously enhanced its product and service features, offering attractive discounts at various merchants and reward points.

The Bank continued to expand its electronic channels through Internet Banking, Phone Banking, SMS Banking and additional ATM outlets. In 2013, BNI opened an additional 103 outlets, making for a total of 1,693 outlets. In 2013 a total of 2,936 ATMs were added and by the end of the year total ATMs

reached 11,163 units. BNI also continued to develop its electronic channel services such as developing financial and non-financial transaction features.

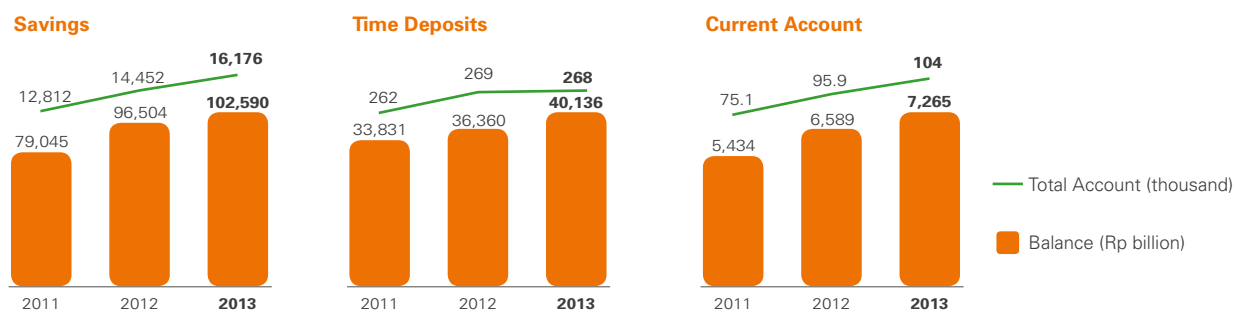
Supported by those programs, total third party funds from consumer and retail customers reached Rp150 trillion in 2013, a 10.6% increase compared to the previous year. This represented 51.3% of BNI's total third party funds.

The number of Third Party Fund Consumer accounts grew by 11.9%, from 14.8 million accounts in 2012 to 16.5 million accounts in 2013.

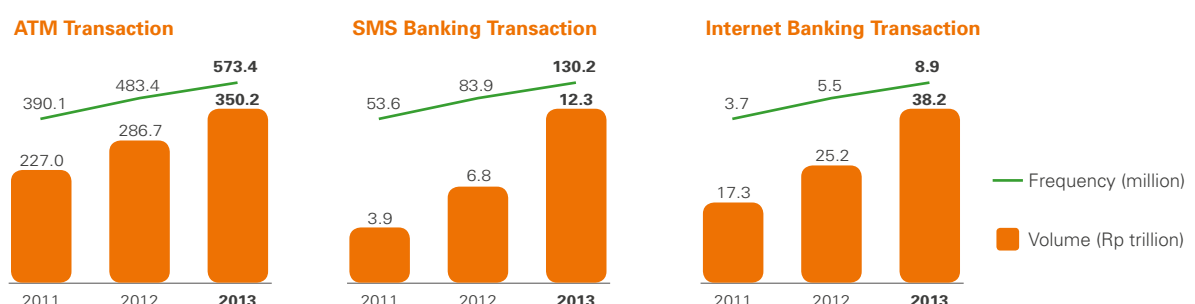
Based on funding composition, total funds from savings account grew by 10.7% to Rp102.6 trillion, while funds from time deposits and current accounts grew by 10.4% and 10.3%, amounting to Rp40.1 trillion and Rp7.3 trillion, respectively in 2013.

In 2014, to grow its deposits and customer base, BNI will continue developing and adding new outlets, and ATM particularly in strategic locations, and offering promotion programs for its consumer deposit products.

Profile of Individual Customer Deposits



Growth Profile of e-Channel





e-Channel

BNI operates a wide selection of electronic channels, covering ATM, Phone Banking, SMS Banking, and Internet Banking services.

In 2013, BNI introduced e-commerce services to facilitate on-line shopping transactions. This payment solution service features:

- Doku Wallet in partnership with third party partners available both for BNI customers and non customers.
- BNI Debit Online that can be accessed by BNI customers after registering and activating their SMS Banking for secure account debt transactions.

In 2014, BNI will introduce its Mobile Banking service and expand its partnerships with online merchants through joint promotion programs. In addition, partnerships will be developed with PDAM, Pay TV and Airline companies.

CARD BUSINESS

As a leading bank in the credit card business, BNI offers one of the widest selections of credit card products in Indonesia. Cards offered ranged from Silver, Gold, Titanium, Platinum and Visa Infinite cards, to corporate cards for the Bank's corporate customers, private label cards and cobranding and affinity cards.

2013 was marked with tight competition in customer acquisition following the implementation of Bank Indonesia Regulation No.14/2/PBI/2012 that regulates procedures in credit card holder acquisition. Nonetheless, during 2013 BNI succeeded in issuing some 240 thousand new cards.

During 2013, BNI continued to focus on developing its credit card variants through BNI Cobranding and BNI Affinity credit cards. To commemorate BNI's anniversary, the Bank presented a number of CoBrand cards, including BNI Lotte Mart Card Platinum and Ferrari credit cards for its cardholders.

During 2013, BNI added to its cooperation network with 8 new partners, consisting of education institutions, associations and communities, to introduce a range of Affinity Credit Card products. In 2013 BNI has established cooperation programs with 46 partners for Affinity Card product introductions.

A number of new features were developed in 2013 to further provide convenient transactions to cardholders, including payment inquiry facilities through the internet, SMS based instalment offering, and various new facilities for bill payment.

BNI also put efforts into updating its cardholder data as part of its commitment to comply with Bank Indonesia's regulation. Accordingly, in 2013 BNI engaged in a data cleansing, leaving only the data of active cardholders in the database.

During 2013, in line with its strategy to focus on the premium segment, BNI has grown its premium credit card share to 18.4%. Total credit card transactions increased by 13.3% to Rp20.2 trillion, with total outstanding receivables amounted to Rp5.5 trillion, an 11.3% increase from the previous year's performance. Operating income grew by 10.0% to Rp1.9 trillion, with fee based income (excluding recovery) contribution of 50.3%.

BNI's Debit Card was also active in launching attractive programs for its cardholders in 2013. BNI has implemented a customer education program targeting inactive customers to encourage them to start doing transactions using their debit cards. BNI also launched routine local and national promotion programs focusing on supermarket outlets and intensified programs targeting popular merchants. The year 2013 ended with total debit transaction amounting to Rp6.7 trillion, growing by 44.6% from last year's performance.

BNI operates a wide merchant network to support its card business. Throughout 2013, total EDC installed reached 56 thousand EDCs. Total transaction volume topped at Rp33.0 trillion or an increase of 11.1% from the previous year, while total fees earned from merchant transactions was Rp142 billion, growing by 5.7% from 2012 results.

During BNI's 67th anniversary in 2013, BNI was the first bank in Indonesia to introduce BNI m-POS (mobile Payment of Sales). BNI m-POS facilitates mobile payment processing using smart phones. BNI m-POS is an ideal solution for SME businesses and businesses with mobile characteristics, such as insurance, courier service, home shopping, multi-level marketing and delivery order businesses. BNI's e-Commerce acquiring business enjoyed a growth momentum in 2013 with the addition of 2 new internet payment gateway (IPG) partners, Cybersource and Veritrans. With the arrival of new partners, the Bank looks forward to continuing growth for its e-commerce acquiring business in 2014.

Achievements delivered by BNI's card business have been recognized with high profile awards from various institutions, including:

- Service Quality Diamond Award Category for BNI Platinum Credit Card and BNI Emerald from CARE & Frontier Consulting;
- Indonesia Middle-Class Brand Champion, Credit Card Consumers Choice 2013 category from SWA & Inventure;
- Top Brand Award 2013 In Recognition of Outstanding Achievement in Building the Top Brand;
- Business Record 2013: BNI-Chelsea FC Cards: as Payment Card with the Fastest Growth in Indonesia.
- Indonesia Travel & Tourism Awards 2013/14 as an Indonesia Leading Consumer Bank.

2014 Strategy

In 2014, BNI will continue launching its local and national promotion programs. The Bank will also increase its focus on building synergy with related business units while continuing to enhance loyalty programs.

To become the leading and preferred credit card for cardholders, BNI will offer attractive promotion programs targeting the premium segment, build cooperation with selected merchants, and launch a series of loyalty programs.

To increase its debit card transactions, BNI will increase promotions to use debit cards for spending transactions. Alongside, debit card users will be eligible to participate in loyalty programs.

The year 2014 will see growth in BNI's merchant business, along with more diversified references and features for merchants, from EDCs presenting recurring and e-commerce acquiring transaction services to BNI m-Pos. Simultaneously, merchants can also access BNI's payment facilities, targeting especially corporate merchants with multi-channel payment services.

Business Review

BNI EMERALD PRIORITY BANKING

BNI Emerald Priority Banking is an exclusive priority banking service targeting BNI's High Net-Worth Individuals with a unique value proposition; "We bring you to the world and the world to you".

BNI Emerald presents a personal service not just from the Relationship Managers dedicated to serve the customers but from the entire Management and Staff at BNI's domestic and international network in Singapore, Hong Kong, Tokyo, Osaka, New York and London.

BNI Emerald understands that every priority banking customer is a special individual, therefore BNI Emerald offers various benefits and value added features such as follow:

1. BNI Emerald Call Contact Center offering convenient banking and non-banking services for customers;
2. BNI Emerald Concierge Service, offering non-banking services for personal and business needs, including Medical Assistance, Business Assistance, Travel Assistance and Concierge Service;
3. BNI Emerald Lounge, special lounges in strategic locations, with various facilities for business meetings, meetings with business partners, etc.;
4. BNI Emerald Special Recognition, where BNI Emerald customers can use their BNI Debit Cards as recognition cards to enjoy special services available in all BNI branches in Indonesia and abroad;
5. BNI Emerald Special Service that offers a rich range of financial solutions for BNI Emerald customers as part of the Bank's Wealth Management services;
6. BNI Emerald Outlet available in 25 locations in Indonesia, offering convenient banking experiences to BNI Emerald customers;
7. BNI Emerald Retention Program, offering a diverse range of facilities, such as Emerald magazine, safe deposit box service and access to executive airport lounges.

In 2013, BNI Emerald introduced BNI Emerald Education Assistance service in cooperation with EF Education First, a reputable education consultant, to offer solutions to facilitate access to education in more than 16 countries.

In 2013, BNI Emerald succeeded in serving 18,000 customers and grew total assets under management by 14% to Rp40.0 trillion.

For the second consecutive year BNI Emerald was awarded the Service Quality Diamond Award 2013-Priority Banking category from Indonesia Service Quality Foundation, supported by Service Excellence magazine and Care CDSL.

NON BANK PRODUCTS

BNI offers a variety of non-bank products comprising investment and insurance products.

Bancassurance

BNI develops its bancassurance business as a strategy to generate recurring fee based income from the consumer & retail segment. As such, BNI has established partnerships with several insurance firms to offer customers insurance products suited to their needs. These bancassurance products include life insurance, unit link and general insurance products that offer added value to customers.

BNI customers can conveniently select and purchase insurance products through Bancassurance Specialists or through Telemarketing. Bancassurance Specialists are sales officers with insurance certifications employed by BNI's insurance firm partners, and assigned to BNI outlets.

Telemarketing efforts are conducted by telesales staff to market the products of insurance companies. Life insurance products offered through telemarketing include personal accident insurance, critical illness insurance, health insurance and also education insurance. Premium payments can be done through auto debit of customer's savings account.

In 2013, fee based income earned reached Rp128.3 billion, growing by 40.7% from 91.4 billion in 2012.

Investment Product

BNI has established partnerships with Investment Management companies to offer various investment products to customers, including mutual funds, bonds and bancassurance alliance products. Purchases of mutual fund products can be done through agents holding Mutual Fund Sales Agent (APERD) licenses, while purchases of bonds and bancassurance can be done through BNI's main branches.

In 2013, total Assets Under Management (AUM) was recorded at Rp5.2 trillion from bonds, Rp864.8 billion from mutual fund products and Rp206.2 billion from bancassurance products.

Total fee based income reached Rp55.6 billion in 2013, growing by 86.6% from the previous year's performance.

In 2014, BNI will expand the penetration of its mutual fund and bond investment products to the upper mass segment, considering the significant market potential in this segment and the growing market awareness to individual financial planning.

BNI will also invite participation of existing customers in introducing its investment products through the Bank's Member Get Member program. Regular loyalty programs will also be launched as one of the Bank's customer retention strategies. BNI will also organize investor gathering forums to reward its investment customers.

Finally, in 2014 BNI will tailor its investment product and service offerings to better meet the needs of its customers.

FINANCIAL INSTITUTION PENSION FUND

Financial Institution Pension Fund (DPLK) BNI is a business unit with a product offering called BNI Simponi (Simpanan Pensiun BNI), as a pension program solution for the public in various professions. For 10 years since 2001, DPLK BNI is the market leader in the institutional pension fund industry in Indonesia, registering steady growth by number of participants as well as amount of funds under management.

In 2013, the number of program participants increased to 645,590 participants, from 602,722 participants in the previous year or increased by 7.1%. In the same period, funds under management grew by 17.2% to Rp 8.4 trillion or increasing by Rp1.2.

In 2014, DPLK plans to grow by 100,000 new participants with funds under management growing by Rp1.2 trillion. These targets are in line with the challenges in 2014, as the implementation of universal health insurance will reduce opportunities for pension funds placement.

› Marketing

In line with BNI's business model that takes advantage of the customer centric approach, the Bank's marketing strategy, particularly in the consumer & retail banking segment, is designed to cater to the needs of customers in any stage of life.



Tightening competition in the banking sector requires BNI to always promote innovation, both in terms of products or services as well as in the aspect of marketing. Creativity is needed to successfully introduce new products or services to customers, ensuring that customers can enjoy the new products and services.

The marketing strategy for the Consumer & Retail Banking segment is based on an understanding of the needs or wants of BNI's customers (voice of the customer). This is supported by research initiatives to gain customer insight and relevant inputs on the needs of the market. Such understanding is then translated into suitable products or services, communicated through the media and marketing program focusing on the customer segment intended, and finally sold or delivered through the proper distribution channels suited to each respective target segment.

Marketing programs are implemented in cooperation with relevant business units and support functions.

To ensure the effectiveness of its marketing programs, BNI adopts a local program approach which is decentralized to every regional office. By doing this, marketing programs may be different in every region according to the targeted segment and potentials of each region.

In marketing its products, BNI introduced the 'BNI Experience' in 2011 as a thematic concept for the marketing and promotion of consumer and retail products. The 'BNI Experience' promises a different experience for customers through the use of products and services of BNI. This concept was continued in 2013.



5 Iconic Cluster Programs:

- BNI Music Experience
- BNI Fashion Experience
- BNI Food Experience
- BNI Travel Experience
- BNI Entrepreneurship Experience

Under the flagship of 'BNI Experience', promotion programs for customers are conducted through five Iconic Clusters in accordance with customer segmentation and preferences, namely BNI Music Experience, BNI Fashion Experience, BNI Food Experience, BNI Travel Experience, and BNI Entrepreneurship Experience.

BNI Music Experience

Under the BNI Music Experience concept, BNI cooperates with third parties in organizing various quality music concerts and musical theatre featuring local as well as international musicians such as Java Jazz Festival 2013, Weezer, Afrojack, Stoneroses, Padusi opera, Slank and Dia Frampton, Lenka, Danie Wellington, Mika, Hi Five in partnership with a leading mall in Jakarta. BNI Music Experience targets holders of the BNI Credit Cards, BNI Debit Cards, BNI Debit Emerald Cards and BNI Prepaid Cards, and offers various facilities and privileges for these customers,

such as Buy 1 get 2 program, ticket purchase priority, ticket purchase with discounts or installment payments, VIP free entrance line, BNI Lounge at concert venues as a convenient meeting point, and many others.

BNI Fashion Experience

BNI organized various events and fashion shows under "BNI Fashion Experience" for BNI customers. In 2013, BNI organized Indonesia Fashion Week 2013 and Fashion Show 20th Anniversary of Dian Pelangi, a leading young fashion designer. Some of these fashion shows also provide opportunities for BNI's debtors and Small Medium Enterprise (SME) partners to promote their products and services. In addition, BNI also gives special offers for fashion lovers for branded products Braun Buffel, Rumours, Aleira, Iwan Tirta, Ped Der Red, Dian Pelangi and GAP products such as Guess through discount programs, installments and reward points.

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BNI Food Experience

Through BNI Food Experience, BNI offers BNI Credit Card and Debit Card holders the enjoyment of culinary delights in various well-known restaurants in Jakarta and other major cities in Indonesia, by offering discounts or other interesting promotion programs in Pizza Marzano, Bon Chon, Domino Pizza, Cold Stone, Roppan, KFC and Kenny Rogers. During 2013, BNI also organized a series of thematic culinary promotions including Chinese New Year Dining Experience, Ramadhan Experience and Year End Dining Experience.

BNI Travel Experience

BNI also understands customers' need for holiday programs by offering various travel programs in cooperation with leading travel agents, local airlines like Garuda Indonesia and Citilink as well as international airlines like Cathay Pacific, Malaysia Airlines and Jetstar. BNI also organized Travel Fair events such as Garuda Travel Fair (GATF) local Roadshow, GATF Jakarta and Jakarta International Travel Fair (ITHF). In addition, BNI offers various hotel promotions with Royal Safari Garden, Santika and Amaris, Putri Duyung Cottage, Tune Hotel, Accor Group Hotel, Haris Hotel and Inna Hotel, and some luxurious villas such as W Retreat Spa Bali, Courtyard Bali Nusa Dua, The Atanaya and Ayana Hotel Bali. For online room reservation, BNI cooperates with Agoda, Rajakamar, Pegipegi, Klikhotel, Tiket.com, TickTab.com and Traveloka.com. Furthermore, BNI also provides services for customers who want to travel to their hometown during the Idul Fitri festivity by air or land transportation.

BNI Entrepreneurship Experience

BNI Entrepreneurship Experience helps small entrepreneurs and retail commercial customers in promoting their products and services through

various products and industrial exhibitions. In 2013, programs that were conducted include Inacraft, Creativepreneur, and Tangan Di Atas.

Promotion of Specific Products

BNI also organized other programs to promote specific products. Following are some of the programs conducted in 2013:

- BNI Taplus: Program Rejeki BNI Taplus 2013
- BNI Taplus Anak: Talented Youth BNI, Di Atas Rata Rata Music Concert with Erwin Gutawa & Gita Gutawa
- BNI Taplus Muda: "Creativepreneur" program to develop entrepreneurs among university students.
- BNI Griya: Focusing on more affordable with lower rates. Faster with "One Day Approval" and easier program with minimum requirements.
- BNI e-Banking: promoting "Around The World" transactions offering around the world travelling and other prizes.
- Investment products: Sukuk Negara Ritel Seri 05, Obligasi Negara Ritel 010 and Reksadana Expo.
- BNI Chelsea Payment Card : BNI Cup 2013 live football game between FC Chelsea and BNI Indonesia All Stars in GBK Senayan stadium.
- Ferrari Card by BNI: payment card product launching with Ferrari Italia.
- BNI Emerald: Education Assistance, Emerald Event Series.

In addition to special promotion programs, events and sponsorships, the marketing of products and services of BNI were also conducted through advertisements posted either in print media, electronic media, outdoor media or online media with local, national and international coverage. At various Points of Sales (POS) of BNI, product promotion materials such as flyers and brochures, posters, and banners were also available.



Towards “The BNI Sales”

During 2013, through the Bank’s Consumer & Retail Banking Sales Division, BNI made efforts to develop its sales force staff, called “The BNI Sales” that includes BNI’s sales leaders. BNI’s sales force management is to build a sales force with the following identity:

1. Total Solution: A sales team that is capable of delivering the best total solution in terms of sales of BNI’s products.
2. Highly Skilled: A sales team possessing good selling skills to promote BNI’s products
3. Knowledgeable: a sales team with excellent product, sales potential, and market knowledge
4. Positive Attitude: an elegant sales team comprising courteous, self-confident, and well-mannered individuals capable of attracting the intended target markets in accordance with the Bank’s sales strategies and values.

BNI Sales is part of the Bank’s Sales Culture development focusing on sales capacity, sales capability and sales productivity development through the following activities:

1. Implementation of improvement initiatives to recruit the necessary sales staff and quality training programs across the country in cooperation with a number of Sales Company company partners.
2. Providing support to the sales team’s daily activities through BNI’s Sales Helpdesk service, a contact center service accessible through telephone, SMS, email and fax, that provides information and sales follow-up services to the sales force team.

3. Ongoing development of BNI’s sales tools capacity and capabilities as a sales monitoring tool, covering Sales Activity & Performance Management (SAPM) developed under the Sales Force Automation - Customer Relationship Management (CRM) development project.

On top of ongoing training-coaching-mentoring process, in 2013 BNI conducted sales certification initiatives and various sales training programs, including programs through the Sales Academy, as well as sales events through BNI’s Event Series and sales award programs through Around The World, e-Star, & e-Club.

Strategy for 2014

The following programs in 2014 will sharpen the focus of BNI’s strategic plan:

1. Focus recruitment efforts to fulfill the remaining sales force gap
2. Sales skill & knowledge development
3. Ongoing sales effectiveness improvements
4. Motivational activities through sales award & reward activities
5. Total support commitment to BNI’s sales activities.

These initiatives are expected to improve BNI’s sales force performance with direct and significant contribution to the Bank’s products, product holding ratio and market share, with higher than average industry growth.



Business Risk Management

During 2013, total loan growth reached Rp49.9 trillion (24.9%), while provision for impairment losses totaled only Rp2.7 trillion through a well-targeted strategy in credit processes, monitoring, remedial and recovery improvements.



Initiatives in credit process improvement cover credit analysis process and up to credit decision, for loans in the corporate, Middle Business, and Small Business Segments. Meanwhile, initiatives in credit remedial and recovery are undertaken for loans in the Corporate, Middle Business and Small Business Segment as well as loans in the Consumer & Retail segment.

Quality Growth of Productive Assets

BNI has defined two important areas to ensure healthy growth of productive assets. First is a credit process with appropriate risk mitigation, which considers every business and gain potential with the nature of risks, followed by effective credit monitoring to minimize the occurrence of non-performing loans. Second is the availability of a quick, accurate and effective credit remedial and recovery program for problem loans.



Sutirta Budiman, CFA
Chief Business Risk Officer



“Two priorities in asset quality improvement efforts are ensuring expansion of quality loans and management of non-performing loans that follow the principles of Good Corporate Governance.”

2.2%

Growth NPL ratio
in 2013

Rp2.4 trillion

Recovery of written-off
loans in 2013

Business Process

In the credit process, BNI undertake risk estimation and mitigation as well as formulation of credit proposal as part of the credit analysis process.

Credit decisions are based on the ‘four eyes principle’ through credit committees involving credit decision personnel from both risk and business units.

For loans in the consumer and retail segment, the credit process is performed by Credit Analyst personnel utilizing the credit scoring system, which is regularly reviewed to determine both the parameters

to protect the credit quality and parameters related to the need to improve the risk mitigation efforts.

Review and development of credit systems and procedures are conducted by the respective risk and business units, and approved by the Credit Procedure Committee, which comprises the Bank’s Risk Director and Compliance Director as permanent members and the respective unit’s Director as non-permanent member. This process is also monitored by the Quality Assurance unit to ensure compliance to the regulatory provisions.

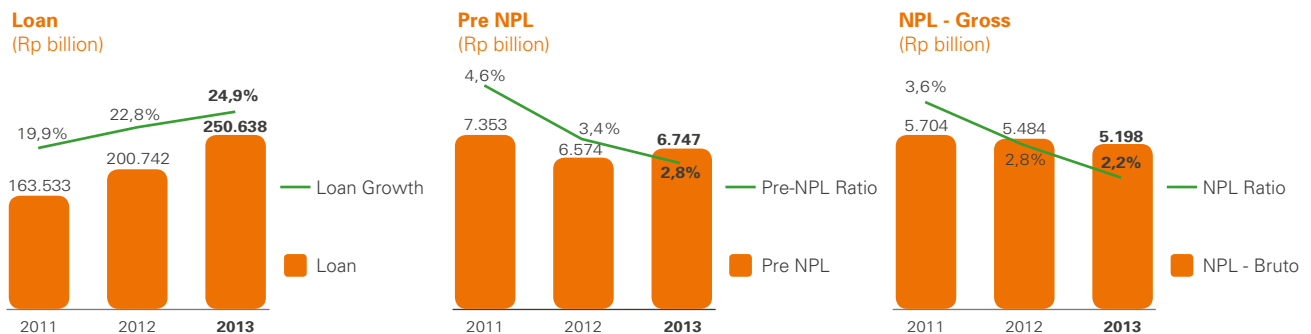
Business Review

In 2013, BNI's total loan growth reached Rp49.9 trillion, growing by 24.9% from the performance in 2012, and comprising of 27.0% growth in the Business Banking segment and 15.5% growth in Consumer & Retail segment

Credit Remedial & Recovery

The management of non-performing loans is always implemented based on the principles of Good Corporate Governance. In general, management of non-performing loans are performed through two strategies, namely credit remedial and credit recovery. The credit remedial strategy is done through restructuring of debtors who are cooperative and still have business prospects. Credit recovery is done through sales of collateral and/or legal actions towards debtors who have no business prospect and/or do not act cooperatively.

In 2013, through an effective credit remedial and recovery strategy, BNI succeeded in limiting the provision for impairment losses to Rp2.7 trillion. If calculated proportionally, this result is better than the performance in 2012, given the aggressive loan growth of 24.9% in 2013. In 2013, Pre NPL ratio was 2.8% from 3.4% in 2012. NPL ratio was 2.2% in 2013, from 2.8% in 2012.



Credit that has been written-off still remains to be recovered to minimize losses. Recovery efforts on credits that have been written-off are done through:

1. Debt settlement with addition of capital by new investors to debtors with business prospects
2. Sales of collateral.
3. Legal actions through collection to the guarantor of personal guarantees (PG) and company guarantees (CG), execution of mortgage/fiducia, bankruptcy processes and civil claims.

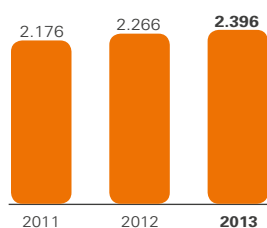
Realized recoveries of written-off loans in 2013 amounted to Rp2.4 trillion, increasing from the result in 2012 of Rp2.0 trillion

Work Plan for 2014

In 2014, closer cooperation among BNI's business units and other related units is expected to improve performance towards asset quality targets through ongoing credit process improvement. The following initiatives are expected to improve credit processes, and thus contribute to higher revenues while minimizing losses:

- Bankwide implementation of the "four-eyes principle: starting on January 2, 2014, the principle is implemented for financing facilities provided to Financial Institution segment as well as credit processes in overseas branches.
- To achieve faster credit turn around time, an automated financial analysis system will be developed in 2014 based on BNI's systems and procedures to support the credit analysis process.

Realization of the Recovery of Loan that had been Written-off
(Rp billion)



› International Banking & Treasury

To become the customer's trusted partner to enter the global market through competitive international transaction and treasury products and services.



International Banking

BNI offers a wide range of international banking services, including trade finance services via BNI Smart Trade and international remittance services through BNI Smart Remittance, as well as active in providing bank-to-bank financing transactions. BNI's business and operational activities are supported by the Bank's overseas network in Singapore, Hong Kong, Tokyo, Osaka, London and New York.

In providing its international banking services, BNI is supported by 1,624 correspondent banks in 104 countries and strategic alliances formed through BNI's membership in several international banking associations.

In 2013, BNI's International Banking business booked healthy growth within its entire line of businesses. This achievement was supported by various business

improvements in product, service and infrastructure developments, as well as ongoing promotional activities.

Product Development

On top of managing LC based trade finance activities, in 2013 BNI developed a non LC based Smart Trade BNI solution that promises a considerable market opportunity.

After achieving success through its cash-to-cash incoming remittance services, BNI Smart Remittance introduced BNI Wesel PIN for domestic remittance services using the BNI Smart Remittance application. This product features account/cash-to-cash and cash-to-account transactions between domestic BNI outlets and BNI Partners' outlets in Indonesia.

During 2013, BNI completed a MoU signing with Japan for International Cooperation (JBIC) and Japan Regional Bank (JRB) to facilitate financing services to



Adi Setianto
Managing Director - Treasury & FI



“Product, service and infrastructure improvements are supporting the positive growth of internal banking and treasury businesses.”

27.7%

Growth Volume
of Trade Finance

Rp3.6 trillion

Revenue Contribution on
Treasury Activities

Japanese firms operating in Indonesia with lending through the Bank's Japan Desk.

Services Development

During the year, BNI completed the following service development initiatives:

- Cooperation between BNI Smart Trade and insurance firms to extend services for the small to medium enterprise (SME) market.
- Improvement of BNI Smart Remittance services through network expansion, including:
 1. New cooperation with 43 paying agents (Regional Development Banks, Rural Banks, Cooperatives and private firms).
 2. Agreement signing with PT Pegadaian (total 4,600 outlets).
 3. Agreement with Alfamart, extending service accessibility of BNI Smart Remittance through more than 16,000 outlets of BNI as well as third-party partners' domestic and overseas outlets.

- Providing access to the global market through a network of 1,624 correspondents in 104 different countries, including strategic partnerships with international institutions for project financing in Indonesia.
- Maintaining strategic partnerships with Japan Bank for International Cooperation (JBIC) and Japan Regional Banks (JRB). By the end of 2013, BNI had established alliances with JBIC and 53 JRBs, including the Shinkin Bank and Japan Finance Corporation (JFC).

The scope of the strategic alliances includes:

1. Strengthening mutually beneficial agreements for BNI and JBIC/JRBs.
2. Providing banking and advisory services to JRBs' existing clients with businesses in Indonesia or plan to invest in Indonesia.
3. Building cooperation in staff development through joint training programs.



- Service development in Overseas Branches:
 1. Synergy building with State Owned Enterprises (SOEs), targeting business opportunities in Myanmar by providing banking services for SOEs operating in Myanmar through BNI's Singapore branch.
 2. Utilize BNI's overseas branches to serve as the Bank's ambassador responsible for forging relationships with investors, regulators, counterparts and the Indonesia Government's overseas representatives by:
 - a. Serving as outlets to support BNI's role as the appointed bank that serves the Government of Indonesia with payment transactions in foreign currencies, including tax and non-tax related payment transactions. With regard to the Bank's State Revenue Payment service, BNI was awarded with BUMN Innovation Award 2013 in the Best Product Innovation category.
 - b. Providing business mediation services for Indonesians across the world through the overseas branches.

BNI's pioneering role in supporting Diaspora Indonesia was recognized with an award from the Indonesian Record Museum.

Infrastructure Development

A. Infrastructure Development for Trade Finance Services

To maintain its service level and service standard, since 2004 BNI has centralized its trade finance services in Indonesia into 4 Trade Processing Centers (TPCs) at the Jakarta Head Office. The Trade Processing Center service has been awarded ISO 9001:2008 certification since 2008 for its trade finance transactions, which has been renewed during 2013 with improvements in document processing time from 'one day service' to '6 hours service' upon document receipt at TPC locations.

The development of Trade Innovation Plus and BNI Smart Trade Portal application systems for trade finance transaction processing allows the Bank to offer customized trade finance solutions to meet the needs of the customers.

Efforts to centralize advising trade transactions (among others LC, SKBDN, SBLC, Demand Guarantee and Bank Guarantee under Counter) also continued through the introduction of an enhanced control and monitoring systems to support transaction operations.

Human capital development was conducted through certification programs in international trading/transactions, such as programs for Certified Documentary Credit Specialist (CDCS) conducted by International Chamber of Commerce (ICC) Indonesia. Today, 10 staff has received the CDCS certification with another 60 personnel currently preparing to be awarded with certification.

To provide marketing and advisory services to the customers and to pursue new business opportunities, BNI has 36 Marketing Representative Officers (MRO) at the business centers throughout Indonesia. In 2014, BNI plans to increase the number to 46 MROs.

To support Bank Indonesia's regulation requiring exporters to report their foreign currency based export earnings to foreign exchange banks, BNI is currently developing a web based system called Smart RTE to facilitate the filling of Export Transaction Detail form.

B. Infrastructure Development for International Remittance Services

In 2013, BNI completed the upgrading of remittance hardware and application software to anticipate the growing number of remittance transactions.

Service level quality was continuously improved for the Bank's overseas correspondents and domestic outlets in terms of remittance transaction status information as well as real time Online Transfer service for transfers to other banks.

To increase penetration for its international remittances in Asia and the Middle East, during 2013 BNI dispatched 10 Remittance Representative (RR) officers to Malaysia, Saudi Arabia, United Arab Emirates and Qatar.

BNI Remittance Ltd., a subsidiary of BNI established in Hong Kong, continues to extend its presence since 1996, providing positive contributions in increasing the Bank's international remittance business in Hong Kong, China and Taiwan.

C. Infrastructure Development for BNI's Overseas Branches

- Development in risk management area:
 - a. Direct supervision by the Compliance Division of compliance officers' activities within the overseas branches to ensure that all business and operational activities within the overseas branches are performed in compliance with all prevailing regulations
 - b. Implementation of changes in the credit model that adopts the four eyes principles, with clear separation between the risk and business functions, ensuring that every credit decision has independently taken into account both business and risk considerations.
- Information Technology and Human Capital Development:
 - a. Upgrading of the core banking applications at the overseas branches to gain higher accuracy, response time and more standardized financial reporting.
 - b. Implementation of reviews and validation of the Bank's Human Capital Global Policy for higher employee productivity.

D. Infrastructure Development for Japan Desk

BNI has developed a special loan scheme, dubbed the Japan Desk, to provide loan facilities for Japanese companies (as customers of JRBs) operating in Indonesia, using as collateral the SBLCs received from JRB as per its agreement with BNI.

Further, in order to provide banking solutions and customer-oriented services to Japanese companies and investors in Indonesia, BNI has cooperated with JRB in a trainee staff interchange program between the two institutions.

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Promotion Activities

To increase customers' product awareness, during 2013 BNI continued to launch various above the line promotions for BNI Smart Trade and BNI Smart Remittance. In addition, below the line promotion initiatives were conducted through:

1. Knowledge sharing sessions for exporters and importers in partnership with BNI's Business Banking units, including events organized by various associations such as KADIN, BKPM, ASEPHI, etc.
2. Internal training programs on international banking services for the front-liners at BNI outlets.
3. Various remittance promotion programs, including:
 - a. Lucky Draw OTR 2013, a promotion program featuring a list of attractive offerings to increase BNI's remittance transaction volume;
 - b. Minikuis ITR and OTR 2013, two product refreshment promotion programs targeting BNI's staff at domestic branches.
4. Promotion activities at BNI's overseas branches, including:
 - a. Participation in various international events:
 - Participation as a speaker in the Second Indonesian Diaspora Congress held in Jakarta in 2013;
 - Batik and Balinese silver handcraft exhibitions at BNI Hong Kong's Gallery in October 2013, in partnership with the Indonesian Consulate General, as part of '2013 Indonesian Investment and Business Forum'.
 - b. Active participation in student activities organized by Perhimpunan Pelajar Indonesia (Indonesian Student Association or PPI) in various countries and providing internship opportunities for Indonesian students in overseas.
 - c. Finance and entrepreneurship seminars targeting Indonesian migrant workers.
5. The Japan Desk is also active in promotion programs, including:
 - a. Investment promotion road shows to Nagoya, Kyoto and Osaka in April - May 2013, in collaboration with Suryacipta Industrial Estate which will facilitate the provision of industrial land within the estate to Japanese investors.
 - b. Participating in the Indonesia Investment Summit 2013 on 7 November 2013 in Jakarta, an event organized by the National Investment Coordinating Board (BKPM) and attended by more than 300 potential investors.
 - c. In cooperation with JRB, the Japan Desk organized investment seminars, bringing together potential investors from Japan and local business people for a business matching forum. There were 9 such events in 2013, which were also attended by representatives of Bank Indonesia, BKPM, the Ministry of Foreign Affairs, the Ministry of Industry, the Ministry of Finance, Japan External Trade Organization (JETRO), and several other institutions.
 - d. Engaging in a continuous socialization program on banking solutions to Japanese companies operating in a number of industrial estates in Jabodetabek, Semarang and Surabaya.

Business Performance

In 2013, BNI International Banking Business recorded revenues of Rp1,516 billion. Of this total, interest income from trade finance transactions, loans and marketable securities issued by the overseas branches contributed Rp871 billion. Fee-based income, mainly from trade finance transaction, remittances transactions and bank-to-bank financing, contributed the remaining Rp645 billion.

A. Trade Finance Performance

In 2013, trade finance volume grew by 27.7% reaching USD28.5 billion. Export transactions posted 98.2% growth from USD6.9 billion to USD13.7 billion. Import transactions declined slightly by 3.9% from USD15.4 billion to USD14.8 billion.

This achievement was attributed to the following factors:

- Centralization of document processing services based on international standards (ISO 9001:2008 certified)

- Fast document processing service to meet the “one day service” commitment, with the support of state-of-the-art technology infrastructure and experienced & certified analysts (Certified Documentary Credit Specialists)
- Deployment of marketing representative officers (MROs) in charge of providing trade finance consulting services in business centers across the country.

National and international awards garnered during 2013 including the Best Trade Finance Bank in Indonesia award for four years running from Alpha Southeast Magazine, and the Best Trade Finance Bank in Indonesia award from the Asian Banker.

B. International Remittance Performance

BNI succeeded in processing a total of 2.3 million remittance transactions amounting to USD86.3 billion during 2013. Total transaction volume grew by 16.3% from USD74.2 billion in the previous year.

The achievement of BNI Smart Remittance was supported by the following factors:

- Continuing service enhancement, including through the development of BNI OTR Yuan Remittance featuring fund remittance in Yuan currency with competitive rates, and OTR multi currency transaction for fund remittance in local currencies at 125 countries.
- Service network expansion that reached a total of 14,532 partners in 2013, a significant 51.3% growth from only 9,600 partners in 2012.

With this achievement, BNI again was awarded the Best Remittance Provider of the Year in Southeast Asia for the 5th consecutive year from Alpha Southeast Asia Magazine.

C. Financial Institutions’ Performance

Business partnerships are developed through various forms of transactions, including bank guarantee, under counter guarantee, and bank to bank financing transactions.

During 2013, more than of 2,500 bank guarantees of USD538 million have been issued based on counter guarantees from correspondents. Bank to bank financing transactions in the form of forfaiting, risk participation and LC refinancing reached 550 transactions worth USD770 million.

Development of domestic financial institution business was performed through the issuance of term loan facilities.

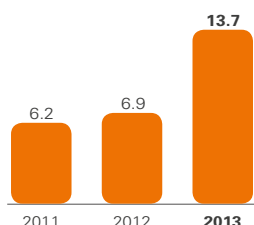
D. Overseas Branches’ Performance

In the past 4 years, BNI’s overseas branches have undergone a transformation in their strategic role in line with the vision to serve as a bridge connecting Indonesia and the world.

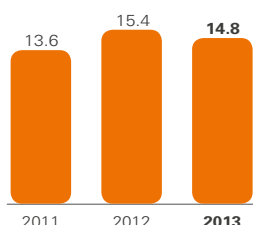
To attain the new vision, BNI has defined the following transformation steps for its overseas branches:

- 2010: Focus on Transactional Banking Services
Shifting focus from high yield but riskier assets to transactional banking service (trade financing).
- 2011: Portfolio Rearrangements
Earning asset development with a focus on Indonesia related businesses
- 2012: Organization and Policy Development
Organization standardization to meet prudent banking best practices
- 2013: Risk Management & Infrastructure Enhancements
Implementation of risk management and infrastructure enhancement projects

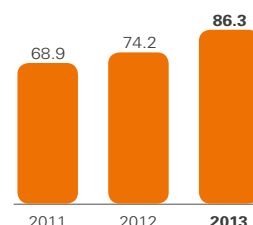
Volume of Exports per Year
(USD Billion)



Volume of Imports per Year
(USD Billion)



Remittance Volume per Year
(USD Billion)



Business Review

- 2014: Transformation Implementation
Implementation of overseas branch transformation processes, focusing on the following 7 pillars:
 1. Business integration with BNI's head office;
 2. Standardization in operating procedures;
 3. Credit model enhancements;
 4. Core banking upgrades;
 5. Implementation of BNI's Human Capital Global Policy;
 6. Implementation of BNI's global treasury system,
 7. Implementation of BNI's global financial institution systems.

In line with BNI's strategic road map to position its overseas branches as business catalysts and bridges to connect Indonesia with the world, since 2011 the branches have shifted their asset composition to Indonesian related businesses to grow their earning assets.

In 2013, overseas branches booked total assets of USD1.7 billion comprised of productive assets from credits of USD440 million, trading of USD560 million and marketable securities of USD402 million.

Contribution from Indonesian related loan & trade improved from 80.3% to 84.4%, while the proportion of Indonesian related securities also improved from 46.5% to 52.4%.

E. Japan Desk Performance

Through the Japan Desk, BNI has provided financing facilities to customers of JRB operating in Indonesia.

In addition, BNI has also facilitated some 90 customers of JRB with various banking products and services, including cash management, account opening, foreign exchange transactions and corporate credit card. BNI has also gained the trust of one of the largest mall operators in Japan to manage the financial and banking transactions of its mall soon to be opened in Indonesia.

Work Plan for 2014

In international banking BNI will ramp up its performance to deliver greater business growth. The overseas branches will also increase its role by forging relationships with overseas investors, regulators and counterparts, as well as by providing comprehensive information about investment opportunities in Indonesia to attract more foreign investment to the country.

A set of initiatives have been defined to grow BNI's trade finance business, including:

1. Market expansion in the Small and Medium Enterprise segments.
2. Market penetration through more aggressive marketing by BNI's Marketing Representative Officers in business center throughout Indonesia.
3. Implementation of a more flexible pricing scheme.
4. Ongoing commitment to ISO 9001:2008 certification.
5. New product and service launches that meet the expectations of the market.
6. Development of BNI e-smart-trade service and market expansion through alliances with Non-Foreign Exchange Licensed Bank.

Following are initiatives set to develop the international remittance business:

1. Domestic and overseas distribution channel development.
2. Relationship management development with domestic and international partners and various government bodies.
3. Channel and new remittance feature development.
4. Promotion programs.

Initiatives to grow BNI's financial institution business are as follow:

1. Enhance cooperation with correspondent banks and remittance service providers operating in new markets (Central Asia, South East Asia, Latin America, the U.S. and Australia) focusing on Trade and Remittance services.
2. More intensive business alliances with domestic banks.
3. Active participation in forfeiting, risk participation and LC refinancing transactions.

For its overseas branches, BNI has defined the following strategic policies directions:

1. Identify opportunities in Indonesian related businesses:
 - a. To become the partner bank for BNI's domestic customers to go international
 - b. To bring foreign businesses to do business with BNI's domestic customers.
2. Provide supply chain financing solutions to Indonesian related businesses.
3. Increase contributions from fee based income (transactional banking services) and improve operational efficiency.
4. Enhance the role of overseas branches as "BNI's ambassadors" overseas by building partnerships with investors, regulators and bank & non-bank counterparts.
5. Position the overseas branches as one of the Bank's centers of excellence in human capital productivity improvement.

Business development of the Japan Desk will consist of:

1. Development of banking products and service solutions that are specially tailored to the need of Japanese customers.
2. Improving coordination with BKPM and the Suryacipta Industrial Estate with regards to business needs, licenses, industrial lands and banking services for Japanese investors.
3. Increasing the scope of business relations with JRB.
4. Socialization and promotion of industrial estates outside Java to customers of JRB.

Treasury Services

BNI's Treasury Division is mainly responsible for maintaining the Bank's liquidity as well as the management of liquidity risks and market risks, so as to contribute optimally to the Bank's profits from revenue streams from interest income, as well as gains from marketable securities and foreign exchange transactions.

Performance of Treasury in 2013

Throughout 2013, the Treasury Division continued to engage in improvement initiatives, including in the integrated management of treasury risks and exposure, customer-oriented governance, and treasury human capital development.

Integrated Management of Treasury Risks and Exposure

In order to ensure better coordination of treasury activities at the Head office and those at the Overseas Branches, BNI in 2013 has implemented the Global Treasury and Global Liquidity concepts. Implementation of Global Treasury will facilitate the bank-wide monitoring and management of treasury activities and risks, especially through the Middle Office in the daily monitoring of risks. Meanwhile, implementation of the Global Liquidity concept will improve the Banks coordination for funding in line with the requirement of the business, including at the Overseas Branches, as well as to optimize any excess liquidity.

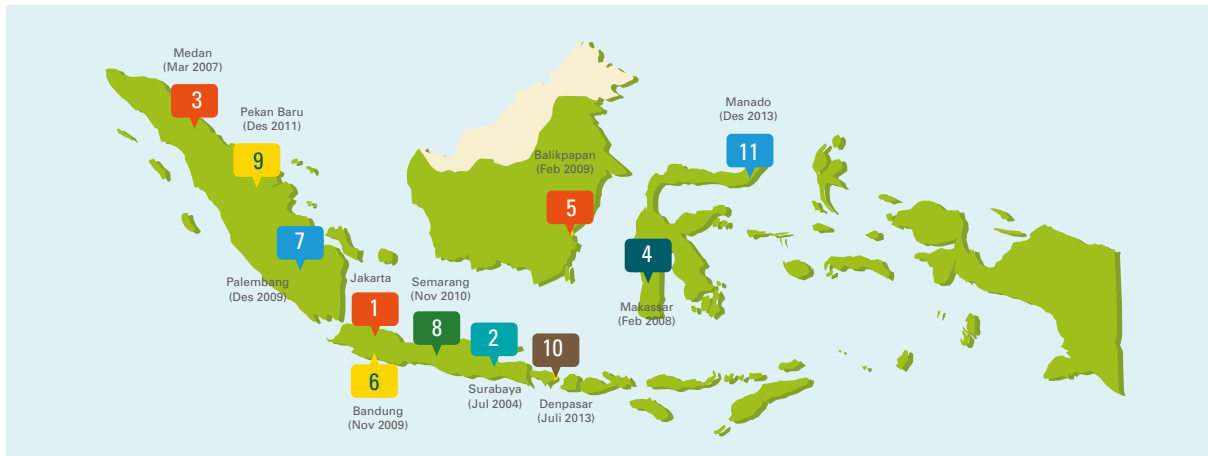
In managing liquidity, the Treasury Division aims for optimum liquidity management in support of daily operational needs as well as in compliance with Bank Indonesia regulations concerning the Statutory Reserve Requirement. As at December 31, 2013, the Statutory Reserve Requirement for Rupiah and for Foreign Exchange were 8.1% and 8.1%, respectively of total third party funds, while the Net Open Position was maintained at 3.4%, below Bank Indonesia's requirement of a maximum of 20.0%.

BNI has also improved its business processes through the implementation of Treasury systems that are integrated from the front office, middle office and the back office systems, the strengthening of Middle Office function as a risk monitoring unit, and various enhancements to business processes and policies, leading to more measurable treasury risks as well as more comprehensive risk mitigation.

Customer Oriented Business Governance

Throughout 2013, the Treasury Division is more active in developing businesses originating from bank customer and non-bank customer flows in Business Banking, Consumer Retail and Financial Institution segments, by improving access to markets through solutions for customer needs for investment instruments, and hedging transactions such as Forex Today, Tom, Spot; Forex Swap; Forex Forward; Deposit on Call; Money Market Account; Cross Currency Swap; Interest Rate Swap; Plain Vanilla Option; Repo/Reserve Repo Bonds; Banknotes Trading and others.

Treasury Client Solutions-Regional Coverage Area



To extend the reach of its treasury products, aside from utilizing BNI branches as distribution points of treasury solutions, BNI has opened new Treasury Regional Area (TRA) offices in Denpasar (July 2013) and Manado (December 2013) to support the existing TRA offices located in Medan, Pekanbaru, Palembang, Bandung, Semarang, Surabaya, Makassar and Balikpapan. The establishment of TRAs in regions with high potential allows the Bank to bring its treasury solutions closer to the customers that can now enjoy more convenient and faster treasury transactions.

As a foreign exchange bank, BNI is well experienced in meeting customers' needs for foreign currencies. The Bank also provides banknote transaction services offering various currencies, supported by a wide branch network across Indonesia to offer an easy and convenient service to customers.

BNI offers foreign banknote transactions in good quality condition and competitive pricing as well as accepting banknotes in various conditions. Bank notes transaction services are available in eleven different currencies (USD, SGD, SAR, MYR, HKD, JPY, GBP, EUR, CHF, CAD and AUD) with premium quality (mint condition in ordered sequence) in various denominations.

To better serve the growing number of banknote transactions, the Bank has developed selected branches with high banknote trading potential into BNI Money Changer outlets, which provide banknote trading services in 16 different currencies (including KRW, THB, AED, CNY and BND). Today BNI manages 10 BNI Money Changer outlets, offering both retail and wholesale banknote transactions.

During 2013, BNI has improved its Smart Forex application system to meet the needs of customers and comply with the prevailing regulations, allowing customers to enjoy easy, fast, secure and competitively priced foreign exchange transactions.

Human Capital Development (Know How Transfer)

On top of improvements in the governance of the treasury business, human capital development in treasury continued through training, coaching and assessment initiatives, ensuring the placement of the right people in the right position. This is to ensure further human capital development to support business growth. Training programs covered treasury product knowledge training, risk management, finance and accounting competence development through cross Division, internal Division, individual coaching and e-learning know how transfer methods.

Treasury Performance

In 2013, the Treasury unit posted Rp3.6 trillion revenue attributable to interest income from marketable securities and money market of Rp3.2 trillion, gains from marketable securities of Rp418.1 billion, and gains from foreign exchange transactions of Rp404.2 billion.

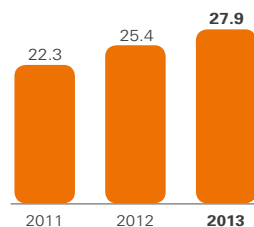
The volatility in foreign currencies in 2013 and competitive pricing have supported the growth in transaction volume for foreign currencies during the year, especially transactions on behalf of customers, reaching USD27.9 billion from USD25.4 billion in 2012. As a result, profit generated from foreign currency transactions grew from Rp318.4 billion in 2012 to Rp404.2 billion in 2013.

Work Plan for 2014

In line with the Government's policy on hedging transactions in State Owned Enterprises and Bank Indonesia regulations on hedging transactions introduced in 2013, BNI is well prepared to meet this demand with comprehensive solutions delivered through the Bank's Treasury Client Solution unit.

In 2014, the Bank will continue improving its treasury business processes by globally strengthening coordination among treasury activities, both in terms of its strategy as well as in liquidity management, while monitoring exposure and risk management areas to attain sustainable business growth.

Transaction Volume on behalf of Customers (USD Billion)



> Channel & Services

The addition of new outlets and ATM units, combined with continuous service quality improvement, indicates BNI's commitment to provide customer with more convenient banking transactions.



The Channel and Services sector manages BNI's entire branch (outlet) network and the integrated ATM network throughout Indonesia, as well as the Bank's Contact Center and the Service Quality Unit. In cooperation with the Business Banking and Consumer & Retail Banking sectors, the Channel and Services sector consistently focused on supporting sustainable business growth.

Branch/Outlet Network

To provide better reach to our customers and to facilitate customers and prospective customers access to BNI's banking services, BNI in 2013 opened 111 new outlets, comprised of 66 Cash Offices, 35 Payment Points and 10 BNI Mobile Service Outlets. With these additions, the Bank's total outlets as of the end of 2013 reached 1,687 outlets consisting of Regional Offices, Branch Offices, Sub-branch Offices, Cash Offices, Payment Points, BNI Mobile Service Outlets, including 81 week-end banking outlets, and 27 BNI Emerald outlets. Available in 34 provinces and 384 cities/municipalities across Indonesia, all of these outlets are within easy reach of BNI customers.

In the past three years (2011 - 2013), BNI's branch/outlet network has added 539 new outlets, or grown by 11.2% (CAGR). 58.9% of total outlets were located in Java with the remaining outlets located in other parts of the country. Most of the outlets are situated in commercial areas, especially in major business and shopping centers, providing customers and prospective customers with convenient access to banking transactions.

In addition to service outlet expansion, BNI in 2013 also engaged in the design renovation of a number of BNI office premises, giving these buildings a fresh and modern look while keeping consistent with the standards in BNI Corporate Identity guideline. At the same time, BNI has also begin conservation works on a number of its heritage buildings that have a historical value located in Yogyakarta, Blitar and Surabaya.



Honggo Widjojo Kangmasto
Managing Director - Channel & Services



“Network expansion initiatives and improvements in service level have a direct impact on business growth in the Business and Consumer & Retail Banking segments.”

11.2% CAGR
Addition of new outlets
between 2011 -2013

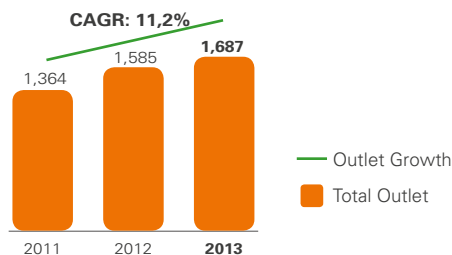
33.9% CAGR
Addition of new ATM
between 2011 -2013

Beyond business, BNI is also committed to *Corporate Social Responsibility* (CSR). Complementing its Kampoeng BNI CSR program, in 2013 BNI collaborated with Universitas Gajah Mada (UGM) in establishing a foodpark at the campus of UGM, where students are served hygienic and environment-friendly food (green concept) with affordable prices. The food park is equipped with BNI ATM as well as

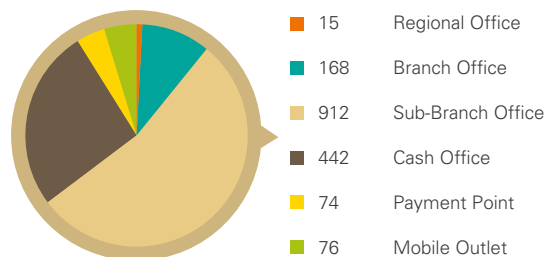
tap - cash payment facility via BNI EDC (Electronic Data Capture).

Entering 2014, BNI is planning to add some 63 new offices/outlets (cash offices, Payment Point, and Mobile Service Outlets) to further expand the coverage of its services and business.

Total Outlet and Growth



Outlet Composition



Regional Office	Branch	Sub-Branch	Cash Office	Payment Point	Mobile Outlet	Total Outlet
15	168	912	442	74	76	1.687

Business Review

ATM Network

During 2013, BNI added a total of 2,936 ATM units, consisting of Cash ATMs, Cash Deposit Machines and Non Cash ATMs. By 2013 end, BNI's total ATMs reached 11,163 units spread across 34 Provinces and 420 Cities/Municipalities, including 6 units located abroad comprising 4 units in Hong Kong and 2 ATMs in Singapore, currently under operational trial. By 2014, these 6 ATM units are expected to be fully operational commercially to facilitate transactions of BNI customers abroad, especially the Indonesian Migrant Workers.

In 2013, BNI has also added new features to its Non-Cash ATMs that now feature a personalized menu (my favourite) with customer-customized screen and transaction items. Another innovation is the special Motorcycle ATM that provides more convenience to customers to conduct their transactions while seated in their motorcycles.

In 2013, BNI opened 11 Motorcycle ATM locations in Banda Aceh, Medan, Batam, Yogyakarta, Makassar, Banjarmasin, Manado, Depok and Jakarta. BNI will continue to add new Motorcycle ATM facilities in 2014 to facilitate customers and especially in areas with a high rate of motorcycle traffic.

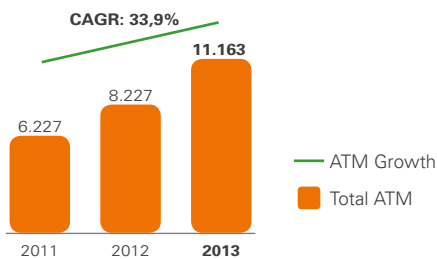
The addition of ATM units in 2013 has succeeded in increasing the transaction volume by 18.7%, with Fee Based Income growing by 35.2% from the previous year. With ATM units available across Indonesia, ATM services are not just available to BNI customers, but can also be enjoyed by other banks' customers within the ATM Bersama, ATM Link, ATM Global Master Card International and ATM Prima networks.

In the past three years BNI's ATM network has grown significantly by 6,159 new units, growing at 33.9% (CAGR) during the 2011 to 2013 period. Of the total ATM units, 61.7% are located in the Island of Java, with the remaining spread throughout Indonesia. Most of these ATMs are located in major commercial areas and especially in business centers and shopping malls, thus making it easier for customers and their transactions.

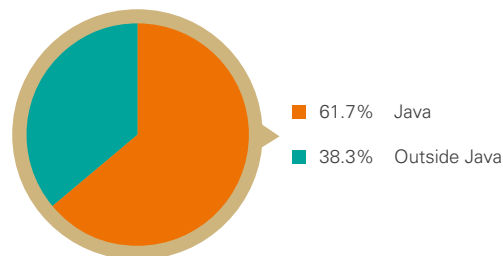
Process Improvement

BNI is highly committed to providing the best for its customers. Efforts in back office centralization that have been undertaken since 2012 continued apace, with the gradual simplification of a number of processes to make it safer and more standardized. Among some of the process enhancement and simplification projects that have been fully implemented is the Bank Guarantee process, which is now fully centralized and has become more efficient, faster and more secure.

Total ATM and Growth



ATM Distribution



BNI Contact Center

BNI Call 50046 provides phone banking services 24 hours a day, 7 days a week, and is at the frontline of BNI's services to customers, in conventional banking as well as sharia banking, for information services, transactions and complaint resolution.

In line with the continuing developments in BNI products and services, BNI Contact Center (BCC) has become more important for customers, especially in regards information inquiries and transaction guidelines. This is evident from the 14.9% increase in incoming calls compared to the year 2012.

As a supporting unit to BNI businesses, BCC continued to improve in quality and performance with increased productivity as well as more qualified BNI Call Officer (BCO) personnel. BCC continues to improve the skills and competences of its BCOs by providing these personnel with training in service excellence and phoning skills, and by participating in various internal as well as external service quality competitions.

BCC operations are supported by an integrated monitoring system that provides input for continuing process improvement, leading to a 94.9% complaint resolution rate in 2013. BCC strives to add value for customers by providing 'One Stop Solution', whereby customers need to make just one phone call to have their needs served.

BCC has been recognized by Marketing Research Indonesia (MRI) at the 3rd rank for best phone banking officer and at the top 5 ranks in the Interactive Voice Response (IVR) category. BCC also received an Excellent rating at the Call Center Service Excellent Index (CCSEI) 2013 for three different categories: Banking Regular, Credit Card and Platinum from Customer Care Satisfaction And Loyalty .

Customer Service Quality

Quality improvements in people, process and premises conducted consistently and continuously since 2010 has resulted in BNI being awarded the 2nd rank in Banking Service Excellence from independent surveyor Marketing Research Indonesia (MRI) as well as the citation as "The Rising Star Bank". This achievement is aligned with BNI's vision to become the leading and foremost bank that excel in performance and service.

These achievements are the result of continuous improvements to make banking transaction processes easier, faster and also secure. In addition, the skill and competences of front liner staff is also improved through the provision of training programs focusing on product knowledge and the capability to engage in customer intimacy for accurate customer profiles with regards to Customer Relationship Management (CRM), as well as the capability to actively engage in cross selling and investment product referral and the utilization of e-channel.

In an effort to maintain the momentum and motivation towards the best services, BNI since 2011 has engaged in the Exceeding Customer Expectation (ECE) program, a routine competition for branch service quality, involving all levels from security personnel and up to heads of branch/office, at the branch office, area office and nationwide. The program has proved its effectiveness in motivating front liners towards best performance.

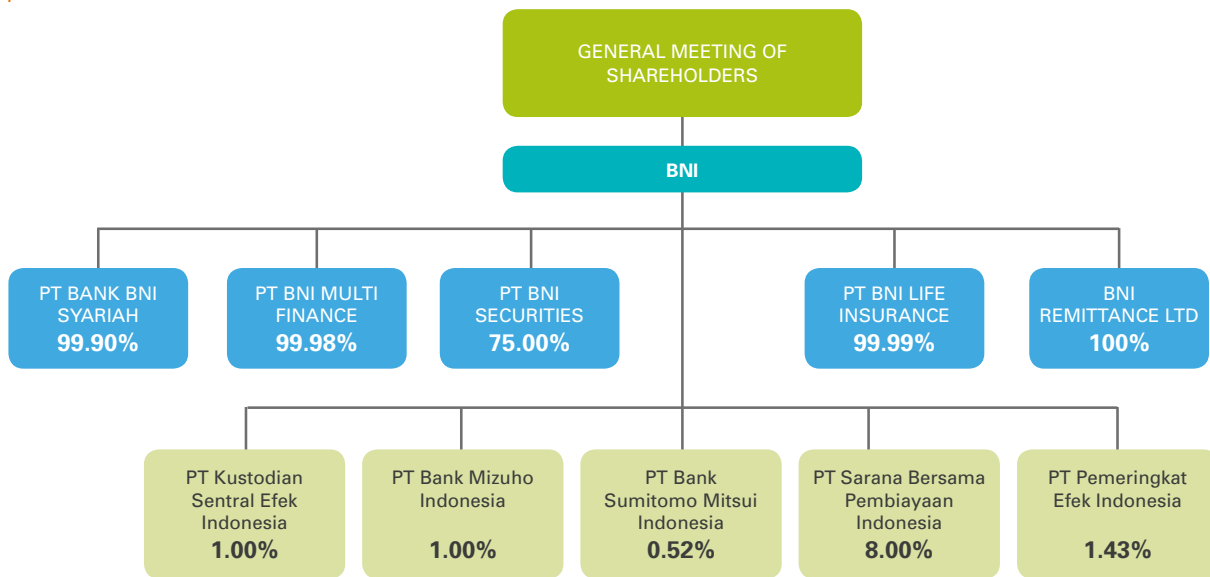
Plans for 2014

In 2014, BNI will continue increasing the span of its outlets and ATM services in key locations to extend the Bank's services and businesses. New ATM Galleries and Student Lounge will be added in a number of universities to promote students' and university staff' loyalty to the Bank. Innovation in the design of outlets within the limited space available will also be pursued towards optimum service distribution capability for the Bank.

BNI Contact Center will continue focusing on customer service improvements, capacity planning and efficiency measures by establishing multisite facilities outside Jakarta. Meanwhile, the Service Quality Unit will strive to develop better services within the 'Service Create Sales' concept, or improving service quality to increase sales.

The 2014 work programs have been planned in line with the growing needs of our customers and BNI's transformation spirit to become a customer-centric bank.

Subsidiaries



BNI's subsidiaries were established to support the provision of one stop financial service, including banking products, insurance, financing, capital and remittance. Strategic alliances and synergy between these companies and BNI as the parent company are expected to be able to improve services and contribute optimally to all stakeholders of BNI.

At end of December 2013, BNI had equity participation in 10 subsidiaries. Majority ownership in some subsidiaries is intended to develop strategic alliances in order to give added value for BNI's customers. Meanwhile, BNI's minority ownership (1% - 8%) in other subsidiaries is done in order to comply with prevailing policies/regulation such as from Bapepam, as well as in business cooperation with BNI's partners.

BNI has majority shareholdings in BNI Remittance Ltd (100%), PT Bank BNI Syariah (99.90%), PT BNI Multifinance (99.98%), PT BNI Securities (75.00%), and PT BNI Life Insurance (99.99%).

BANK BNI SYARIAH

PT Bank BNI Syariah is the result of a spin-off from BNI's Sharia Business Unit, and formally started its operation as a sharia commercial bank on June 19, 2010.

During 2013, the micro financing, productive retail and Griya Hasanah products, continued to become the champion products with micro financing recording the highest year-on-year growth of 231.4%, followed by retail products and Griya iB Hasanah growing by 77% and 48.2% respectively. Regarding its funding business, BNI Syariah focused on growing its low cost funds, maintaining the CASA ratio at 57.1%.

To widen its coverage, BNI Syariah opened 3 micro branches, 1 regular sub branch, 17 micro sub branches, 6 cash offices and 20 new payment points in 2013, in addition to optimizing agent cooperation with its parent company, Bank BNI.

By end of 2013, BNI Syariah operated a total of 282 outlets, comprised of 49 regular branches, 15 micro branches, 95 regular sub branches, 66 micro sub branches, 17 cash offices, 22 BNI Syariah mobile services and 20 payment points.

BNI Syariah closed 2013 with positive business growth. Net profit grew to Rp113.9 billion (unaudited), an 11.8% increase from Rp101.89 billion a year earlier. Net Yield Margin (NYM) was maintained at 7.2%. The Bank's assets grew by 38.3% reaching Rp14.7 trillion (unaudited), with third party funds recorded at Rp11.5 trillion (unaudited). NPF ratio fell from 2% in 2012 to 1.9%. During 2013, BNI Syariah has also recorded a lower BOPO ratio from 88.8% in 2012 to 88.4% in 2013. Net Operational Margin (NOM) improved from 5.8% in 2012 to 9.2% in 2013.

A number of recognitions were received during 2013:

- The Best Sharia Finance Award from Infobank magazine
- Anugerah Perbankan Indonesia 2013 – Human Capital, Marketing & Information Technology from Economic Review magazine and Perbanas Institute
- The Best Corporation for Learning Organization and The Best CEO of the Year, awarded during Anugerah Business Review 2013 event organized by Review magazine and ideku group
- Excellent Service Experience Award 2013 from Bisnis Indonesia
- Indonesian Brand Champion 2013 from Markplus Insight
- Bank with Healthy Financial Report 2012 from Infobank magazine.
- Silver Brand Champion of Most Popular Brand awarded in Indonesia Brand Champion 2013, from Marketeers magazine and Markplus Insight

Working Plan for 2014

Entering 2014, Bank BNI Syariah has determined the following working plan:

- Maintain compliance to the syariah principles;
- Anticipate the macro-economy development by preserving its liquidity level;
- Optimize the branch network to expand its financing business and optimize its micro and cash office network to grow its low cost funds;
- Maintain the Bank's non-retail financing portfolio and increase its role in productive retail financing;
- Maintain growth in the Bank's Hasanah Card by ensuring sustainable profit contribution;
- Preserve financing quality by enhancing the monitoring process to maintain the NPF level;
- Pursue micro business network expansion, and
- Manage operating costs and increase revenue contributions from financing recovery activities.

BNI SECURITIES

The main business of BNI Securities is securities brokerage and underwriting. In 2011, BNI Securities conducted a spin-off of the Asset Management business unit and established a subsidiary, namely PT BNI Assets Management, which has been operating since September 2011. BNI Securities also established a strategic alliance with SBI Securities Co. Ltd., a security company in Japan.

As of December 31, 2013, BNI Securities booked net profit of Rp15.3 billion (unaudited) an improvement from the results in 2012. The main revenue during 2013 was attributed to brokerage activities amounting to Rp72.8 billion (unaudited), representing 53% of total operating revenue, investment management fees amounting to Rp24.8 or 18.1% (unaudited).

At the end of 2013, the number of active customers was 15,741 customers from a total 22,210 customers. As per 31 December 2013, BNI Securities operated 66 branches throughout Indonesia.

In 2013, BNI Securities was recognized with a special award as the Best Stock Exchange Member based on its Marketing Network, presented during the Capital Market Awards 2013 event organized by Bapepam-LK, Indonesia Stock Exchange, KSEI and KPEI.

Working Plan for 2014

Entering 2014, BNI Securities will continue its previous strategy to enhance its business performance. In partnership with SBI Securities, BNI Securities will introduce a new product, Zaisan Online Trading Platform, to better meet the needs of its customers.

Subsidiaries

BNI MULTI FINANCE

BNI Multi Finance is a subsidiary of BNI operating in the consumer financing sector, specifically in the car ownership financing and capital goods leasing businesses. BNI Multi Finance operates 9 branch offices in Bekasi, Depok, Bogor, Medan, Lampung, Semarang, Surakarta, Yogyakarta and Surabaya.

In 2013, BNI Multi Finance received from BNI a subordinated loan of Rp75 billion (unaudited) that has been converted to additional capital in June 2013.

With this conversion, the composition of shareholders' paid up capital became Rp95.4 billion (unaudited) from BNI and Rp18.1 million from BNI Multi Finance's Employee Cooperative.

During 2013, the Company maintained its focus in the automotive ownership financing business through its Car Ownership and Motorcycle Ownership Programs targeting government officials, corporate employees and BNI Group's employees.

In 2013, BNI Multi Finance acquired BNI Oto's financing business, implemented by appointing BNI Multi Finance's branches in Jakarta, Surabaya, Yogyakarta and Semarang as pilot branches.

As an impact of the new regulation on LTV, BNI Multi Finance recorded lower results in 2013, with lower new financing from Rp86.6 billion in 2012 to Rp60.8 million in 2013.

Working Plan for 2014

Going forward, BNI Multi Finance will continue focusing on developing its Car Ownership and Motorcycle Ownership Programs targeting corporate clients and BNI Group's employees. In 2014, the Company will also offer Multi Product Financing solutions for consumer products, such as electronics and household equipment.

BNI LIFE INSURANCE

During 2013, the Company's objectives and strategy remained in line with its strategic roadmap, focusing on accelerated business growth, service quality improvement and strategic alliance development. In 2013, the Company has also embarked on initiatives to sharpen its new Vision, Mission and Company Values, which have been implemented within the entire organization.

During 2013, BNI Life has succeeded in improving its work effectiveness, expanding its marketing range and increasing synergy between BNI Life and BNI in the bancassurance business.

PT Bank Negara Indonesia announced a strategic partnership with Sumitomo Life Insurance Company ("Sumitomo Life"). The partnership will be implemented via a subscription of Rp4.2 trillion worth of new shares issued by PT BNI Life Insurance. Through this purchase, Sumitomo Life acquired $\pm 40.0\%$ of BNI Life shares, effective after receiving approval from the authorities.

BNI Life's Employee Benefits solution has been identified as a key market segment. Meanwhile, for its Syariah products, the Company relies on innovation and strategic alliance initiatives to deliver considerably high growth. Other strategies pursued in 2013 were the selection of the right product mix and ongoing service improvements, such as the implementation of 27 minute claim processing.

By the end of 2013, premium income reached Rp1.5 trillion (unaudited), growing by 20.0% from Rp1.2 trillion in 2012. The Bancassurance unit contributed 66.0% of total premium income, followed by the Employee Benefits and Agency units with 23.0% and 11.0% contributions respectively. The Bancassurance unit also booked the highest growth, reaching 60.0% growth from the result in 2012. The Employee Benefit unit recorded 10.0% premium income growth, while income from the Agency unit declined by 24.0% as a result of the agency revitalization program implemented since April 2013.

Fees from benefits (ujrah) as of December 2013 amounted to Rp42 billion (unaudited), a 68.0% increase from the previous year's result of Rp25.0 billion.

Indonesia's life insurance industry is expected to continue growing, supported by the country's strong macro economy fundamentals, political stability and fast growing middle class segment. Indonesia remains an attractive life insurance market, given that the country has the largest population in South East Asia with low insurance penetration relative to the GDP.

Working Plan for 2014

Entering 2014, the Company will continue to focus on developing its bancassurance business by building stronger relationships with BNI, particularly by implementing Key Performance Indicators at BNI branches. Plans for the capital injection from the strategic partner will allow BNI Life to expand its marketing reach and enhance its service through improvements in information technology.

The year 2014 will also become the year of operational excellence, marked with the announcement of the Company's strategic direction, market benchmarking, improvements in the operating & performance standards and productivity evaluation and improvement initiatives to deliver growth in Company performance, higher customer satisfaction and sustainable profitability growth.

BNI REMITTANCE LTD

BNI Remittance Ltd. (BRL) is a BNI subsidiary established by BNI Hong Kong Branch at 1996 as "High Motivation Company", before becoming BNI Remittance Limited in 2009.

At present, BRL holds some 5% market share of total remittance transactions from Hong Kong to Indonesia, which positions the Company as the third largest player in the remittance transaction business from Hong Kong to Indonesia and the largest player compared to other Indonesian banks that provide remittance services in Hong Kong.

To offer more convenient transaction service to its customers, in 2013 BRL has expanded its business to serve the Kowloon Territory.

Working Plan for 2014

Going forward, BRL will continue to pursue new remittance business opportunities through network and payment point expansion, focusing on increasing its market share in Hong Kong and entering a new market in Taiwan.

To create a better synergy with BNI's other subsidiaries, in 2014 BRL will also cooperate with BNI Syariah and grows its customer base in Hong Kong to build its third party funds.

Information Technology

In today's modern banking environment, highly reliable IT systems determine the Bank's competitiveness and the quality of its product.



In 2013, a number of strategic initiatives have been carried out by BNI in the field of information technology, essentially aimed at developing innovative information technology to become the customers' first choice for transactions. Integrating the latest technology developments enables the Information Technology Division to answer the growing banking needs and increasingly complexity of customers' demands.

The integrated IT system owned by BNI is crucial in determining a competitive edge in the midst of intense banking competition. Generally speaking, the BNI's IT system can be described as follows:

1. Scalability
Having scalable IT architecture and infrastructure to meet the increasing volume of banking transactions in a swift and secure manner.
2. Availability
Having dual-infrastructure (Data Center and Disaster Recovery Center) and dual network links throughout BNI's branches to ensure the availability of IT services for customers.
3. Agile Framework
Based on SOA (Service Oriented Architecture) to enable application development with ease in order to meet the growing complexity of banking business.

Key Achievements in 2013

In 2013 BNI developed and implemented various IT-based product features and services for customer satisfaction, such as:

1. Implementing new internet banking services, launched in September 2013 to facilitate customer transactions, with new and more complete designs and features, such as:
 - scheduled and recurring transfers,
 - transfer transactions up to the last 6 months,
 - personalized home page,
 - m-secure or token applications on smartphones,
 - mobile version access, as well as other services that can be accessed anytime and anywhere.



Suwoko Singoastro
Director Operational & IT



“BNI has implemented new internet banking to facilitate transactions and also to meet the needs of modern customers with a high level of mobility.”

The features of BNI Internet Banking services are also intended to meet the needs of high mobility modern lifestyles. In December 2013, the average use of new Internet banking application reached 12 million transactions.

2. Implementation of mobile payment system, a payment system for mobile devices, to meet the community's increasing needs for a more convenient and secure online environment, aimed at expanding the network of banking services without being tied to certain location of the branch, so as to create more effective and more efficient banking services, especially in terms of financing. The Mobile Payment System services are expected to increase public access to banking services BNI.
3. Implementing New Prepaid system called Tap Cash, for UGM and UI as one of services that leads to Cashless Society.

4. Implementing Fiduciary Non Tax State Revenue (PNPB) with the Directorate General of General Legal Administration (AHU).
5. Implementing Immigration Payments with the Directorate General of Immigration.
6. Implementing Agency for Employer Social Security - Payment of premiums of the National Health Insurance program (JKN) through Teller and ATM.
7. Implementation of PPH final payment through ATM.
8. Implementation of new ATM, non-cash ATM, and CDM with a total of 2,936 units.

BNI continued to develop the primary features of its ATM menu in 2013 in order to provide more convenient customer service transactions, such as:

1. Payment for tap water utility (PDAM).
2. Collection services BNI - Immigration.
3. Payment for third parties multi-finance.
4. Payment for National Treasury Module (MPN) PPH final.
5. Bank Identification Number (BIN) Personal Cash.
6. Bill Payment for JKN.
7. Direct top-up BNI e-Purse.

Information Technology

8. ATM with HKD and SGD denominations in overseas branches.
9. BNI credit card payments using other bank cards.
10. Personalized menus in non-cash ATMs.
11. Inquiry, withdrawals and transfers via ATM Bersama network.
12. BNI Prepaid top up with other bank card via LINK and ATM Bersama network.
13. Implementation of my favorite menu and personalized greeting in Non-Cash ATM.

To help accelerate customer's transaction

services, BNI implemented the Electronic Loan Origination System (eLO) for Consumer Loans.

This system is designed to perform data analysis of prospective customers through Duplicate Checking, BI Checking and Scoring Data. The implementation of eLO system for Productive Loan has helped improve the quality and accelerate loan approval processing in each operating unit. Currently the system has been implemented throughout 12 Loan Processing Center (LNC), and 139 STA branch.

Concerning IT infrastructure management and application, BNI continues to improve the availability and scalability, such as upgrading the Core Banking Server, to anticipate growing business transactions.

In addition, to further improve its services, **BNI also conducted IT system and network upgrading**, among others:

1. Dual Data Center Development in order to improve the availability of reliable IT infrastructure and to anticipate the increase in transactions in the future.
2. The implementation of Dual Network Link to maintain reliable connections at all BNI branches.
3. Implementation of the Global File Exchange (GFX) to improve service delivery and transaction security.
4. Implementation of Global Banking Services (GLOBS) to serve remittance transaction, both domestically and internationally, and is integrated with Trade and Treasury transaction.
5. Implementation of Credit Process Monitoring System (SMPK) for monitoring the end-to-end process from application to approval in Credit Centers in order to increase BNI loan portfolio.

To improve consumers' safety and convenience

BNI has conducted migration from magnetic stripe Debit/ATM card to the safer chip technology. The chip technology has the advantage of having larger storage capacity and modern encryption systems that make it hard to forge. The use of the chip technology based Debit/ATM card is expected to significantly reduce cases of card breach or card fraudulence.

In addition, BNI also entered into a memorandum of understanding with the Japan Credit Bureau (JCB), a Japanese based credit card provider operating in 16 countries with a total of 79 million users. The collaboration of both companies will be realized in three stages. First, BNI issued BNI credit cards with JCB as principal. Second, joint use of ATMs so that JCB cardholders can freely transact at the ATM network owned by BNI. Third, joint use of electronic data capture (EDC) so that JCB cardholder can freely transact at merchants of BNI. BNI targets Japanese expatriates, companies and travellers as its prospective market. To support this objective, BNI plans to increase the number of EDC in order to reach more customers.

Award

In 2013, BNI received a number of awards in the field of IT, among others:

1. Best CIO Award from SWA Magazine.
2. ISO 9001:2008 Certification on Security Management, for the period up to September 2016.
3. ISO 9001:2008 Certification on Operation Services, for a period of up to September 2016.
4. IT Banking Excellence Award 2013 from Warta Ekonomi

Future Development Plan and Strategy

To maintain the excellence of its IT systems and to keep up with the development of technology in the banking industry, BNI has drawn a development plan as follows:

1. Upgrading the core banking system in overseas branches in order to further increase capacity and to improve customer service in foreign countries.
2. Implementing BNI Mobile Banking that enables customers to use smartphone applications to conduct transactions.
3. BNI e-Money system, developing auto top up Prepaid service.
4. Implementing Enterprise Fraud Management for detecting suspicious transactions/potential fraud.
5. Upgrading ATM server system to maintain system performance and to increase capacity of transactions.

In addition to the aforementioned development plan, BNI has drawn IT strategy as follows:

1. Optimizing the availability and reliability of BNI's IT system through redundancy and infrastructure rejuvenation with new robust and scalable solutions.
2. Implementation of Dual Data Centers so that BNI IT systems will have 2 locations for Data Centers and 1 location for DRC (Disaster Recovery Center) to increase the availability of IT infrastructure systems.
3. Implementing the transformation of the IT organization, which includes changes in the organizational structure, through the implementation of IT functions as strategic partners by conducting business process & tools improvements.
4. Optimizing IT Development Turnaround by improving process / operations excellence.
5. Optimizing information system technology as a decision support and management information system.
6. Application of Dual Career Path Model (CPM) for professional career growth and renewal of knowledge base for IT personnel.

› Human Capital

Enhancing capability through human capital management strategies aligned with the strategic policies of BNI.



Human Capital Transformation Roadmap

As part of the implementation of BNI Reformasi 1.0 for the aspect of human capital management, BNI implemented the Intervention Matrix and Human Capital Transformation Roadmap as a comprehensive, systematic and structured strategy and stages.

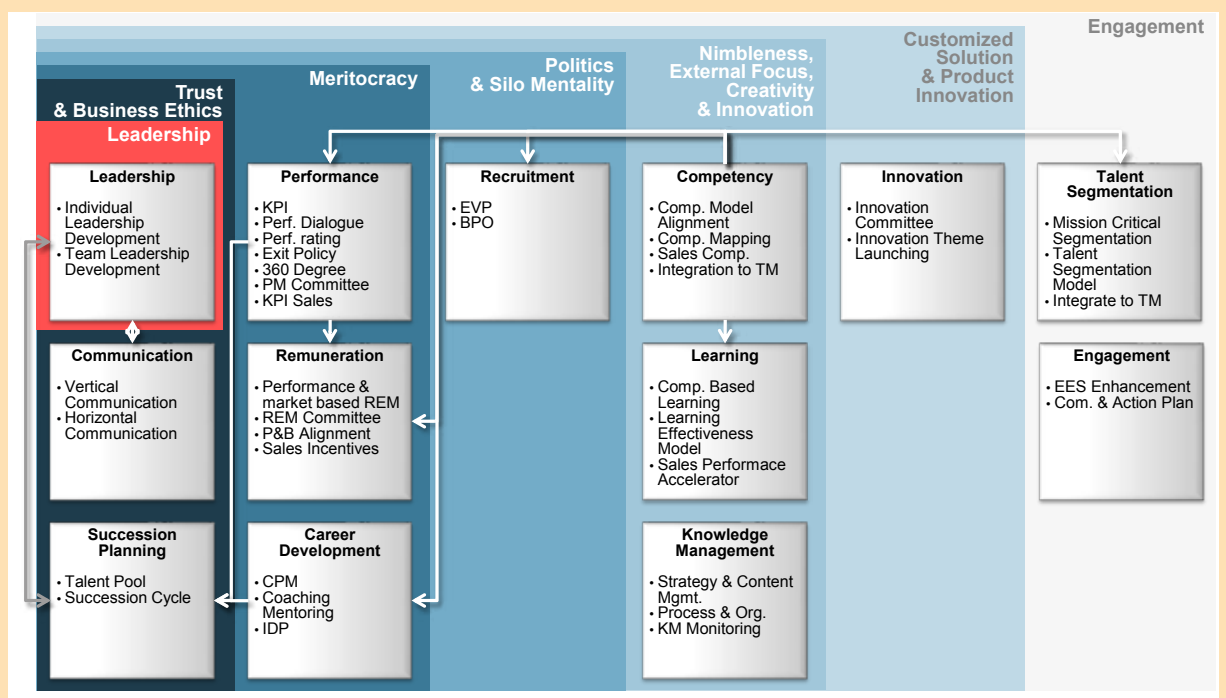
In 2013, BNI's human capital management emphasized on an on-going enhancement of capability through various strategic initiatives, which include

effective recruitment through targeted sourcing channels and reviewing various provisions of talent employee recruitment, development and career, as well as succession planning, performance based remuneration strategy and working culture that was focused on sales and innovation culture development.

At BNI, human capital management is one of our critical success factors in building competitive advantage to support our business strategy.



Intervention Matrix



Human Capital



Human Capital Planning

Human capital planning is influential to the employee productivity achievement as reflected by the ratio of Earnings per Employee (EPE). In 2013, BNI's EPE increased by 22.6% from the previous year Rp283.0 million to Rp347.0 million, which is the highest achievement in the last 3 (three) years. This indicates that employee productivity improvement is in line with the improvement in the financial performance of BNI.

Recruitment

In 2013, BNI recruited \pm 1,800 personnels, both fresh graduate as well as experienced hire, as the implementation of multi-entry level recruitment policy.

Recruitment was prioritized for meeting the skills of employees whose functions are directly related to business expansion, opening of outlets and managing customer / debtor (sales & service) in order to achieve an ideal composition of employees, dominated by profit-making position (generate income).

Recruitment programs have been undertaken through the following initiatives:

1. Expansion of sourcing channels to obtain the best candidates by taking into account the recruitment trend, behaviour of generation Y / Millennial that goes into the work force as well as the effectiveness and efficiency through:

- Utilizing social networking media, through cooperation with Linked-In and other social media (twitter and facebook).
 - Utilizing BNI's overseas channel/outlet, to get Indonesian Citizen graduates from overseas universities as candidates.
 - Conducting Local Officer Development Programs (ODP) to recruit local workers in order to empower and develop the economic, social, and culture condition of the surrounding community as well as optimizing local recruitment.
 - Continuing scholarship bond, through Early Recruitment Programs at 24 (twenty four) selected Universities.
 - Optimizing the use of technology through e-recruitment.
2. Conducting Employee Value Proposition (EVP) surveys as one inputs to enhance the effectiveness of the recruitment system, to find BNI's attractiveness factors, and to create BNI's corporate brand, from the point of view of job seekers.

Based on findings from the survey, the strength indicators will be used as a basis for preparing the corporate brand of BNI so as to build / strengthen the positioning of BNI in the eyes of job seekers.

Employee Turnover

BNI employee turnover ratio in 2013 was 2.9% of the total number of employees. This number was relatively low when compared with those of the banking general. BNI uses this data as one of the considerations in implementing various strategies to retain employees specifically for superior performance and employees who have specific capabilities and competencies are scarce in the labour market. On the other hand, it is a clear indication of the increased capabilities of employees of BNI.

Performance Appraisal

Performance appraisal for individual/employee is part of performance appraisal for BNI, as well as for units. In 2013, BNI conducted reviews on the Key Performance Indicator (KPI) achievement for individual/employee, as a derivative of the unit KPI, comprising 6 (six) perspectives: financial, growth, risk, customer, employee and process.

Individual Performance measurement is conducted 2 (two) times a year but during that time, every line manager has a duty to provide coaching and mentoring in order to monitor the performance of their subordinate. Focus of the implementation of the monitoring performance is on sales positions, using Sales Activity Performance Management (SAPM).

BNI's individual performance appraisal system is integrated with other HR systems, such as remuneration, and employee career development, with the objective of encouraging high performers and, eventually to support BNI continuous achievement.

Employee Welfare

BNI constantly reviews the remuneration strategy implemented, in order to create a balance and competitive of internal and external so as to realize superior working atmosphere and excellent performance for the achievement of BNI business targets.

In terms of fixed pay allocation, in order to determine the amount of salary adjustment rate, in addition to referring to the financial capacity of the Company, the inflation level in Indonesia and individual achievement, BNI also considers the adjustment rate in national banking industry to build excellent human resources in the banking services and performance. Furthermore, in terms of variable pay, aiming at attracting, motivating and retaining high-performing employees, BNI provides higher appreciation in the production service allocation for high performer individual, including improvement in the incentive system to motivate high performer sales people.

BNI remuneration strategy also covers compensation for best performing employees and potential leaders in the future. In this case, the remuneration scheme applied is not limited only to the different amount of fixed and variable pay, but also by providing other appreciation in the form of professional growth, such as special assignments and special training, including career acceleration for talent employee.

In 2013, BNI upgraded its medical facilities for employees and their families. The upgrading was intended to meet the needs of employees of BNI stationed throughout Indonesia to cope with the various medical conditions in the country. Currently, the outpatient system adopted by BNI used both reimbursement method and swipe card facility. For inpatient facility, employee may choose the class of hospital based of their level/grade.

Financial Impact on HR Management

The implementation of remuneration strategy and the growing number of employee have an impact on the HR expenses, amounting 10.6%, from Rp5,6 trillion in 2012 to Rp6,2 trillion in 2013.

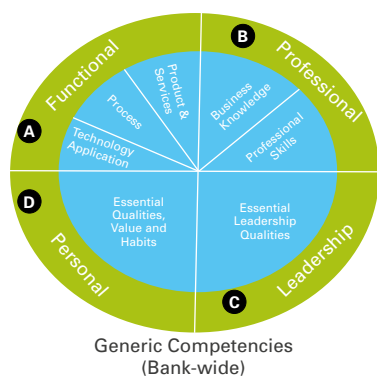
Competency

BNI changed the framework of employee position competency profiles, which was adjusted to business process, reorganizing and changes of function within the organization. The change of position competency profile was made so that each position has specific and unique specification, different from one another.

Human Capital

BNI competency comprises 4 (four) cluster namely Personal, Leadership, Professional and Functional with a total of 97 (ninety seven) competency.

Competency Framework



Competence Cluster	Number of Competences
Personal	19
Leadership	8
Professional	12
Functional	58
Total	97

As the follow-up of changes in business processes, reorganization and functionality, BNI reviewed 1,157 position competency profiles and conducted competency assessments for certain positions that are strategic and are key positions (key roles) in order to map and to identify the competency gap and then use it as a recommendation for employee development.

Employee Development, Career and Succession Planning

Throughout 2013, BNI developed leadership competency for employees holding the position of middle management through the implementation of Leadership Development Program (LDP 1,000) of 9 batches (900 participants), and filling 1,360 leader positions. Virtually all employees have had individual competence development plan as outlined in the Individual Development Plan (IDP). Employee training and development plan for the year 2013 was based on the implementation of the IDP.

Referring to human capital development, career and succession planning, several initiatives have been undertaken:

- Implementing Dual Career Path Management (Dual CPM) which provides employees with the opportunity to pursue managerial career as well as specialist. In 2013, the Bank has prepared an interim mechanism for Dual CPM implementation for the position of sales in the Consumer Retail segment.
- Preparing the criteria for talented employees with high performance and high potential.
- Preparing guidelines and candidate criteria for the succession of leaders along with development plan for the selected candidates, so that the said candidates would be well prepared by the time they assume the position.

Training

To support a unit's need for quality human capital, BNI continuously conducts various learning and training programs suitable to the competence required by each unit. The learning and training programs for BNI's employees are also intended to prepare employees for changes in the market and initiatives for business innovation and breakthroughs in order to cope with challenges and to seize opportunities emerging from market changes so that BNI can increase its market share.

Learning Need Analysis

To map out the learning needs of all employees and to draw a training plan in line with the needs of the Company, every year BNI conducts Learning Needs Analysis (LNA). LNA is a process that compares the knowledge and skills required in certain positions with the knowledge and skills possessed by the employees who hold that position. Thus, implementation of this process should refer to the results of competency assessment and the Individual Development Plan.

The implementation of LNA enables BNI to fill the gap between the business needs and employee competence. The learning needs of each position must be followed up by the Organizational Learning Division to organize learning programs that aim at improving the competence of employees in each position.

LNA was developed based on inputs or direction related to the following aspects:

- BNI Strategic Policy
- Unit Business Plan
- Individual Development Plan (IDP)
- Historical Learning Program
- External Regulation (BI regulation, government regulation, etc.)

BNI adopts the following Model of LNA:



Learning Program

In 2013, BNI conducted nine academies and one strategic initiative, which was carried out based on the following criteria:

- Learning programs that had a major impact on BNI's business achievements;
- Learning programs that are mandatory for employees in fulfilling their duties.

Following is detail of the program:

Academy	Learners	Batches
Banking Operation Academy	1,810	43
Core Function Academy	4,025	131
Credit Management Academy	1,481	42
International & Treasury Academy	331	12
Leadership Academy	596	8
New Entry Academy	1,460	47
Risk & Governance Academy	3,276	91
Sales Academy	5,323	146
Service Academy	1,369	36
Strategic Initiative	274	26
Total Learners	19,945	582

The aforementioned program also include certification programs such as WAPERD, Certified Human Resources Professional (CHRP), AAJI Bancassurance Certification, Certified Documentary Credit Specialist, Risk Management Certification.

Apart from that, BNI also has 39 e-learning programs serving as supplementary learning for employees. BNI sent 58 employees to attend 35 seminar/training programs abroad.

In addition to general learning, BNI also conducts learning programs that are designed to regularly update units handling compliance, legal matters and risk. These programs are conducted on a regular basis to minimize errors, fraud, and loss. The programs are: refreshing jurist, refreshing compliance officer, and refreshing auditor.

BNI also conducted internal seminars on GCG and Business Ethics attended by BNI's Board of Commissioners, Board of Directors and Executives. The expenses for employee training in 2013 amounted to Rp 203.4 billion.

Human Capital

The programs were conducted for employees of all levels/positions, with details as follow:

Level	Total
Non-Clerical	1,090
Assistant	7,137
Assistant Manager	8,492
Manager	2,539
Assistant Vice President	625
Vice President	45
EVP	3
Director	5
Commissioner	1
N/A*	8
Total	19,945

*employee terminated

The learning program applied for all BNI employees is designed to be in line with the Career Path Management (CPM), Individual Development Plan (IDP), and Succession Plan, which aims to address the business needs of BNI.

In 2013, the number of employee attended the training was 74.2% of total employee, with details as follows:

Learner	Training Hours	Average Training Hours
19,945	895,104	44.9

Information System and Services

To support employee operational system and services functions, BNI developed the following information system:

1. Human Capital Management System (HCMS)
In 2013, BNI upgraded the HCMS through the addition of new modules and applications/ enhancement to support personnel administration, such as personnel data, personnel development, remuneration, and simulation for personnel facilities.
2. Human Capital Information Desk (Info HCT)
The communication media and information services for employee through Info HCT, such as call center/telephone, email, fax, sms, human capital portal (intranet) and blackberry messenger were optimized.

Industrial Relation

BNI industrial relation took place in a conducive environment with its Trade Union (SP) housing all employees of BNI. Agreement between BNI Management and SP BNI is set forth in the Collective Labour Agreement (CLA). Since the establishment of SP, BNI Management and SP BNI Management has produced 4 (four) CLA.

In order to discuss HR policy pertaining to human resource strategic management, BNI Management and SP BNI have formed Partnership Forum. Throughout the year 2013, BNI has conducted thirteen (13) Partnership Forums.

Implementation of Work Culture - "Prinsip 46"

A number of initiatives undertaken in 2013 were intended to increase awareness, understanding and support of the implementation of Prinsip 46, including::

1. Innovation Village 2013

Innovation village is a place for all innovation activities in BNI, and the embodiment of one of the values of Prinsip 46, namely Continuous Improvement. The Innovation Village Exhibition 2013 featuring 177 innovations from BNI Business Innovation Awards (BINNOVA), and innovations from the Leadership Development Program LDP(1000) batch 1-5.

2. Induction Program (Value Session for New Employee)

The Induction Program is part of BNI's whole introduction program, especially related to work culture. Participants of this program are Experienced Hires.

3. Work-life Balance Program

The Work Life Balance Program is one of BNI's efforts to motivate employees and to build awareness of the importance of health to support work-life balance. To encourage employees to foster a health culture as part of their everyday life and to invite their active participation, the program was implemented through the piloting program "walking & water consuming".

Strategy in 2014

In 2014, BNI human capital management will be focused on the improvement of employee productivity that will lead to the increase in BNI's income. The improvement in employee productivity will be achieved through a variety of human capital management strategies such as:

- Planning and allocation of personnel in line with the business goals and employee productivity, targeting the ideal composition based on job-family, with the largest proportion of staffing in positions dealing directly with customers and product development according to the needs of customers (Distribution & Hub).
- Operationalization and optimization of Employee Value Proposition (EVP), evaluation of the effectiveness and expansion of sourcing channels for recruitment.
- Employee competency assessment, particularly for strategic positions, key positions, and behavioural assessments to monitor the behaviour change of employees who were part of the Leadership Development Program (LDP).
- Increasing employee competencies based on the Individual Development Plans (IDP) to support employee's aspirations and career choices, and to develop methods and alternative development activities, including coaching and mentoring by the Line Managers and real job assignments.
- Continue the development of Position KPIs and its implementation for employee performance evaluation (performance appraisal) as well as review on the design of employee performance appraisal.
- Succession plan to fill vacant positions, particularly for senior positions and other strategic positions.
- Implementing Career Matrix and piloting the implementation of Dual Career Path Management (CPM) for key roles (such as: Relationship Manager and Credit Analyst in Business Banking, Sales Consumer & Retail, as well as Dealer and Trader Treasury).

- Development of more robust information technology for human capital through Human Capital Information System (HCIS) and its utilization as one stop data & information to support human capital strategic and operational policies.

In an effort to support BNI business performance, related to the development and implementation of training program in 2014, there are several strategies to be implemented include:

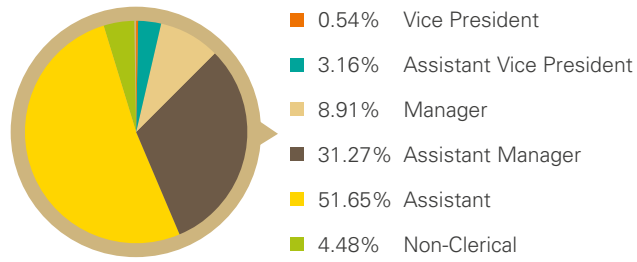
- Employee; enhancing the capabilities of BNI employees by providing training with world class modules so that the employees will have a global capability in order to realize corporate university.
- Process; implementation of the training programs in accordance with the strategy and to cater the needs of the units through the implementation of mobile catalogue, as well as organizing training programs that can address the business needs by providing learning catalogues, evaluating and refining the process on an ongoing basis, and in order to support the learning process BNI will build east learning center building to provide an adequate and quality training infrastructure.
- Customer; providing training programs that address the needs of the Individual Development Plan (IDP) of all employees, Career Path Management (CPM), and succession plans for key roles, as well as providing learning programs that will increase employee competence.
- Financial; cost effectiveness, aimed at achieving the goals of training programs as planned without exceeding the specified budget.

Human Capital

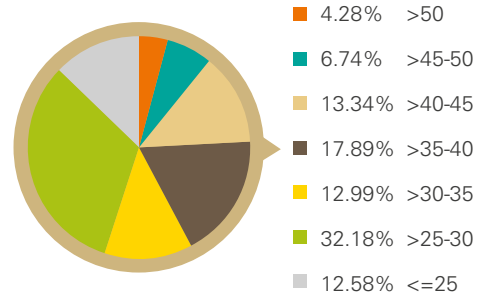
Employee Composition

Description	2009	2010	2011	2012	2013
By Grade					
Vice President	135	127	126	121	140
Assistant Vice President	697	656	733	806	825
Manager	1,908	1,904	1,977	2,200	2,325
Assistant Manager	6,428	6,126	6,776	7,089	8,162
Assistant	8,188	9,319	12,858	13,256	13,480
Non-Clerical	1,120	1,183	1,169	1,389	1,168
Total	18,476	19,315	23,639	24,861	26,100
By Age					
> 50 Years	1,276	988	1,012	1,128	1,118
> 45 - 50 Years	1,287	1,064	1,092	1,280	1,760
> 40 - 45 Years	2,774	3,341	3,810	3,771	3,482
> 35 - 40 Years	3,558	3,135	3,136	3,891	4,668
> 30 - 35 Years	5,801	5,776	5,470	4,445	3,391
> 25 - 30 Years	2,344	2,673	4,701	6,509	8,398
<= 25 Years	1,436	2,338	4,418	3,837	3,283
Total	18,476	19,315	23,639	24,861	26,100
By Educational Level					
Doctoral Degree	4	4	4	4	4
Master Degree	2,255	2,190	2,250	2,265	2,316
Bachelor Degree	12,995	13,581	17,493	18,940	19,967
Diploma	2,084	2,463	2,814	2,648	2,844
High School	1,138	1,077	1,078	1,004	969
Total	18,476	19,315	23,639	24,861	26,100
By Gender					
Male	10,182	10,274	11,820	12,301	12,764
Female	8,294	9,041	11,819	12,560	13,336
Total	18,476	19,315	23,639	24,861	26,100

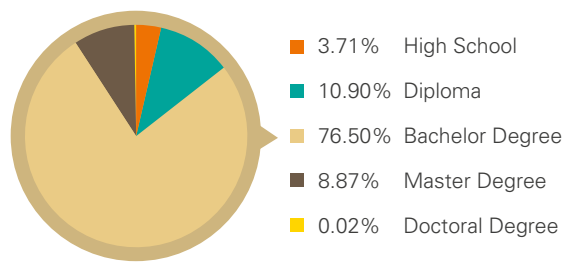
By Grade



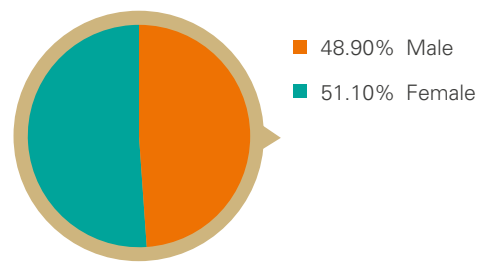
By Age



By Educational Level



By Gender



› Risk Management

Overall, risk management at BNI has been carried out effectively and in alignment with business strategies, as indicated in 2013 with the reduction in gross Non-Performing Loan (NPL) from 2.8% to 2.2% while the momentum for loan growth is maintained and increased from 22.8% to 24.9%.



An integrated and effective management of risks and capital is a prerequisite in the banking business, in which the activities and complexity of business as well as inherent risks continue to be affected by changes in the macro economy, level of competition, regulations, advances in information technology, and customer expectations.

In anticipation of these changes, BNI continues to develop the required critical resources and capabilities, including risk management that can support its performance targets as well as enhance its competitiveness.

BNI has in place a risk management framework and risk governance structure as the implementing foundation. BNI has also developed a risk management organization supported by comprehensive risk management tools and methods.

To ensure the effective implementation of risk management at all levels of the organization, BNI implements various risk culture enhancements as well as appropriate risk appetite in business activities. Also, in anticipation of emergency situations, BNI has in place a Business Continuity Management (BCM) infrastructure to ensure the continuity of business processes during emergency situations. All units in the organization are equipped with BCM.

Risk Overview

In 2013, BNI undertook risk mitigation measures concerning a number of the Bank's major risk factors, as follow:



Sutanto
Director, Enterprise Risk



“Risk management should not focus only on risk governance, processes, policies and methods, or risk modeling, but more importantly, it should ensure that a strong risk culture has been effectively instilled in each individual involved.”

Risk	Description	Mitigation
Global economic conditions, affecting: - Credit Risk - Market Risk - Liquidity Risk	The crisis in Europe, economic slowdown in China, and fiscal policies by the US government affecting the global economy	<ul style="list-style-type: none"> - Conduct stress tests on credit risk, market risk and liquidity risk - Closely monitors industry sectors that might be impacted by conditions in global economy - Ensure adequate level of provisioning and capital to cover risks - Monitor exposure on marketable securities - Closely monitor liquidity conditions with reference to internal and external developments - Review limits on liquidity risk
Credit Concentration Risk	Concentration of loan exposure to a single individual, group of related entities, geographic area, or economic sector, which is systemic and may result in a large loss potential	<ul style="list-style-type: none"> - Establishment of risk appetite, monitoring of loan concentration on individuals, business groups, and segments - Optimization of loan portfolio using the <i>Loan Exposure Limit (LEL)</i>.

Risk Management

Risk	Description	Mitigation
Operational Risk: <i>Internal & External Fraud</i>	Changes in internal and external environment as well as business complexity, impacting on operational risk, including direct and indirect fraud potential	<ul style="list-style-type: none"> - Signing of a Statement of <i>Good Corporate Governance</i> (GCG) Implementation by the Board of Directors and all employees, an action that signifies strong commitment towards implementation of GCG principles (Code of Ethics and Integrity Pact) - Implementation of <i>Know Your Employee</i> to strengthen integrity among employees - implementation of <i>Whistle Blowing System</i> (WBS) and <i>Self Assessment</i> (SA) in order to identify and uncover <i>fraud</i>. - Increasing <i>fraud awareness</i> through socialization programs, and improvement of policies and procedures as well as product security - Supervision by <i>Risk Based Audit & Compliance Management</i> and the provision of Reporting/Complaint Handling facilities for the public to report violation of GCG - Monitoring, evaluation and follow-up of the implementation of <i>Operational Risk Management</i> (ORM) and <i>Anti Fraud Strategy through</i> the Operational Risk Management Forum (FRO), the <i>Anti Fraud Committee</i> (KAF), <i>Internal Audit Monitoring System</i> (IAMS) and <i>Compliance Dashboard</i>
Operational Risk: <i>External Event</i>	Changes in environmental, social and political conditions as factors that are outside the control of the Bank and may pose a threat to business continuity	<ul style="list-style-type: none"> - Implementation of <i>Business Impact Analysis</i> (BIA) and <i>Risk Thread Analysis</i> (RTA) at each unit in a regular manner - Establishment of <i>Crisis Management Team</i> (CMT) and <i>Emergency Task Force</i> (ETF) organizations in each building and unit at BNI - Establishment of BCM Building as an alternative location for activities of the Head Office - Regular and scheduled system tests on the <i>Data Center</i> (DC), <i>Disaster Recovery Center</i> (DRC) and BCM Building, along with their interconnection - Training and simulation of emergency procedures at the crisis organizations as well as among all employees - Preparation, testing and maintenance of work safety equipment
<i>Other Risks</i>	<ul style="list-style-type: none"> - Changes in the business and competition environment that may impact of the effectiveness of business strategy - Changes in regulations from Bank Indonesia and the Financial Services Authority as well as other external regulations impacting on compliance risk - Developments in the social media that raises the reputational risk 	<ul style="list-style-type: none"> - Aligning risks with business targets, among others by the establishment of risk appetite - <i>Updating</i> policies and procedures and ensuring their implementation - Monitoring and managing information related to BNI at the social media

Risk Management Framework

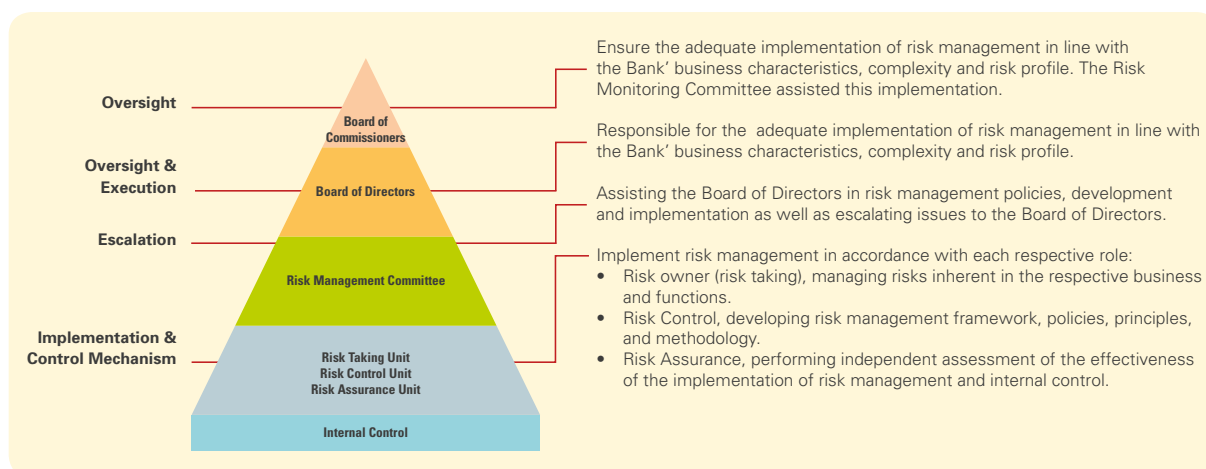
The risk management framework and policies form the basis for the implementation of risk management, and enforced in its implementation through the provision of resources, infrastructure, reviews and monitoring. The risk management framework is constructed and implemented based on the 4 (four) pillars of risk management implementation as stipulated by Bank Indonesia.

The Risk Management framework is described as follows:



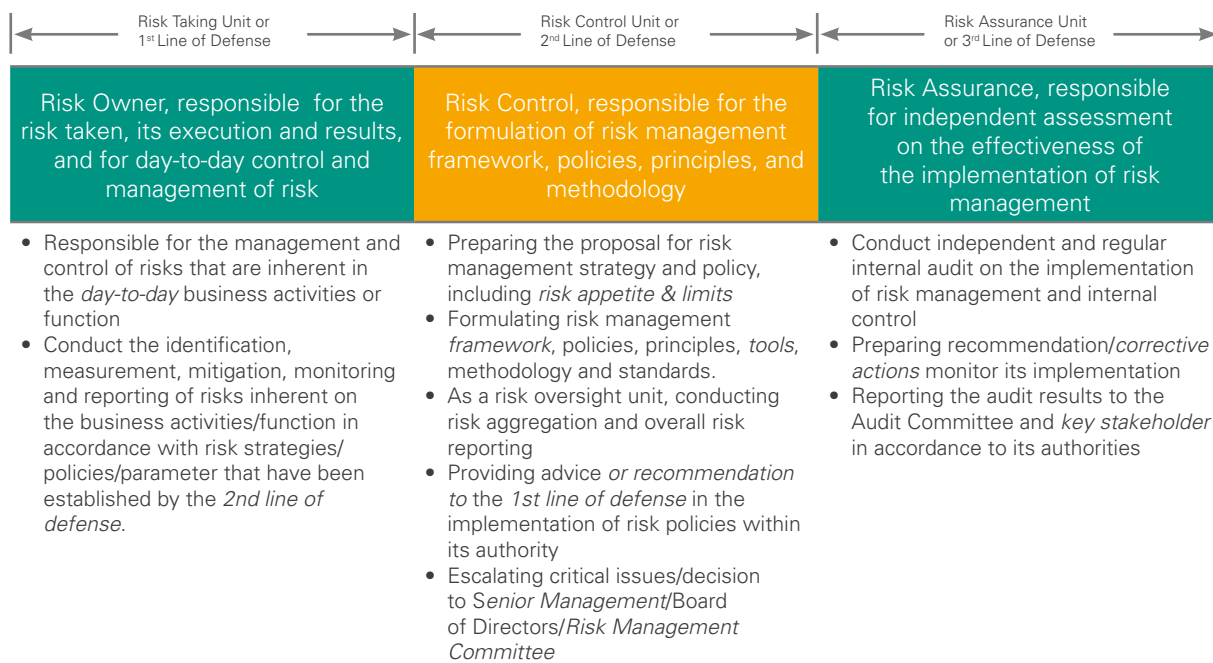
Risk Governance

Effective implementation of risk management requires a system of Risk Governance, as part the Corporate Governance system, which focuses on the structure, process and approach to risk management in achieving the business goals. Risk Governance defines clearly the roles and responsibilities, the decision-making processes, the inter-relation between the functions of risk management, and the determination of policies, in order to ensure that risks are properly managed. Risk Governance at BNI is described in details as follows:



Risk Management

The practice of risk management at BNI uses the Three Lines of Defense model with the respective functions as described below:



Risk Appetite

Risk appetite is defined as the level and type of risk that the Bank is willing to take in order to achieve its objectives. Risk appetite is included in the development of strategies established by the Bank so to ensure the achievement of its objectives in an optimum manner. Therefore, risk appetite should be properly aligned with the Bank's objectives and strategies. A bank-wide risk appetite statement has been included as part of the 2103 strategies established by BNI.

BNI has established the Risk Appetite Metrics for 2013 as follow:

No	Category	Risk Appetite Metric
1	Capital	Capital Adequacy Ratio (CAR) Capital Adequacy Ratio Tier 1 (CAR Tier 1)
2	Credit Risk	Non Performing Loan Gross Coverage Ratio Maximum Loan per Debtor
3	Market Risk	Net Open Position (NOP)
4	Liquidity Risk	Loan to Deposit Ratio (Rupiah) Loan to Deposit Ratio (Forex)

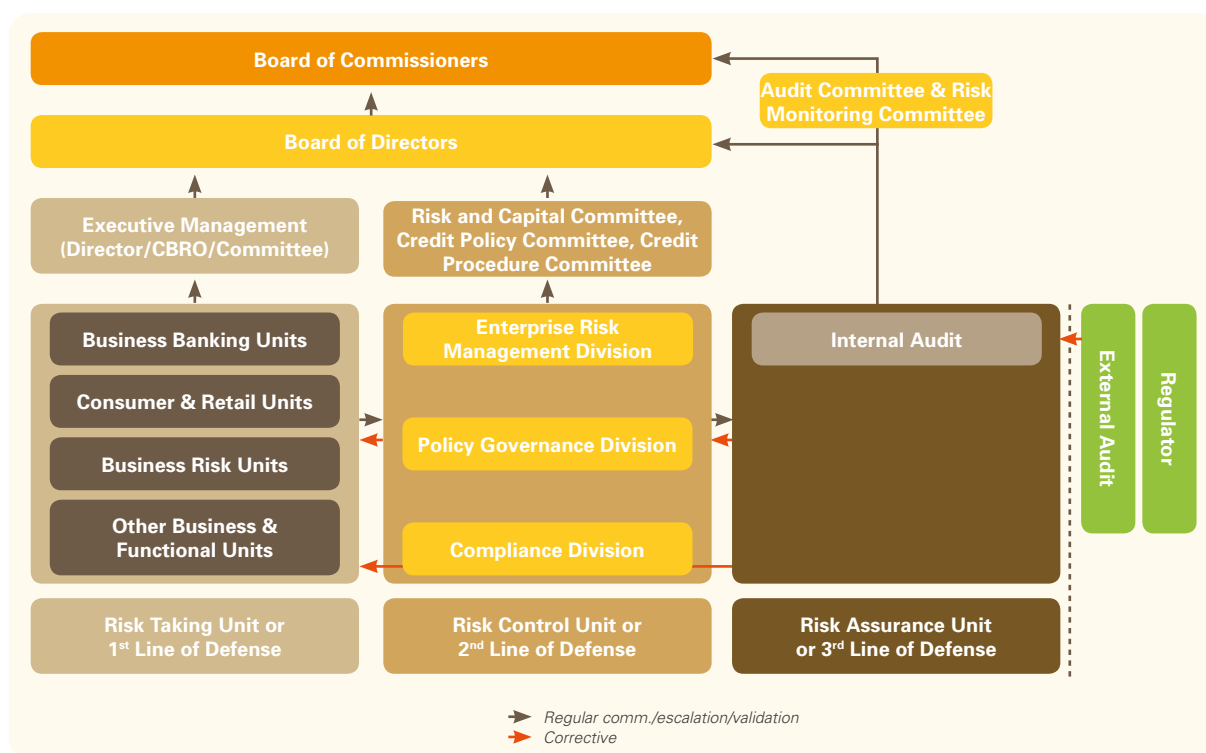
BNI plans to include additional risk appetite metrics to ensure a more risk-conscious approach to strategy development in 2014, as follow:

No	Category	Risk Appetite Metric
1	Credit Risk	Credit Cost (CKPN expenses to total loan) Highest Economic Sector Concentration (Productive) Concentration of Corporate Loan to Total Loan Concentration of Consumptive Loan to Total Loan Concentration of Foreign Exchange Assets Loans to 25 Largest Debtors to Total Loan
2	Market Risk	VaR Market Risk Budget Loss
3	Liquidity Risk	Concentration of 50 Largest Depositors to Total Third Party Deposit
4	Operational Risk	Loss from Operational Risk

Risk Organization

A risk organization structure under the Board of Commissioners and the Board of Directors undertakes the implementation of risk management. The Board of Commissioners assumes a supervisory function through the Risk Oversight Committee and the Audit Committee. The Board of Directors implements risk management through the Risk & Capital Committee in Risk Management and in Assets & Liabilities, as well as the Credit Policy Committee and the Credit Procedures Committee, with the support of the Enterprise Risk Management Division as the risk management work unit. The Enterprise Risk Management Division carries out the processes of risk management, including risk identification, measurement, monitoring and mitigation as well as risk management information system.

The risk management organization at BNI is described below:



Tools and Methods

To improve its capacity in the implementation of risk management, BNI continues to refine its risk management models in line with regulatory requirements as well as best practice standards. Among the risk management tools and methods currently employed by BNI are:

Type of Risk	Tools
Credit Risk	Loan Exposure Limit, Industry Risk Rating, Internal Rating System, Consumer Scoring System, Credit Risk Premium, Regulatory Capital Measurement, Model Validation, Portfolio Management, Stress Testing
Market Risk	Value at Risk (VaR) Limit, Budget Loss Limit, Interest Rate Risk in Banking Book (IRRBB), Regulatory Capital Measurement, Stress Testing
Liquidity Risk	Cash Limit, Mandatory Reserves, Secondary Reserve Ideal, Cash Flow Projection, Maturity Profile, Onshore Loan Limit, Stress Testing
Operational Risk	Operational Risk Self Assessment (SA), Loss Event Database (LED), Operational Risk Expenses (BRO), Key Risk Indicators (KRI) as part of Operational Risk Management Tool (PERISKOP), Regulatory Capital Measurement, Whistle Blowing System, Business Continuity Management, Anti Fraud Strategy
Other Risks	Online Customer Complaint, Ethics Management, Transaction Identification and Monitoring System, Risk Based Approach, Filtering Terrorist List
Integrated Risk	Risk Appetite Statement, Risk Profile, Bank Health Level, Internal Risk Report, Internal Capital Adequacy Assessment Process (ICAAP)

Risk Management

Risk Culture Enhancement

In addition to the above issues, behavior or culture also forms an important part of the implementation of risk management. A strong risk culture is a soft variable and a critical foundation for the effective implementation of risk management. BNI engages in a risk culture enhancement project to develop a strong risk culture.

The objective of the risk culture enhancement project is to instil a strong risk culture within each individual employee of BNI, which translates into individual behavior characterized by risk awareness, well equipped and motivated to conduct optimum risk-return assessment. Each individual employee should, therefore, become highly aware of all material risks that might arise from each activity or transaction undertaken, be well equipped with the necessary information, knowledge as well as risk tools/methods, and sufficiently motivated to take the action or make the decision that is appropriate with the assessment of optimum risk-return.

The processes for risk culture enhancement are described as follow:



Identification of the proper risk culture is currently being undertaken by assessing 2 (two) factors, namely the risk culture drivers and the risk behavior.

Evaluation criteria on the two factors are described as follow:

Risk Culture Driver	Risk Behavior
<ul style="list-style-type: none"> • Risk strategy • Risk governance & process • Policy & methodology) • Risk competency) • Risk based performance measurement) • Information Technology) 	<ul style="list-style-type: none"> • Value & ethics) • Leadership) • Risk understanding) • Risk awareness) • Ownership & accountability) • Communication & transparency) • Relationship) • Risk decision)

Four Pillars of Implementation of Risk Management at BNI

As described earlier in the section on risk management framework, there are 4 (four) pillars of risk management implementation that form the basis for, and critical components of, the implementation of risk management. The four pillars of the implementation of risk management are:

1. Active Oversight of the Board of Commissioners and Directors

Active supervision by the Board of Commissioners is reflected on the approval and evaluation of risk management policies established by the Board of Directors. The Board of Commissioners evaluates the implementation of risk management policies through regular joint meetings of Commissioners and Directors, facilitated by the Risk Oversight Committee.

Active supervision by the Board of Directors, among others, is carried out through the development, implementation and evaluation of policies and risk management procedures, conducted through meetings of the Board of Directors, the Risk and Capital Committee in Risk Management and in Assets & Liabilities, as well as the Committee of Credit Policy and Committee of Credit Procedures.

2. Adequacy of Policies, Procedures and Limit Setting

Comprehensive risk management policies and procedures have been developed to ensure effective implementation of risk management.

Risk Management policies in BNI consist of:

- a. General Guidelines for Risk Management.
- b. Guidelines for Risk Management Implementation for 8 (eight) types of risk.
- c. Guidelines for Risk Profile Assessment.
- d. Guidelines for Internal Control Systems.

In their implementation, risk management policies are further described in more detail into Standard Operating Procedure (SOP).

3. Adequacy of Processes in Risk Identification, Measurement, Monitoring, Controlling, and Risk Management Information System

BNI's risk management process consists of the identification, measurement, monitoring and controlling of the 8 (eight) types of risk and supported by a risk management information system.

Risk is identified by analyzing all potential sources of risk inherent in the product, activity or portfolio of the Bank. Risk is then measured, quantitatively and/or qualitatively, using the appropriate method specified by the Regulator or alternative methods (internal methods). BNI risk measurement system is also equipped with a stress testing for credit risk, market risk and liquidity risk. The risk monitoring process is carried out by the Risk Owner Unit and Risk Control Unit, and presented in regular reports such as the Loan Portfolio Report, Market Risk Monitoring Report, Operational Risk Self Assessment Report, Internal Risk Report, and Risk Profile Report.

In support of timely and accurate risk management processes, BNI has developed a number of risk management applications, including a Internal Rating System, Scoring System, PERISKOP, Market Risk Management Tools, and others. BNI has also built a database system and risk engine as part of the risk management process.

4. Internal Control System

Internal control systems are developed and implemented using the Three Lines of Defense model consisting of:

- a. *First Line of Defense: Risk Owner/Taking Unit*
- b. *Second Line of Defense: Risk Control Unit*
- c. *Third Line of Defense: Risk Assurance Unit*

The Risk Taking units as risk owner undertake the management of risks inherent in their respective business or function and are responsible for the day-to-day management and control of these risks.

In the second line of defense or Risk Control are the Enterprise Risk Management Division and the Policy Governance Unit that are responsible directly to the Director of Enterprise Risk, as well as the Compliance Division that is responsible to the Director of Compliance & Legal.

As third line of defense or Risk Assurance Unit, BNI has the Internal Audit Unit that is responsible directly to the President Director. Risk Assurance performs independent assessment on the conformity of risk management implementation processes and internal control system to established policies and procedures.

Risk Management

Capital

BNI's policies and strategies on capital involve the management of its capital structure and composition in line with the Bank's strategic plans. The Minimum Capital Adequacy Ratio (CAR) has taken into consideration the 3 primary risks, namely credit risk, market risk, and operational risk, while policies and strategy on capital are aligned by policies on business expansion as well as the level of risk involved.

BNI policies and strategy on capital are divided into:

1. BNI (Bank Only)

The capital structure of BNI (bank only) is dominated by core capital (94% of total capital), consisting of paid-in capital and additional paid-in capital reserves.

The realized capital of BNI (bank only) on December 2013 is Rp43.6 trillion, with a Capital Adequacy Ratio of 15.1%, in compliance the minimum requirement in line with its risk profile.

To ensure that the Bank has adequate levels of capital to absorb potential credit risks, market risks and operational risks, BNI has developed minimum capital adequacy calculations for the three major risk types, according to the requirements of Bank Indonesia and guided by the Basel II Accord.

In determining the level of capital adequacy in terms of credit risk, BNI uses the Standardized Approach Method to calculate its Risk Weighted Assets (RWA) for credit risk, and uses the Internal Rating System method in the credit disbursement process.

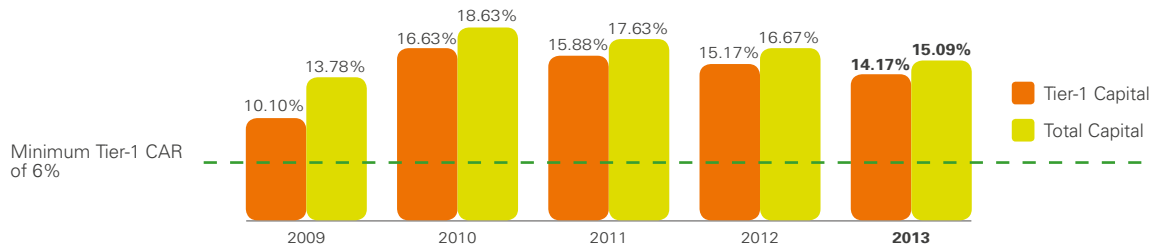
In determining the RWA for market risk, BNI also uses the Standardized Approach Method, while using the Internal Model approach in the management of internal risks in the Bank's day-to-day activities as well as in setting market risk limits.

In the calculation of RWA for operational risk, BNI uses the basic Indicator Approach. However, BNI continues to develop RWA calculation with the standard method or other more advanced methods.

Using the RWA calculations for all three types of risk to determine the CAR, the capital position of BNI (bank only) is capable of supporting its business growth, as described below:

Capital Components		Rp billion	
		31 December 2013	
		Bank only	Consolidated
Capital Component			
A	Core Capital	40.910	41.516
B	Complementary Capital	2.653	3.394
C	Deduction Factor of Core Capital and Complementary Capital	-	-
D	Allowable Additional Complementary Capital (Tier 3)	-	-
E	Additional Complementary Capital allocated in anticipation of Market Risk	-	-
Total Core Capital and Complementary Capital (A+B+C)		43.563	44.910
Total Core Capital, Complementary Capital, and Additional Complementary Capital allocated in anticipation of Market Risk (A+B-C+D)		43.563	44.910
Risk Weighted Assets (RWA) for Credit Risk		251.142	259.723
Risk Weighted Assets (RWA) for Operational Risk		35.996	39.513
Risk Weighted Assets (RWA) for Market Risk		1.479	1.705
Minimum Capital Adequacy Ratio for Credit Risk, Operational Risk and Market Risk $\{III:(IV+V+VI)\}$		15,1%	14,9%

With reference to the regulation minimum CAR of 6% for core capital (to be effective in 2014), the 5-year capital position of BNI is described below:



2. BNI (Consolidated)

The capital structure of BNI (consolidated) is also dominated by core capital (92.4% of the total consolidated capital of BNI), consisting of paid-in capital and additional paid-in capital reserves.

BNI (consolidated) capital is relatively the same as those of BNI (bank only), as the amounts of BNI's equity participation in subsidiaries are not material enough to have a significant difference to the amount of capital of BNI (consolidated). The actual position of BNI (consolidated) capital as of December 2013 amounted to Rp44.9 trillion and BNI (consolidated) CAR position in December 2013 is 14.9%. This demonstrates that BNI (consolidated) capital position is capable of supporting business growth for BNI and its subsidiaries, at present and in the future.

In accordance with Bank Indonesia regulations on the implementation of consolidated risk management for banks with controlling interest in subsidiaries, exposure to the insurance company subsidiary is excluded from the calculation of RWA.

Quantitative disclosure on the capital structure of the bank - bank only and consolidated - is given in Table 1.a.

3. ICAAP and Stress Testing

BNI has implemented the following components as part of the Internal Capital Adequacy Assessment Process (ICAAP), namely:

- Establishment of Risk Appetite levels in alignment with business objectives and strategies.
- Establishment of the minimum capital adequacy levels in accordance with the Bank's risk profiles in the 8 (eight) types of risk, namely credit risk, market risk, operational risk, liquidity risk, legal risk, strategic risk, compliance risk, and reputation risk.

- Regular stress testing, which is once every 6 months for market risk, while stress testing for credit risk is done at least once a year, or whenever a change in macro economic conditions occurs. This comprehensive approach to stress testing scenarios is undertaken to assess the capital adequacy levels in accordance with requirements by regulators as well as conditions in macro economy.

The processes have been documented in the ICAAP document.

4. Anticipation of Basel III

Bank Indonesia Regulation (PBI) No. 15/12/PBI/2013 on Minimum Capital Requirement for Commercial Banks has accommodated the relevant bank capital adequacy requirement in Basel III standards. Starting in 2016, in addition to minimum capital adequacy in line with bank risk profile, banks are also required to establish additional capital as buffer, comprising the Capital Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for Domestic Systematically Important Bank (D-SIB).

The regulation also requires the calculation of potential gain/loss arising from an increase/decline in fair value of financial assets classified in the category of Available for Sale (AFS) assets.

Banks have a number of alternatives to comply with the minimum capital adequacy requirement, including through a corporate action in capital raising, limiting its exposure to AFS securities, improving its risk profile, and closely monitoring the growth of its Risk Weighted Assets (RWA).

Risk Management

Implementation of BNI Risk Management for Each Risk Type

The comprehensive and effective management of risk require a risk infrastructure that includes Governance and Organization (including HR), Policies and Procedures, Risk Management Process, Tools and Methods of Measurement (including Quantification of Risk Model), and supported by Information Technology and a strong Risk Culture.

The management of each type of risk is developed and implemented on the basis of such infrastructure:

1. Credit Risk

During 2013, BNI has been successful in managing and containing its credit risks, with its loan portfolio growing by 24.9%, its Non Performing Loan (NPL) ratio declining to 2.2%, and an increase in the non performing loan provision coverage to 128.4%. Sectoral concentration of loans also improved as marked by the decline in the Herfindahl Index to 13.88 from 14.00 a year previously.

Governance and Organization

To manage and improve the quality of credit, the loan analysis process is segregated between the business units/marketing functions (performed by a Relationship Manager) and the risk units/credit analysis function (performed by a Credit Analyst).

Afterward, the loan approval process is carried out by a Credit Committee, comprising loan officers from the business units and the business risk units with the authority to grant loan approval in accordance with the established limits. The business units and business risk units act as the first line of defense or risk owners who manage and control credit risk in the daily operations of the unit.

To support the Customer Centric approach, the credit risk organization has been designed in accordance with the respective business segment. The business risk units at BNI comprise of the Corporate Business Risk Division, Commercial Business Risk Division, and the Consumer & Retail Business Risk Division, which are responsible to the Chief of Business Risk Officer.

According to its function, the credit risk organization is basically divided into 3 (three) types of activities, namely:

- a. Credit Risk Operation
A partner of the business unit in the loan process from credit analysis, approval, monitoring and loan remedial and recovery.

- b. Credit Policy
In charge of setting up credit policies and procedures that are required in the loan process, such as limit of authority, credit requirements, and so on. These functions are carried out by the Policy Governance Unit as the second line of defense.
- c. Credit Risk Management
Includes portfolio planning, credit risk measurement, internal rating system, pricing, etc. These functions are carried out by Enterprise Risk Management Division as a second line of defense.

Policies and Procedures

In order to support business expansion goals while still maintaining the quality of the loan portfolio, the Bank has a Bank Credit Policy (KPB) established by the Credit Policy Committee (KKP) and approved by the Board of Commissioners. The KPB is translated into Loan Guidelines through the decision of the Credit Procedure Committee (KPP), which are formalized into Company Guidelines for Business Banking Loans and Company Guidelines for Consumer & Retail Loans, as the guiding manuals for all credit activities at BNI. Currently, the various Company Guidelines at BNI are available in an online format (ePP).

Process

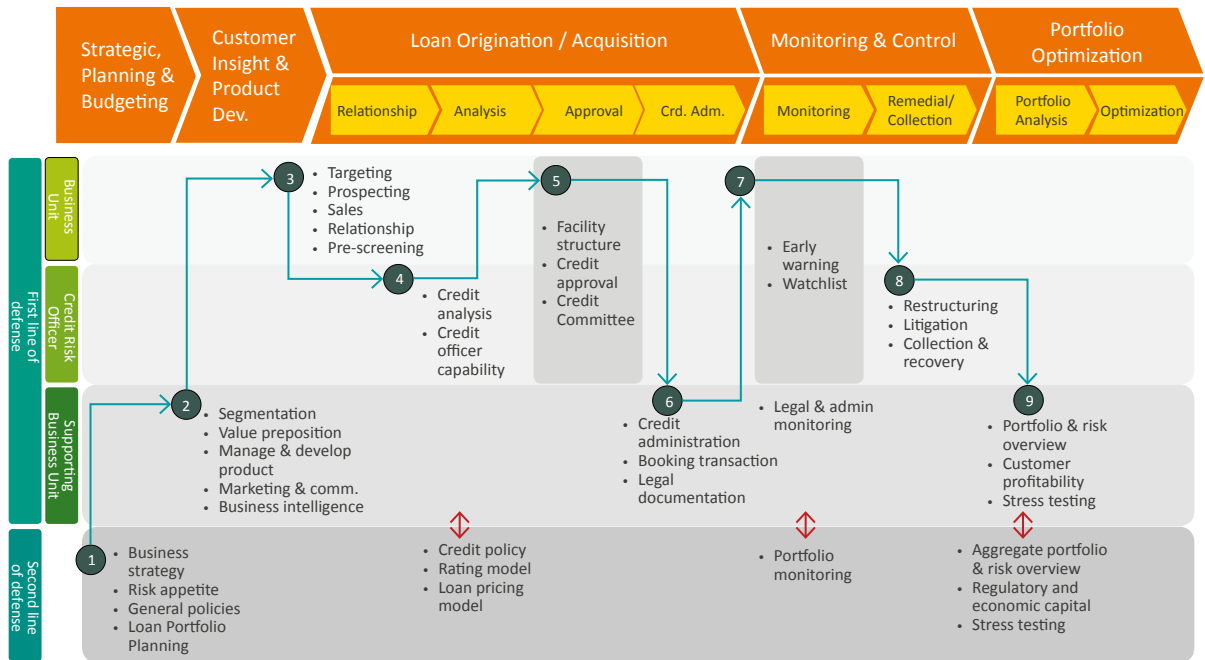
The process of credit risk management takes place continuously in the value chain activity, beginning from customer insight, portfolio planning, product development, loan origination/monitoring, loan administration and portfolio optimization.

At the level of individual loan exposures, the credit risk management processes are implemented by the business units and business risk units through risk identification (such as verifying the data accuracy), measurement (using a credit analysis tools), monitoring (through regular visits to customers and customer review rating), and risk control (including limits setting, loan covenants, and mitigant factor).

At the level of loan portfolio exposure, credit exposure are constantly monitored and reported regularly to Management in the form of reports such as Loan Portfolio Report or in the form of Risk and Capital Committee on Risk Management Forum. The Risk and Capital Committee on Risk Management forum evaluates targets

achievement, determines measures and coordination for follow-up corrective measures, and evaluates the effectiveness of the corrective measures.

Credit governance and processes in BNI is described in the following:



Tools and Methods

To support the business processes and management of credit risk, BNI has developed a number of credit risk management tools both at the level of individual loan exposure as well as loan portfolio exposure.

At the individual loan exposure level, BNI has built and developed debtor rating models covering all segments (Corporate, Commercial, Retail and Consumer) in order to determine the quality of debtors in the credit analysis process and determination of credit risk parameters that includes Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) in accordance with Basel II requirements. These quantitative models are regularly reviewed and validated.

At the loan portfolio exposure level, the Loan Exposure Limit (LEL) provides the maximum limit at year-end for domestic loans for each economic sector in their respective segments, which serves as a guide for loan expansion and also as an effort to reduce loan concentration risk. In addition, the Bank also establish the Industry Risk Rating (IRR), which is an assessment of the industry’s risk level, as well as the financial ratios reference of each segment.

As part of the credit risk measurement, stress testing is performed in order to assess the Bank’s resilience in terms of credit risk during extreme conditions.

Establishment of Allowance for Impairment

Impairment or the decline in value is a condition in which the book value of an asset exceeds the recoverable value of the asset.

BNI performs impairment evaluation on all financial assets except for financial assets that are classified as Fair Value through the Income Statement (Fair Value Through Profit and Loss). On each balance sheet date (end of the month), BNI evaluates whether there is objective evidence that the financial asset or group of financial assets has been impaired.

The objective evidence represents proof of loss event resulting as a consequence of one or more events that occurred after the initial recognition of those assets, and the loss event have an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Risk Management

The objective evidence of impaired financial assets are as follows:

- a. Significant financial difficulty of the issuer or debtor
- b. Breach of contract, namely a default or delinquency in payment of debtor's liability in loan principal, loan interest or penalties.
- c. BNI, for economic or legal reasons related to the financial difficulties experienced by the borrower, provide facilities (concessions) to the borrower that can not be given if the borrower is not experiencing financial difficulties
- d. There is a possibility that the borrower will enter into bankruptcy or other financial reorganization
- e. Disappearance of an active market for that financial asset because of financial difficulties, or
- f. Observable data indicating a measurable decrease in the estimated future cash flows of a group of financial assets since the initial recognition of the asset, although the decrease can not yet be identified to the individual financial assets in the asset group.

The impairment assessment (calculation of CKPN) at BNI uses 2 (two) methods: individual assessment and collective assessment.

Individual calculation for CKPN is performed when a significant financial asset has had an objective evidence of impairment. Assets classified as significant are financial assets of the Corporate and Medium Enterprises segments, as well as securities portfolio. Individual calculation of CKPN is carried out using the present value of estimated cash flows of a financial asset. The process of cash flows estimation for loans is performed directly by the loan officer of the respective debtor.

Collective calculation of CKPN is computed by using historical loss data (calculations based on the estimated Incurred Loss Probability of Default and Loss Given Default) from each certain assets group. Calculation methods of PD and LGD for collective CKPN uses a migration analysis and roll rate analysis with a data observation period of 5 years.

Collective calculation of CKPN is performed for all financial assets with the following condition:

- a. Not evaluated individually, which include loans to the Small Enterprises sector, Consumer loans, Credit Card, Acceptances, Bills Document and Facilities.
- b. There is no objective evidence of impairment of financial assets being evaluated, namely loans in the corporate segment and medium-sized businesses that do not show objective evidence of impairment.
- c. There is objective evidence of impairment of the financial assets that are evaluated on an individual basis but there is no impairment loss..

Disclosure of net receivables and movements of allowance for impairment losses of the bank - bank only and consolidated - are given in Table 2.1.a and Table 2.1.b; Table 2.2.a and Table 2.2.b; Table 2.3.a and Table 2.3.b; Table 2.4.a and Table 2.4.b; Table 2.5.a and Table 2.5.b; Table 2.6.a and Table 2.6.b.

Implementation of Credit Risk Measurement Using the Standard Approach

Using External Rating Agencies

The policies for the use of rating in the calculation of Risk Weighted Assets (RWA) refers to the Circular Letter of Bank Indonesia No. 13/6/DPnP dated February 18, 2011, namely:

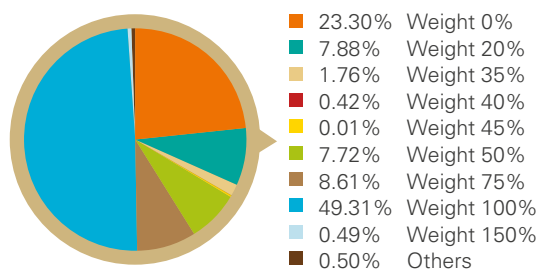
- a. Rating of a company is only applicable to the respective company, so that a company in a group of companies cannot use the rating of another company in the group to calculate its risk weighted assets.
- b. Domestic Rating (Pefindo, Fitch and ICRA Indonesia) is only used for the determination of risk weight of receivables denominated in Rupiah, while international ratings (Moody's, S&P and Fitch) are used for determining risk weight of receivables in foreign currency.
- c. Determination of risk weight on receivables in the form of securities is based on the rating of the securities referred to (issue rating). In the case of securities which are not rated, the determination of risk weight is based on the risk weighting of unrated receivables. The determination of risk weight on receivables other than securities is based on the rating

- of the debtor (issuer rating). In the event the receivables other than securities are not rated, the determination of risk weight is based on the risk weighting of an unrated receivables.
- Short-term ratings are used for determining the risk weight of the securities that are rated short-term and published by parties within the scope of Receivables on Bank or Receivables on Corporations. In the event that the short-term receivables has no short-term rating, the determination of risk weight is by done using a long-term rating.
 - If an exposure has more than one eligible rating, then the rating that gives the second lowest risk weight is used. In case of only two ratings, the lowest rating is used.

Risk weight exposures ranked as described above is only applied to the portfolio categories as follows:

- Receivables on Government of other countries
- Receivables on Public Sector Entities
- Receivables on Multilateral Development Banks and International Institutions
- Receivables on Bank (Long Term and Short Term)
- Receivables on Corporations (Long Term and Short Term)

Risk-Weighted Credit Risk Exposures as at 31 December 2013 (%)



The ratings used are the latest ratings issued by rating agencies approved by Bank Indonesia in accordance with Bank Indonesia regulations as per Circular Letter of Bank Indonesia No. 13/31/DPNP dated December 22, 2011 regarding Rating Agency and Ratings approved by Bank Indonesia. The list of rating agencies and ratings as accessed on the website of Bank Indonesia are as follows:

- Fitch Ratings
- Moody's Investor Service
- Standard and Poor's
- PT Fitch Ratings Indonesia
- PT ICRA Indonesia
- PT Pemeringkat Efek Indonesia

Disclosure of net receivables based on portfolio type and scale of rating - bank only and consolidated - is presented in Table 3.1.a and 3.1.b.

Derivative Transaction

Derivative transactions often carried out by the Bank in general are Foreign Exchange Swap, Currency Forward, Cross Currency Swap (CCS), and the Interest Rate Swap (IRS). Based on analysis by the respective business units and risk units, a transaction limit is determined, as well as the minimum margin deposit amount that must be paid by the customer in accordance with the type and the inherent risk in derivative transactions.

Disclosure of counterparty credit risk - derivative transactions, is presented in Table 3.2.a.

Repo and Reverse Repo Transactions

In general, BNI only conducts Repo and Reverse Repo transactions with underlying assets of Indonesian Government Bonds..

Disclosure of BNI's positions in Reverse Repo transactions as at year-end 2013 is given in Table 3.2.c1 and 2..

Implementation of Credit Risk Mitigation Techniques with the Standardized Approach

The types of primary collateral accepted in order to mitigate credit risk is the objects that are financed by the Bank. Meanwhile, as an addition collateral, Bank may accept other collateral. The types of primary and complementary collateral can be grouped into:

- Collateral, which may include physical assets (land, buildings, machinery, equipment, etc and financial assets (cash collateral, margin deposits, gold, receivables, debentures and other securities). In the credit risks mitigation techniques, physical assets are not counted as credit risk mitigation techniques.
- Guarantee, received from the Government of the Republic of Indonesia, correspondent

Risk Management

bank, and insurance company. In the credit risk mitigation techniques, the guarantees that are accepted are only guarantees that are issued by the party within the scope of the category of Receivables on the Indonesian Government, Receivables from the Government of Other States, Receivables of Banks and guarantee institutions/insurance with respect to the fulfilment of the warranty and warranty publishers.

- c. Credit insurance, is issued by an insurance company with respect to compliance with the requirements of the insurance policy, the insurance issuer and recipient of the insurance portfolio category.

BNI establish the policies, procedures and processes to assess and manage the collateral by type of exposure and financing schemes given. Currently, the maximum loan ceiling for productive loans in the small business segment is determined at 110% of the assessed value of fixed asset collateral given. Meanwhile, for productive loans in the medium business and corporate segments, the adequacy assessment of collateral accepted is calculated by the existence of cash equivalent value. The collateral appraisal should be done at least every 24 months.

Issuer of guarantees/warranties recognized in the calculation of credit risk mitigation techniques are generally the correspondent banks that qualify as prime bank or the acknowledged as State-Owned Enterprises. The use of guarantee as a form of risk mitigation technique is limited at present to trade services transactions.

Disclosure of net receivables - bank only and consolidated - based on risk weighing after calculation of credit risk mitigation impact is presented in Table 4.1.a and 4.1.b.

Disclosure of net receivables and credit risk mitigation techniques - bank only and consolidated - is presented in Table 4.2.a and 4.2.b.

Securitization Exposures

BNI securitization activities are limited to ownership of credit-linked notes, however, as of December 31, 2013, we have no securitized assets exposure.

Calculation of RWA for Credit Risk using the Standardized Method

Calculation of RWA for credit risk using the standardized method - bank only - is presented in Table 6.1.1, Table 6.1.2, Table 6.1.3 and Table 6.1.7.

Calculation of RWA for credit risk using the standardized method - consolidated - is presented in Table 6.2.1, Table 6.2.2, Table 6.2.3, Table 6.2.6 and Table 6.2.7.

2. Market Risk

Most of the Market Risk exposure on the Trading Book comes from Treasury business activities, while the Market Risk in the Banking Book, in particular Interest Rate Risk in the Banking Book (IRRBB) and Net Open Position (NOP), are sourced from all the company's activities. The Bank closely monitors and tightly manages its market risk exposures in line with the dynamic developments in the domestic and global markets.

Governance and Organization

In order to develop an independent and objective organization, the Treasury organization is divided into 3 (three) parts, namely the front office, middle office and back office.

Front office conducts business activities related to the client. In conducting its activities, the Treasury business is limited by the risk appetite, risk tolerance and risk limits set by independent units, namely the Enterprise Risk Management Division, Governance Policy Unit and the Business Risk Division.

The Enterprise Risk Management Division monitors market risk exposures. This function, along with monitoring compliance to risk limits, has become more independent with the transfer of the Middle Office functions from the business units to the Enterprise Risk Management Division. The accounting and settlement activities are conducted by the Banking Operation Division as a back office function.

Policies and Procedures

In order to support business goals while adhering to the prudent principles, BNI already has Policies and Procedures in Treasury and International Business Guidelines. In addition, for effective management of market risk, BNI also have guidelines for the implementation of Market Risk Management as well as procedures for Market Risk Management in the Trading Book and Interest Rate Risk in the Banking Book.

Process

The identification, measurement, monitoring, and control of market risk are performed independently from the business units. Market Risk identification is particularly done for new product or activity.

BNI measures Market Risk using the Standardized Method and the Internal Model. The Standardized Method is used to calculate the Capital Adequacy Ratio for Market Risk, while the management of Market Risk mainly uses the Internal Model (Value at Risk).

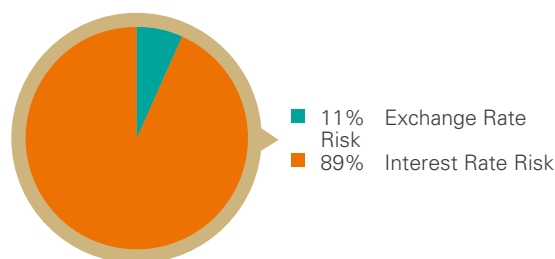
Coverage of portfolios calculated in CAR using the standardized method for the trading book portfolio for interest rate risk and the trading book and banking book portfolios for exchange rate risk.

Disclosure of market risk - bank only and consolidated - using the standardized method is presented in Table 7.1.

Exposure to market risk (Value at Risk) is monitored daily and reported to the management on a weekly and monthly basis. Price valuation policies currently in use for actively traded instruments are the mark-to-market valuation methods, while the less actively traded instruments use the mark-to-model from independent sources.

Disclosure of market risk (bank only) using the internal model (Value at Risk) is presented in Table 7.2.a.

VaR Composition by Risk Type
31 December 2013 (%)



To complement the VaR model, BNI conducts market risk stress testing to assess the resilience of the Bank to face extreme changes in exchange rates and interest rates, with scenarios referring to

Bank Indonesia and the Bank's internal scenarios. The results of stress testing are used to prepare a contingency plan if the extreme conditions occur. The accuracy rate of Value at Risk measurement model was checked using periodic back testing.

The movement of interest rate risk and exchange rate risk in the banking book is monitored closely on a regular basis in accordance with the measurement methods established by the regulator, and delivered to management through the Risk and Capital Committee on Asset & Liability.

In addition to achieving business targets, the front office or business units, as part of the internal control system, also serves as the first line of defense by paying attention and anticipate market risk due to changes in exchange rates and interest rates according to the limits set. Meanwhile, as a second line of defense, the Enterprise Risk Management Division also monitors the use of and compliance to risk limits, determine fixing price, assesses the fair price of treasury transactions, and investigates the occurrence of off market transactions.

Tools and Methods

To support the business processes in line with market risk management, BNI has market risk management tools. Additionally, market data is obtained from independent, best practice sources of prices.

To manage the potential loss of market risk, limits have been set as follows:

- Value at Risk (VaR) limit, which is the maximum potential loss that may occur at a specific time in the future with a certain confidence level.
- Budget Loss limit, which is used to limit the realization of the loss of business activity.
- Limit on the purchase of securities that is used to control the concentration of corporate securities according to bond rating and currency denomination of securities.
- Asset and liability repricing gap limit to control the interest rate risk in the banking book..

Risk Management

3. Operational Risk

The management of operational risk becomes very important in line with the increasing diversity and complexity of banking products and activities offered to customers, the very rapid development of systems and technologies, and the increased expectation of customers regarding services provided by the bank.

Governance and Organization

Operational risk management governance has been implemented in all business units and support units as Risk Owner or Risk Taking Unit forming the first line of defense. The implementation is supported by a second line of defense undertaken by the Enterprise Risk Management Division and the Compliance Division as the Risk Control Unit, as well as the third line of defense constituting the Internal Audit as Risk Assurance Unit.

Policies and Procedures

The Enterprise Risk Management Division has a policy for Operational Risk Management to support the implementation of operational risk management at all units, namely:

- Policies for operational risk management at domestic branches.
- Policies for operational risk management at overseas branches.

These are further elaborated into Standard Operating Procedures for prudent transactions and operations in day-to-day business activities such as:

- Operational risk management procedure for domestic branches
- Operational risk management procedure for overseas branches
- Guidelines for implementation of operational risk self assessment (RSA)
- Guidelines for implementation of Loss Event database (LED)
- Guidelines for implementation of operational risk expenses (BRO)
- Operational risk self assessment manual for overseas branches
- Guidelines for implementation of Operational Risk Tool (PERISKOP)

Process

Operational risk management process at BNI consists of 5 (five) major continuing processes as stipulated by Bank Indonesia, namely the

identification, assessment, measurement, monitoring and mitigation of risk.

- a. Risk Identification
The mechanism for operational risk identification is done by applying Macro Process Mapping on work processes/ activities of each unit to capture the potential operational risks.
- b. Risk Assessment
Performed by each risk owner unit through a method of operational risk self assessment, including an assessment of the impact, the frequency and causes of risks as well as its solutions.
- c. Risk Measurement
In accordance with Bank Indonesia regulation, the measurement of operational risk uses the Basic Indicator Approach.

Quantitative disclosure of operational risk - bank only and consolidated - is presented in Table 8.1.a and Table 8.1.b

- d. Risk Monitoring
The Enterprise Risk Management Division conduct evaluation and feedback on risk assessment based on the results of self-assessment, such as:
 - Feedback reports for all divisions/units/ areas/branches
 - Monthly report on Operational Risk Expenses to the Board of Directors
 - Operational Risk Profile reports
- e. Risk Mitigation
The mechanism for operational risk mitigation is reflected in the internal control processes through the implementation of the four strategies of mitigation, namely avoid, mitigate, transfer and accept. The four mitigation strategies are carried out in Operational Risk mitigation procedures that include control procedures, settlement procedures, accounting procedures, assets and custodial storage procedures, product delivery procedures, and fraud prevention procedures.

Tools and Methods

To help the process of operational risk management performed by each working unit, the Bank has developed a web-based Operational Risk Management tool known as PERISKOP (Operational Risk Management Tool). PERISKOP has a very important role because the 3 (three) main processes in operational risk management use this tool, namely Self Assessment, Loss Event Database and Key Risk Indicator.

PERISKOP

Self Assessment Module	Loss Event Database Module	Key Risk Indicator Module
<p><i>Self Assessment</i> (SA) is a series of activities conducted by each unit (<i>risk owner</i>) in identifying <i>operational risk issues</i> inherent in the unit, locate the cause, measure the loss potential that may arise, and search for their solutions. The result of SA provides a view of potential risks faced by the unit in the next 3 (three) months period.</p>	<p>Represents a database of all financial loss due to operational risk occurring in all units of the Bank. In addition to improving the management of operational risk, data of losses collected in LED also serve as basis for the calculation of capital needed to cover operational risk using the <i>Advance Measurement Approach</i> (AMA).</p>	<p><i>Key risk indicators</i> are parameters to identify the loss potential from operational risks inherent in products and activities before the risk occurs, and to provide a signal if it crossed a pre-determined range of values.</p>

Business Continuity Management

Disruption or disaster caused by natural factors, human action, and system may happen to various BNI's critical business function, causing disruption of business activities and services by BNI.

To anticipate such events, BNI has implemented a Business Continuity Management (BCM) system that is expected to be able to minimize operational risk in the event of an emergency or disaster situation.

The development of the system is in line with Bank Indonesia regulation that requires banks to implement risk control processes to manage risks that could compromise the survival of a bank, and also in line with the requirements of the Basel II document which requires the Bank to have business continuity management and contingency management plan to ensure the Bank's ability to keep operating and to limit losses in the event of disruption to business activities.

a. Governance and Organization

In a disaster situation, BNI has prepared a specific organization consisting of a Crisis Management Team (CMT) and an Emergency Task Force (ETF) comprising of Senior Executives as disaster management coordinator who has the highest level of authority and effective. The CMT is activated as soon as the Executive Management Team (EMT), as the highest authority in CMT, declares a disaster condition.

b. Policies & Procedures

In regard the implementation of BCM, BNI has established:

- BCM policies for domestic operations
- BCM policies for overseas branches
- BCM procedures
- Governance of BCM Building
- Guidelines for visits to the BCM Building.

c. Process

Every step of the recovery strategy and restoration strategy implemented are monitored and reported to the CMT until the return of normal conditions.

To ascertain the level of readiness and evaluation of BCM, BNI conduct disaster test/ simulation to examine the implementation of BCM in all operational units. This is conducted routinely every year to determine the level of readiness of each unit, in terms of organization and infrastructure of its BCM. The results of the routine evaluation and examination are evident in the systematic and purposeful handling of disaster situations, whether caused by human, nature or systems. Thus, operational activities at disaster-affected locations continue to a certain degree, even though some of its facilities and supporting infrastructure are disrupted.

4. Liquidity Risk

Liquidity risk relates to the possibility that the bank is unable to meet its short-term obligations to depositors, investors and creditors, as well as adequate levels of mandatory reserves, due among other causes to limited access to financing or the inability to liquidate assets at a reasonable price.

Risk Management

Liquidity risk management aims to minimize the possibility of the Bank's inability to obtain sources of financing of cash flow, and to build a strong structural liquidity of the Bank's balance sheet to support long-term sustainable growth.

Governance and Organization

Liquidity Risk management is conducted by the Enterprise Risk Management (ERM) Division and the Treasury (TRS) Division. The ERM Division prepares the policies and procedures for liquidity risk management, which are then implemented by the TRS Division through its liquidity strategies. The ERM Division also monitors the implementation of liquidity management by the TRS Division.

Policies and Procedures

The Enterprise Risk Management Division prepares the Liquidity Risk Management Policy in the form of Liquidity Risk Management Guidelines, which is further described in the Standard Operating Procedure manual for liquidity risk management practices, which include:

- a. Liquid Instrument Availability: Statutory Reserve, Secondary Reserve, Early Warning Indicators, etc.
- b. Measurement of Liquidity Risk: Liquidity Ratio, Cash Flow Projection, Maturity Profile, Stress testing, etc.
- c. Monitoring
- d. Controlling
- e. Liquidity Limits setting

Process

In addition to maintaining and sustaining the Primary Reserves, BNI also keeps and maintains Secondary Reserves to ensure liquidity is at a safe level. As a backup for Secondary Reserves, BNI keeps and maintains Tertiary Reserves. Setting and monitoring of limits, namely the Secondary Reserve Ideal (Ideal SR) limit and on-shore loan limit is conducted periodically by the ERM Division. While the availability of the whole reserves are monitored on a daily, weekly, and monthly basis by the TRS Division and ERM Division.

Tools and Methods

In managing liquidity risk, BNI uses the daily cash flow projections and monthly maturity profile, both contractual and behavioral, in order to establish the appropriate and accurate strategies to anticipate liquidity conditions in the future.

Disclosure of Rupiah and foreign exchange maturity profiles - bank only and consolidated - is presented in Table 9.1.a, Table 9.1.b, Table 9.2.a, and Table 9.2.b. The calculation of maturity profile is in accordance with Bank Indonesia regulations and does not include the maturity profile of subsidiaries in the insurance business.

One of the strengths of the BNI risk monitoring process is the availability of the Bank's liquidity profile information. The information is available in the Executive Information Management (EIS) application, which can provide information on the progress of funds and loans on a daily basis, giving the daily cash flow profile and the monthly maturity profile that can be used as a system for monitoring and managing liquidity risk.

Early Warning Indicators

Early warning indicators are outlined in the Secondary Reserve indicators in normal, and moderate or tight conditions for Rupiah and foreign currencies, such as the trend rate of market interest rates, foreign exchange reserves, and third-party funds including those of dominant depositors. Each indicator is equipped with limits as a reference for the determination of normal, moderate or tight liquidity conditions.

Determination of SR in moderate or tight conditions is made by the Enterprise Risk Management Division based on established indicators. Following this, a moderate or tight Liquidity Contingency Plan (LCP) SR Ideal will be imposed.

The above indicators are regularly reviewed in line with the development of the external and internal condition triggered by economic development at national, regional, and global levels.

5. Legal Risk

Governance and Organization

Legal risk management is conducted by the Legal Division, under the active supervision of the Director of Legal and Compliance.

The Legal Division collaborates with the respective Legal Unit or Legal Staff in the various Divisions/Department/Unit/Regional Area or other

organizational units, serving as a 'legal watch', which provides analysis/legal advice to all working unit at every level of the organization.

In the case of a new product/activity launch, the Legal Division conducts a legal analysis procedure to the new product/activity in collaboration with Enterprise Risk Management Division and related divisions as the Risk Control Unit. This is done to assess the impact of such new products/activities in terms of Legal Risk exposure and recommend risk mitigation.

In addition, the Legal Division collaborates with the Enterprise Risk Management Division to periodically assess and monitor the implementation of legal risk management.

Policies and Procedures

Implementation of legal risk management refers to the Legal Risk Management Guidelines and other relevant policies and procedures.

Periodically, the Legal Division also performs the evaluation and updating of various policies in legal and/or legal risk mitigation in accordance with external and/or internal developments.

Process

The process for legal risk management involves appraisal/assessment in the form of judicial reviews on new products and activities or on additions/changes to existing product features and activities, as well as legal advice and/or legal assistance related to the operational activities of the Division/Unit/Project/Branch/Loan Centers.

Request for legal advice and/or legal representation is handled in accordance with the authority of the Legal Division as follows:

- a. Branch/Loan Centers and other unit at Regional Area level submits request for legal advise to the Legal Unit in the Region (Legal Region);
- b. Division/Task Force/ Unit/Project and other units at the same level submit the request for legal advise to the Legal Division.

In implementing Legal Risk management, the Legal Division conduct periodic reviews of the contracts and agreements between the Bank and other parties, in particular for non-standard agreements or agreements that have not been codified in the Company Guidelines.

6. Strategic Risk

Governance and Organization

Strategic Risk Management is conducted by the Strategic Planning Division, under the active supervision of the President Director.

Strategic Risk Management involves a series of strategic planning process (planning and budgeting), which includes the alignment of corporate strategy with the strategy at unit level, and the cascading of bankwide targets into unit targets.

Strategic planning documents include:

- a. Corporate Plan, compiled every 5 (five) years
- b. Board of Directors General Policy (KUD), compiled annually
- c. Bank Business Plan (RBB), compiled annually
- d. Business Plan, compiled annually

Formulation of the strategic planning document begins with the Corporate Plan as reference for determining targets and the KUD, which will guide the preparation of the RBB. Next, the KUD and the RBB will become the reference in the preparation of operational planning as defined in the Business Plan for Regional Areas and Divisions, and later the Business Plan for Regional Areas will guide the preparation of the Business Plan for Branch/ Centers. Through this mechanism, it is certain that the strategy alignment will be maintained from the corporate level to the level of branch (lowest level).

Policies and Procedures

Implementation of strategic risk management refers to the Strategic Risk Management Guidelines and other relevant policies and procedures.

Process

The process of effective strategic risk management is needed to identify and respond to changes in the external and internal business environment.

Risk Management

The Corporate Plan document is reviewed annually to adjust with the changing business environment. Likewise, the Board of Directors General Policy, the Bank Business Plan at the corporate level, and Business Plan at unit levels, may be reviewed in the first semester of the year, and in the event of significant changes occurring in the environment can be reviewed in a shorter time period.

The mechanism for measuring progress of the business plans involves the comparison of established targets with the actual achievements, in the following manner:

- a. Monthly monitoring to evaluate the performance and strategy of the company (bankwide)
- b. Quarterly monitoring of performance at Division level
- c. Half-yearly monitoring the performance of the Company and all business units through Business Review forum at the Head Office and Regional Offices.

7. Compliance Risk

Governance and Organization

Compliance Risk management is conducted by the Compliance Division (KPN), under the active supervision of Director of Legal & Compliance.

Policies and Procedures

Implementation of management of Compliance Risk refers to the Compliance Risk Management Guidelines and other relevant policies and procedures.

Process

In support of healthy and sustainable business growth at BNI, the Compliance Division engages in compliance risk management through the following activities:

- a. Monitoring Compliance Risk
Monitoring the status of compliance to prevailing regulations, involving:
 - 1) Monitoring the submission of mandatory reports to Bank Indonesia and other external bodies.
 - 2) Monitoring sanction/penalties imposed by Bank Indonesia and other supervisory authorities, and cooperating with the relevant units in improvement steps.
 - 3) Monitoring compliance to prudential banking principle (CAR, Mandatory Reserves, NOP, LLL, NPL, PKA)

- b. To ensure that all policies, company regulations, systems and procedures as well as activities of the Bank are in compliance with the requirements of Bank Indonesia and other prevailing regulations, through:

- 1) Certification process, compliance opinion and compliance analysis
 - a. Certification on new as well as existing policies and procedures.
 - b. Providing compliance opinion.
 - c. Conducting analysis of impact of external regulations
 - d. Conducting reviews on the adequacy of policies.
- 2) Preventative reviews
Conducting preventative compliance reviews on credit and procurement processes in accordance with prevailing authority and criteria, namely:
 - a. Credit Compliance Review (C2R) on proposals for Credit Application Tools (PAK)
 - b. Procurement Compliance Review (PCR) on proposals of Document of Procurement for Goods/Services

- c. Internal Control
In order to ensure that the Bank's operational units are in compliance with prevailing regulations, BNI conduct internal control activities through corrective reviews by the Compliance Unit at Division/ Regional Office/ Branch/Loan Centers, consisting of the following activities:

- 1) Routine reviews
- 2) Compliance Testing
- 3) Incidental reviews, consisting of:
 - a. Immediate reviews
 - b. Special reviews
 - c. Issue reviews

Further details on the management of Compliance Risk are discussed in the section Corporate Governance - Implementation of Compliance Function.

8. Reputational Risk

Governance and Organization

Reputational Risk management is carried out by the Corporate Secretary and Communication Division in coordination with the Marketing Management and Consumer & Retail Portfolio Division and the BNI Contact Center.

News management and management of communication crisis. Collaborating with the Marketing Management and Consumer & Retail Portfolio Division In the monitoring of opinions/ comments in the news media or social media, and collaborating with the BNI Contact Center to manage customer complaints or grievances.

Policies and Procedures

Implementation of reputational risk management refers to Reputational Risk Management Guidelines and other relevant policies and procedures.

Process

The process of reputational risk management consists of:

- a. Evaluation on a daily, weekly, monthly, quarterly and yearly basis over reputational risks faced by BNI as outlined in the Media Monitoring Report.
- b. The classification of existing mass media into several groups according to circulation and geographic coverage. Each group of mass media is handled differently according to the impact of reputational risk caused. Standardization of the competences of public relations/media relations staff in Corporate Communications and Corporate Secretary Division and the Regional Areas to have the ability and sensitivity to respond appropriately to local issues and opinions.
- c. Monitoring and evaluation of comments, complaints, and feedback in the news media or social media, and the selection of strategies responding to opinions in the social media.
- d. Establish a Service Level Agreement (SLA) as the standard speed of a response on customer complaints.
- e. Measuring and monitoring the number of complaints and complaint resolution rate.

Reputational Risk management in times of crisis is undertaken through a standardized crisis contingency plan that will be implemented during a crisis from mild to severe scale.

The crisis contingency plan consists of::

- a. Review of the problem or event chronology
- b. Flow of information
- c. Determination of the person in charge
- d. Determination of authorities and the spoke person
- e. Schedule of crisis management activities
- f. Alternative communication strategies
- g. Evaluation

Application of Consolidated Risk Management

The scope of risk management is not limited to BNI as bank only, but also with the subsidiaries as BNI Consolidated. The application of consolidated risk management of BNI and subsidiaries (BNI Syariah, BNI Securities, BNI Multifinance, BNI Remittance Limited and BNI Life Insurance) has been implemented in accordance with Bank Indonesia Regulation (PBI) No. 8/6/2006 on Implementation of Risk Management at Subsidiary Company. Regulations governing the implementation of risk management to subsidiaries have also been included in the risk management framework at BNI. In general, the implementation of Consolidated Risk Management of BNI and subsidiaries comprises the 4 (four) pillars of risk management as follow:

1. Active Oversight by the Board of Commissioners and Directors.
2. Adequacy of policies, procedures and limits
3. Processes for Risk Identification, Measurement, Monitoring and Control as well as Risk Management Information System.
4. Comprehensive internal control.

The implementation of these 4 (four) pillars of risk management is adjusted according to the business scope and capability of the respective subsidiaries.

The implementation of the 4 (four) pillars of risk management and the major types of risk at the subsidiary companies are described in more details as follow:

Risk Management

Subsidiary	Primary Risks	Active Oversight by the Board of Commissioners and Directors	Adequacy of policies, procedures, and limit setting	Risk Management and Information System Procedures	Internal Control
PT BNI Syariah	Credit/financing risk, liquidity risk, operational risk, reputation risk, and strategic risk	Establishment of Risk Management Committee at Directors and Commissioners levels, namely the Policy & Risk Committee and the Asset & Liability Management Committee	Risk management policies have been established for each type of risk and further detailed into procedures and implementing guidelines.	Risk management processes include the risk profile parameters, risk monitoring reports and regular setting of financing limits	Establishment of Internal Audit Division under the President Director
PT BNI Securities	Credit risk, liquidity risk, operational risk, and strategic risk	Establishment of the Risk Management Committee at the Director level, with the President Director as Chairman	Risk management policies are formulated through meetings of the Risk Management Committee, and strategic policies need the approval of the Board of Commissioners	Risk management processes undertaken for the eight types of risk, and presented in the risk profile report	Internal control undertaken through periodic evaluation by the Compliance Unit on the implementation of risk management function and other functions
PT BNI Multifinance	Credit/financing risk, legal risk, and strategic risk	Active supervision by the board of Directors through the establishment of Director-level risk committees, namely the Risk Management Committee and the Assets and Liabilities Committee	Risk management policies have been established as the basis for the formulation of risk procedures and risk limits	Risk management processes undertaken as part of business activities and reported in the risk profile report	Internal control processes undertaken periodically by the Quality Assurance Department and Internal Audit Unit
BNI Remittance Limited	Operational risk	Overall, BNI Remittance Limited has a relatively simple organization structure	Adequate risk policies, procedures and limit setting, which are continuously improved	Risk management process undertaken through, among others, the risk profile reporting	Periodic internal control by BNI Internal Audit Unit
PT BNI Life Insurance	Credit risk, market risk, and strategic risk	Active supervision by the Board of Directors through Director-level Risk and Asset Liability Committee chaired by the President Director, and the establishment of the Risk Management Unit	BNI Life has established the criteria for counterparty to reduce the potential for credit risk	Risk management process have been undertaken and presented in the risk profile report	The Internal Audit Unit periodically monitors and reviews the implementation of risk management at each work unit.

Risk Management Table

Table 1.a. Disclosure of Capital Structure

million Rupiah

Capital Component	December 31, 2012		December 31, 2013		
	Bank Only	Consolidated	Bank Only	Consolidated	
I	CAPITAL COMPONENT				
A	Core Capital (Tier-1)				
	35,678,776	36,624,174	40,910,072	41,516,288	
1.	Paid-in Capital	9,054,807	9,054,807	9,054,807	9,054,807
2.	Additional Reserve Capital	27,404,360	27,714,233	32,682,262	32,575,345
3.	Innovative Capital Instruments	-	-	-	-
4.	Tier-1 Capital Deduction Factor	(780,391)	(197,134)	(826,997)	(197,134)
5.	Non-controlling Interest	-	52,268	-	83,270
B	Complementary Capital (Tier-2)				
	3,520,083	4,182,692	2,653,348	3,393,972	
1.	Upper Tier-2	4,300,474	4,379,826	3,480,345	3,591,106
2.	Lower Tier-2 (maximum 50% of Tier-1 Capital)	-	-	-	-
3.	Tier-2 Capital Deduction Factor	(780,391)	(197,134)	(826,997)	(197,134)
C	Tier-1 and Tier-2 Capital Deduction Factor				
	-	-	-	-	
	Securitization Exposures	-	-	-	-
D	Additional Supplementary Capital (Tier-3)				
	-	-	-	-	
E	Additional Supplementary Capital For Market Risk Anticipation				
II	TOTAL OF CORE CAPITAL AND SUPPLEMENTARY CAPITAL (A+B-C)				
	39,198,859	40,806,866	43,563,420	44,910,260	
III	TOTAL OF CORE CAPITAL, SUPPLEMENTARY CAPITAL, AND ADDITIONAL SUPPLEMENTARY FOR MARKET RISK ANTICIPATION (A+B-C+E)				
	39,198,859	40,806,866	43,563,420	44,910,260	
IV	RISK WEIGHTED ASSET FOR CREDIT RISK				
	202,799,246	211,164,353	251,141,940	259,722,594	
V	RISK WEIGHTED ASSET FOR OPERATIONAL RISK				
	31,086,993	34,329,394	35,995,559	39,512,886	
VI	RISK WEIGHTED ASSET FOR MARKET RISK				
A	Standardized Method				
	1,256,863	1,390,763	1,479,282	1,705,331	
B	Internal Model				
VII	MINIMUM CAPITAL ADEQUACY RATIO FOR CREDIT RISK, OPERATIONAL RISK AND MARKET RISK [III: (IV+V+VI)]				
	16.67%	16.53%	15.09%	14.92%	

Risk Management Table

Table 2.1.a. Disclosure of Net Receivables by Area

Bank Only							
Portfolio Category	December 31, 2012						
	Net Receivables by Area						
	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E	Total	
Receivables on Sovereigns	134	6	4,025	84,496,416	2,851,293	87,351,874	
Receivables on Public Sector Entities	4,080,402	46,031	9,122,778	21,096,980	900,474	35,246,665	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	
Receivables on Banks	106,971	468,932	579,386	13,229,898	4,467,223	18,852,410	
Loans Secured by Residential Property	405,604	161,039	660,032	1,548,555	-	2,775,230	
Loans Secured by Commercial Real Estate	1,578,611	703,204	814,183	1,480,410	-	4,576,408	
Employee/Retired Loans	238,683	163,350	406,964	179,103	-	988,100	
Receivables on Micro, Small Business & Retail Portfolio	8,817,403	5,840,551	9,108,617	10,066,254	627,326	34,460,151	
Receivables on Corporate	24,262,983	12,221,619	30,699,269	69,859,250	7,240,233	144,283,354	
Past Due Receivables	248,845	160,545	249,841	300,671	44,175	1,004,077	
Other Assets	2,563,761	3,221,034	3,022,203	5,935,742	157,833	14,900,573	
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	
Total	42,303,397	22,986,311	54,667,298	208,193,279	16,288,557	344,438,842	

Cluster A : Central and Western Indonesia (Kalimantan & Sumatera)
 Cluster B: Eastern Indonesia (Sulawesi, Bali, Nusa Tenggara, Maluku, & Papua)
 Cluster C: Java excluding Jabodetabek Area
 Cluster D: Jabodetabek (Jakarta, Bogor, Depok, Tangerang, and Bekasi)
 Cluster E: Others (Overseas)

Table 2.1.b. Disclosure of Net Receivables by Area

Consolidated							
Portfolio Category	December 31, 2012						
	Net Receivables by Area						
	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E	Total	
Receivables on Sovereigns	134	6	4,025	84,496,416	2,851,293	87,351,874	
Receivables on Public Sector Entities	4,080,402	46,031	9,122,778	21,129,840	900,474	35,279,525	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	
Receivables on Banks	106,971	468,932	579,386	13,337,662	4,467,489	18,960,440	
Loans Secured by Residential Property	405,604	161,039	660,032	1,548,555	-	2,775,230	
Loans Secured by Commercial Real Estate	1,578,611	703,204	814,183	1,480,410	-	4,576,408	
Employee/Retired Loans	238,683	163,350	406,964	179,103	-	988,100	
Receivables on Micro, Small Business & Retail Portfolio	8,817,403	5,840,551	9,108,617	10,066,254	627,326	34,460,151	
Receivables on Corporate	24,266,608	12,223,058	30,701,194	69,897,449	7,240,232	144,328,541	
Past Due Receivables	248,845	160,545	249,841	300,671	44,175	1,004,077	
Other Assets	2,566,618	3,221,034	3,026,349	5,968,509	158,926	14,941,436	
Exposures at Sharia Based Business Activity Unit (if any)	1,637,021	542,966	2,817,650	5,877,874	-	10,875,511	
Total	43,946,900	23,530,716	57,491,019	214,282,743	16,289,915	355,541,293	

million Rupiah

December 31, 2013

Net Receivables by Area

	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E	Total
	79	-	658	78,047,285	4,579,102	82,627,124
	5,017,722	145,909	11,111,101	25,363,060	1,420,671	43,058,463
	-	-	-	-	328,692	328,692
	207,056	561,465	952,161	19,348,380	3,457,182	24,526,244
	529,557	207,985	1,182,873	2,839,095	-	4,759,510
	1,618,949	883,044	1,170,304	1,374,388	-	5,046,685
	368,047	232,420	571,250	272,777	6,335	1,450,829
	9,208,008	6,657,690	9,820,601	9,750,170	25,920	35,462,389
	33,283,399	13,639,596	39,527,159	88,583,703	8,033,977	183,067,834
	364,492	307,983	368,434	192,438	107,632	1,340,979
	539,685	616,693	737,118	15,496,819	69,206	17,459,521
	-	-	-	-	-	-
	51,136,994	23,252,785	65,441,659	241,268,115	18,028,717	399,128,270

million Rupiah

December 31, 2013

Net Receivables by Area

	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E	Total
	79	-	658	78,047,285	4,579,102	82,627,124
	5,017,722	145,909	11,111,101	25,363,060	1,420,671	43,058,463
	-	-	-	-	328,692	328,692
	207,056	561,465	952,161	18,369,887	3,457,182	23,547,751
	529,557	207,985	1,182,873	2,839,095	-	4,759,510
	1,618,949	883,044	1,170,304	1,374,388	-	5,046,685
	368,047	232,420	571,250	272,777	6,335	1,450,829
	9,208,008	6,657,690	9,820,601	9,765,622	25,920	35,477,841
	33,283,399	13,639,596	39,527,159	88,577,652	8,033,977	183,061,783
	364,492	307,983	368,434	192,438	107,632	1,340,979
	539,864	616,693	737,492	15,723,126	73,070	17,690,245
	2,691,902	778,641	3,408,246	7,889,894	-	14,768,683
	53,829,075	24,031,426	68,850,279	248,415,224	18,032,581	413,158,585

Risk Management Table

Table 2.2.a. Disclosure of Net Receivables by Contractual Maturity

Bank Only							
Portfolio Category	December 31, 2012						
	Net Receivables by Contractual Maturity						
	≤ 1 year	>1 - 3 Years	>3 - 5 Years	>5 Years	Non Contractual	Total	
Receivables on Sovereigns	51,529,852	5,280,039	9,934,449	20,603,565	3,969	87,351,874	
Receivables on Public Sector Entities	21,032,927	3,104,830	3,014,239	8,094,669	-	35,246,665	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	
Receivables on Banks	15,185,339	1,481,408	1,559,300	626,363	-	18,852,410	
Loans Secured by Residential Property	31,370	195,725	439,236	2,108,899	-	2,775,230	
Loans Secured by Commercial Real Estate	794,253	720,863	420,226	2,641,066	-	4,576,408	
Employee/Retired Loans	9,713	78,593	102,305	797,489	-	988,100	
Receivables on Micro, Small Business & Retail Portfolio	4,714,481	8,911,580	4,025,949	15,573,842	1,234,299	34,460,151	
Receivables on Corporate	77,682,159	19,629,540	18,172,700	28,521,716	277,239	144,283,354	
Past Due Receivables	554,293	173,982	60,192	215,610	-	1,004,077	
Other Assets	9,165	425	2,169	1,957,322	12,931,492	14,900,573	
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	
Total	171,543,552	39,576,985	37,730,765	81,140,541	14,446,999	344,438,842	

Table 2.2.b. Disclosure of Net Receivables by Contractual Maturity

Bank Consolidated							
Portfolio Category	December 31, 2012						
	Net Receivables by Contractual Maturity						
	≤ 1 year	>1 - 3 Years	>3 - 5 Years	>5 Years	Non Contractual	Total	
Receivables on Sovereigns	51,529,852	5,280,039	9,934,449	20,603,565	3,969	87,351,874	
Receivables on Public Sector Entities	21,032,927	3,137,691	3,014,239	8,094,668	-	35,279,525	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	
Receivables on Banks	15,292,347	1,482,429	1,559,301	626,363	-	18,960,440	
Loans Secured by Residential Property	31,370	195,725	439,236	2,108,899	-	2,775,230	
Loans Secured by Commercial Real Estate	794,253	720,863	420,226	2,641,066	-	4,576,408	
Employee/Retired Loans	9,713	78,593	102,305	797,489	-	988,100	
Receivables on Micro, Small Business & Retail Portfolio	4,714,481	8,911,580	4,025,949	15,573,842	1,234,299	34,460,151	
Receivables on Corporate	77,701,676	19,629,540	18,172,700	28,521,716	302,909	144,328,541	
Past Due Receivables	554,293	173,982	60,192	215,610	-	1,004,077	
Other Assets	11,130	22,741	18,625	1,957,448	12,931,492	14,941,436	
Exposures at Sharia Based Business Activity Unit (if any)	2,718,922	1,690,821	2,031,060	3,941,376	493,332	10,875,511	
Total	174,390,964	41,324,004	39,778,282	85,082,042	14,966,001	355,541,293	

million Rupiah

December 31, 2013						
Net Receivables by Contractual Maturity						
	≤ 1 year	>1 - 3 Years	>3 - 5 Years	>5 Years	Non Contractual	Total
	23,908,265	7,241,011	13,306,082	15,580,886	22,590,880	82,627,124
	26,958,499	3,032,663	2,908,334	10,158,967	-	43,058,463
	-	207,334	121,358	-	-	328,692
	16,205,420	1,867,018	1,639,878	1,441,698	3,372,230	24,526,244
	32,666	207,873	680,269	3,838,702	-	4,759,510
	800,630	380,838	587,698	3,277,519	-	5,046,685
	16,796	99,569	131,814	1,202,496	154	1,450,829
	3,440,092	4,709,563	4,582,976	17,425,066	5,304,692	35,462,389
	97,151,444	21,373,944	21,531,639	41,970,096	1,040,711	183,067,834
	583,695	153,545	136,057	379,130	88,552	1,340,979
	-	-	-	-	17,459,521	17,459,521
	-	-	-	-	-	-
	169,097,507	39,273,358	45,626,105	95,274,560	49,856,740	399,128,270

million Rupiah

December 31, 2013						
Net Receivables by Contractual Maturity						
	≤ 1 year	>1 - 3 Years	>3 - 5 Years	>5 Years	Non Contractual	Total
	23,908,265	7,241,011	13,306,082	15,580,886	22,590,880	82,627,124
	26,958,499	3,032,663	2,908,334	10,158,967	-	43,058,463
	-	207,334	121,358	-	-	328,692
	15,065,420	1,867,018	1,639,878	1,441,698	3,533,737	23,547,751
	32,666	207,873	680,269	3,838,702	-	4,759,510
	800,630	380,838	587,698	3,277,519	-	5,046,685
	16,796	99,569	131,814	1,202,496	154	1,450,829
	3,446,040	4,717,000	4,584,529	17,425,580	5,304,692	35,477,841
	97,145,393	21,373,944	21,531,639	41,970,096	1,040,711	183,061,783
	583,695	153,545	136,057	379,130	88,552	1,340,979
	-	-	-	-	17,690,245	17,690,245
	912,583	2,249,957	3,656,841	6,739,541	1,209,761	14,768,683
	168,869,987	41,530,752	49,284,499	102,014,615	51,458,732	413,158,585

Risk Management Table

Table 2.3.a. Disclosure of Net Receivables by Economic Sectors

Bank Only					
Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	
December 31, 2012					
Agriculture, Hunting and Forestry	-	2,462,626	-	-	
Fishery	-	-	-	-	
Mining and Quarrying	-	6,097,131	-	-	
Manufacturing	-	5,270,704	-	-	
Electricity, Gas and Water	-	8,886,328	-	-	
Construction	-	441,434	-	-	
Wholesale and Retail Trading	-	312,820	-	11,272	
Hotel and Food & Beverage	-	-	-	-	
Transportation, Warehousing and Communications	-	3,050,123	-	-	
Financial Intermediary	48,917,291	5,016,177	-	16,398,969	
Real Estate, Rental and Business Services	-	49,047	-	216,713	
Public Administration, Defense and Compulsory Social Security	37,761,439	-	-	-	
Education Services	-	-	-	-	
Human Health and Social Work Activities	-	24,855	-	12,909	
Public, Socio-Culture, Entertainment and Other Personal Services	-	21,885	-	213,822	
Activities of Households as Employers	-	-	-	-	
International Institution and Other Extra International Agencies	-	-	-	-	
Undefined Activities	-	-	-	21,123	
Non Business Field	-	-	-	-	
Others	673,144	3,613,535	-	1,977,602	
Total	87,351,874	35,246,665	-	18,852,410	
December 31, 2013					
Agriculture, Hunting and Forestry	-	2,536,206	-	-	
Fishery	-	-	-	-	
Mining and Quarrying	-	7,691,668	-	-	
Manufacturing	265,675	7,432,354	-	-	
Electricity, Gas and Water	-	8,910,507	-	-	
Construction	-	735,816	-	-	
Wholesale and Retail Trading	-	-	-	22,067	
Hotel and Food & Beverage	-	-	-	-	
Transportation, Warehousing and Communications	-	4,117,318	-	-	
Financial Intermediary	40,167,775	4,435,278	328,692	24,174,955	
Real Estate, Rental and Business Services	-	1,033,427	-	186,301	
Public Administration, Defense and Compulsory Social Security	42,193,674	-	-	-	
Education Services	-	-	-	-	
Human Health and Social Work Activities	-	-	-	14,581	
Public, Socio-Culture, Entertainment and Other Personal Services	-	84,150	-	128,331	
Activities of Households as Employers	-	-	-	-	
International Institution and Other Extra International Agencies	-	-	-	-	
Undefined Activities	-	-	-	9	
Non Business Field	-	-	-	-	
Others	-	6,081,739	-	-	
Total	82,627,124	43,058,463	328,692	24,526,244	

million Rupiah

	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Employee/Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets	Exposures at Sharia Based Business Activity Unit (if any)
-	-	-	-	1,430,351	11,411,190	101,846	-	-
-	-	-	-	256,511	688,423	12,370	-	-
-	-	-	-	14,553	6,802,955	5,936	-	-
-	-	-	-	606,911	28,515,722	74,026	-	-
-	-	-	-	9,542	4,135,680	587	-	-
-	2,883	-	-	258,485	9,105,828	39,872	-	-
499	6,766	144	-	6,528,097	24,101,028	289,962	-	-
-	614	-	-	91,229	3,487,970	7,560	-	-
-	70	-	-	140,470	11,493,516	8,667	-	-
-	-	-	-	65,913	1,755,875	3,755	-	-
-	2,290,370	-	-	286,693	4,631,622	37,848	-	-
-	-	-	-	-	24,514	-	-	-
-	-	-	-	14,447	256,148	252	-	-
-	1,115	-	-	46,046	729,122	7,004	-	-
-	270	-	-	225,098	2,018,513	30,397	-	-
-	-	-	-	5,982	18,180	10	-	-
-	-	-	-	-	551	-	-	-
-	-	-	-	6,025	8,963	15	-	-
2,774,731	2,274,320	987,956	-	22,966,643	11,522,540	383,970	-	-
-	-	-	-	1,507,155	23,575,014	-	14,900,573	-
2,775,230	4,576,408	988,100	-	34,460,151	144,283,354	1,004,077	14,900,573	-
-	-	-	-	1,161,100	14,090,317	82,524	-	-
-	-	-	-	112,076	609,258	6,720	-	-
-	-	-	-	15,711	7,812,973	6,082	-	-
-	-	-	-	462,230	38,904,953	90,217	-	-
-	-	-	-	10,254	6,353,077	2,113	-	-
-	1,862	-	-	159,160	9,383,047	66,094	-	-
1,940	5,251	102	-	6,313,900	29,201,923	479,619	-	-
-	-	-	-	115,467	4,275,246	54,506	-	-
-	-	-	-	111,021	15,057,937	24,343	-	-
-	-	-	-	88,188	4,415,466	43,997	-	-
-	2,250,246	-	-	261,602	7,873,884	51,377	-	-
-	-	-	-	181	1,433	-	-	-
-	-	-	-	15,690	328,355	4	-	-
-	965	-	-	48,458	602,007	2,128	-	-
-	80	-	-	209,748	1,976,479	38,089	-	-
-	-	-	-	6,882	11,651	974	-	-
-	-	-	-	799	425	-	-	-
-	-	-	-	4,220	4,732	-	-	-
4,757,570	2,788,281	1,450,727	-	25,643,331	12,041,644	331,408	-	-
-	-	-	-	722,371	30,123,027	60,784	17,459,521	-
4,759,510	5,046,685	1,450,829	-	35,462,389	183,067,834	1,340,979	17,459,521	-

Risk Management Table

Table 2.3.b. Disclosure of Net Receivables by Economic Sectors

Bank Consolidated					
Economic Sector	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	
December 31, 2012					
Agriculture, Hunting and Forestry	-	2,462,626	-	-	
Fishery	-	-	-	-	
Mining and Quarrying	-	6,097,131	-	-	
Manufacturing	-	5,270,704	-	-	
Electricity, Gas and Water	-	8,886,328	-	-	
Construction	-	441,434	-	-	
Wholesale and Retail Trading	-	312,820	-	11,272	
Hotel and Food & Beverage	-	-	-	-	
Transportation, Warehousing and Communications	-	3,050,123	-	-	
Financial Intermediary	48,917,291	5,016,177	-	16,506,999	
Real Estate, Rental and Business Services	-	49,047	-	216,713	
Public Administration, Defense and Compulsory Social Security	37,761,439	-	-	-	
Education Services	-	-	-	-	
Human Health and Social Work Activities	-	24,855	-	12,909	
Public, Socio-Culture, Entertainment and Other Personal Services	-	21,885	-	213,822	
Activities of Households as Employers	-	-	-	-	
International Institution and Other Extra International Agencies	-	-	-	-	
Undefined Activities	-	-	-	21,123	
Non Business Field	-	-	-	-	
Others	673,144	3,646,395	-	1,977,602	
Total	87,351,874	35,279,525	-	18,960,440	
December 31, 2013					
Agriculture, Hunting and Forestry	-	2,536,206	-	-	
Fishery	-	-	-	-	
Mining and Quarrying	-	7,691,668	-	-	
Manufacturing	265,675	7,432,354	-	-	
Electricity, Gas and Water	-	8,910,507	-	-	
Construction	-	735,816	-	-	
Wholesale and Retail Trading	-	-	-	22,067	
Hotel and Food & Beverage	-	-	-	-	
Transportation, Warehousing and Communications	-	4,117,318	-	-	
Financial Intermediary	40,167,775	4,435,278	328,692	23,196,462	
Real Estate, Rental and Business Services	-	1,033,427	-	186,301	
Public Administration, Defense and Compulsory Social Security	42,193,674	-	-	-	
Education Services	-	-	-	-	
Human Health and Social Work Activities	-	-	-	14,581	
Public, Socio-Culture, Entertainment and Other Personal Services	-	84,150	-	128,331	
Activities of Households as Employers	-	-	-	-	
International Institution and Other Extra International Agencies	-	-	-	-	
Undefined Activities	-	-	-	9	
Non Business Field	-	-	-	-	
Others	-	6,081,739	-	-	
Total	82,627,124	43,058,463	328,692	23,547,751	

million Rupiah

	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Employee/Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets	Exposures at Sharia Based Business Activity Unit (if any)
-	-	-	-	1,430,351	11,411,540	101,846	-	28,151
-	-	-	-	256,511	688,423	12,370	-	5,956
-	-	-	-	14,553	6,803,151	5,936	-	130,660
-	-	-	-	606,911	28,516,957	74,026	-	128,715
-	-	-	-	9,542	4,135,680	587	-	18,280
-	2,883	-	-	258,485	9,106,169	39,872	-	128,134
499	6,766	144	-	6,528,097	24,109,914	289,962	-	725,633
-	614	-	-	91,229	3,487,970	7,560	-	67,879
-	70	-	-	140,470	11,494,264	8,667	-	75,487
-	-	-	-	65,913	1,755,875	3,755	-	1,012,977
-	2,290,370	-	-	286,693	4,631,622	37,848	-	71,867
-	-	-	-	-	24,514	-	-	70,508
-	-	-	-	14,447	256,148	252	-	72,658
-	1,115	-	-	46,046	729,122	7,004	-	48,206
-	270	-	-	225,098	2,019,879	30,397	-	1,053
-	-	-	-	5,982	36,612	10	-	-
-	-	-	-	-	551	-	-	-
-	-	-	-	6,025	8,963	15	-	-
2,774,731	2,274,320	987,956	-	22,966,643	11,522,541	383,970	-	5,113,858
-	-	-	-	1,507,155	23,588,646	-	14,941,436	3,175,489
2,775,230	4,576,408	988,100	34,460,151	144,328,541	1,004,077	14,941,436	10,875,511	
-	-	-	-	1,161,100	14,090,317	82,524	-	300,271
-	-	-	-	112,076	609,258	6,720	-	15,183
-	-	-	-	15,711	7,812,973	6,082	-	120,505
-	-	-	-	462,230	38,898,902	90,217	-	402,838
-	-	-	-	10,254	6,353,077	2,113	-	28,401
-	1,862	-	-	159,160	9,383,047	66,094	-	248,359
1,940	5,251	102	-	6,313,900	29,201,923	479,619	-	1,031,547
-	-	-	-	115,467	4,275,246	54,506	-	71,284
-	-	-	-	111,021	15,057,937	24,343	-	147,823
-	-	-	-	88,188	4,415,466	43,997	-	1,466,355
-	2,250,246	-	-	261,602	7,873,884	51,377	-	161,822
-	-	-	-	181	1,433	-	-	197,848
-	-	-	-	15,690	328,355	4	-	154,499
-	965	-	-	48,458	602,007	2,128	-	88,087
-	80	-	-	209,748	1,976,479	38,089	-	-
-	-	-	-	6,882	11,651	974	-	-
-	-	-	-	799	425	-	-	-
-	-	-	-	4,220	4,732	-	-	-
4,757,570	2,788,281	1,450,727	-	25,657,212	12,041,644	331,408	-	6,706,245
-	-	-	-	723,942	30,123,027	60,784	17,690,245	3,627,616
4,759,510	5,046,685	1,450,829	35,477,841	183,061,783	1,340,979	17,690,245	14,768,683	

Risk Management Table

Table 2.4.a. Disclosure of Receivables and Provisioning based on Area

Bank Only							
Description	December 31, 2012						
	Area						Total
	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E		
Receivables	26,763,807	29,328,151	47,681,666	198,985,053	17,098,178	319,856,856	
Impaired Receivables							
a. Non Past Due	110,211	33,628	793,923	88,043	-	1,025,805	
b. Past Due	982,803	706,162	1,953,784	704,012	121,860	4,468,621	
Allowance for Impairment Losses - Individual	190,323	308,308	1,237,477	1,009,059	90,724	2,835,891	
Allowance for Impairment Losses - Collective	748,641	770,492	1,127,839	1,171,176	219,482	4,037,631	
Written-Off Receivables	582,307	749,918	1,101,638	735,143	-	3,169,006	

Table 2.4.b. Disclosure of Receivables and Provisioning based on Area

Bank Consolidated							
Description	December 31, 2012						
	Area						Total
	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E		
Receivables	28,413,379	29,873,090	50,522,661	205,137,018	17,099,193	331,045,342	
Impaired Receivables							
a. Non Past Due	110,211	33,628	793,923	88,043	-	1,025,805	
b. Past Due	1,014,119	728,664	2,016,041	726,445	125,743	4,611,011	
Allowance for Impairment Losses - Individual	190,323	308,308	1,234,319	1,012,217	90,724	2,835,891	
Allowance for Impairment Losses - Collective	747,866	770,492	1,122,019	1,352,567	219,482	4,212,427	
Written-Off Receivables	582,307	749,918	1,101,638	755,143	-	3,189,006	

million Rupiah

December 31, 2013

Area						
	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E	Total
	49,735,074	21,626,734	61,703,278	217,641,871	15,944,065	366,651,022
	5	0	-	231	-	236
	1,172,119	826,472	1,669,597	1,405,018	192,071	5,265,277
	358,075	158,355	740,630	1,620,394	93,274	2,970,728
	876,879	573,244	1,071,683	1,182,493	110,287	3,814,586
	722,990	683,072	951,914	688,599	28,175	3,074,750

million Rupiah

December 31, 2013

Area						
	Cluster A	Cluster B	Cluster C	Cluster D	Cluster E	Total
	50,997,365	22,015,425	63,454,339	229,899,330	15,589,309	381,955,768
	832	0	2,296	5,537	-	8,665
	1,172,119	826,472	1,669,597	1,557,183	192,071	5,417,442
	392,986	171,191	786,598	1,526,679	93,274	2,970,728
	877,687	573,244	1,074,065	1,389,845	110,287	4,025,128
	724,129	683,160	955,029	735,656	28,175	3,126,149

Risk Management Table

Table 2.5.a. Disclosure of Receivables and Provisioning based on Economic Sectors

Bank Only million Rupiah

Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Written-Off Receivables
		Non Past Due	Past Due			
December 31, 2012						
Agriculture, Hunting and Forestry	15,647,256	85,140	370,889	69,019	436,420	13,082
Fishery	1,003,601	11,328	49,347	1,618	66,979	136,922
Mining and Quarrying	12,763,337	8,516	37,097	12,517	155,009	27,101
Manufacturing	34,304,856	240,008	1,045,526	1,339,090	459,432	698,142
Electricity, Gas and Water	9,679,418	2,684	11,690	15,879	98,630	59,695
Construction	9,306,646	100,303	436,941	307,803	205,252	603,798
Wholesale and Retail Trading	30,930,984	269,891	1,175,704	429,145	961,232	974,457
Hotel and Food & Beverage	3,627,473	11,776	51,300	28,602	81,578	-
Transportation, Warehousing and Communications	14,563,064	13,038	56,798	228,122	172,084	258,294
Financial Intermediary	74,546,530	3,481	15,165	10,847	95,329	-
Real Estate, Rental and Business Services	7,328,294	56,002	243,957	169,590	174,931	150,696
Public Administration, Defense and Compulsory Social Security	37,572,500	241	1,048	12	34,217	-
Education Services	269,975	57,180	249,088	-	3,529	4,643
Health Services and Social Activity	1,046,774	25,874	112,711	220,477	31,622	-
Public, Socio-Culture, Entertainment and Other Personal Services	2,553,237	10	42	48	116,738	20,681
Personal Services Serving Households	24,099	9	41	-	291	-
International Institution and Other Extra International Agencies	550	140,057	610,117	-	5	-
Undefined Activities	36,163	266	1,160	-	442	-
Non Business Field	40,836,689	-	-	213	836,511	221,495
Others	23,815,410	-	-	2,909	107,400	-
Total	319,856,856	1,025,805	4,468,621	2,835,891	4,037,631	3,169,006
December 31, 2013						
Agriculture, Hunting and Forestry	18,223,777	-	485,597	296,872	289,541	445,626
Fishery	733,168	-	19,084	-	19,774	106,057
Mining and Quarrying	15,536,776	-	133,282	135,434	156,458	21,502
Manufacturing	46,771,355	-	1,251,607	1,177,738	530,373	460,811
Electricity, Gas and Water	12,986,586	-	3,893	-	114,134	12,269
Construction	9,794,736	-	545,268	427,230	174,026	341,416
Wholesale and Retail Trading	35,951,770	-	1,443,150	276,431	1,013,487	678,135
Hotel and Food & Beverage	4,516,496	-	120,556	55,255	69,051	45,862
Transportation, Warehousing and Communications	19,004,111	-	88,144	51,052	214,714	52,354
Financial Intermediary	68,356,278	0	126,181	-	168,376	10,571
Real Estate, Rental and Business Services	10,630,376	-	165,541	64,070	152,072	69,431
Public Administration, Defense and Compulsory Social Security	41,994,292	-	-	-	44,049	-
Education Services	345,189	-	11	-	3,167	996
Health Services and Social Activity	758,624	-	114,207	121,125	9,178	13,505
Public, Socio-Culture, Entertainment and Other Personal Services	2,452,092	-	106,109	2,517	81,515	69,583
Personal Services Serving Households	19,829	-	1,130	-	381	104
International Institution and Other Extra International Agencies	1,227	-	-	-	11	-
Undefined Activities	8,821	-	-	-	101	304
Non Business Field	47,907,450	236	594,391	345,386	715,151	351,009
Others	30,658,071	-	67,125	17,620	59,025	395,216
Total	366,651,022	236	5,265,277	2,970,728	3,814,586	3,074,750

Table 2.5.b. Disclosure of Receivables and Provisioning based on Economic Sectors

Bank Consolidated million Rupiah

Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Written-Off Receivables
		Non Past Due	Past Due			
December 31, 2012						
Agriculture, Hunting and Forestry	15,675,407	85,140	370,889	69,019	436,420	13,082
Fishery	1,009,557	11,328	49,347	1,618	66,979	136,922
Mining and Quarrying	12,898,219	8,516	37,097	12,517	156,522	27,101
Manufacturing	34,433,571	240,008	1,187,916	1,335,932	459,432	698,142
Electricity, Gas and Water	9,697,698	2,684	11,690	15,879	98,630	59,695
Construction	9,449,437	100,303	436,941	307,803	210,503	603,798
Wholesale and Retail Trading	31,656,617	269,891	1,175,703	429,145	964,391	974,457
Hotel and Food & Beverage	3,695,352	11,776	51,300	28,602	81,578	-
Transportation, Warehousing and Communications	14,638,551	13,038	56,798	228,122	172,084	278,294
Financial Intermediary	75,687,665	3,481	15,165	10,847	102,791	-
Real Estate, Rental and Business Services	7,400,161	56,002	243,957	169,590	174,931	150,696
Public Administration, Defense and Compulsory Social Security	37,643,008	241	1,048	12	34,217	-
Education Services	342,633	57,180	249,088	-	3,529	4,643
Health Services and Social Activity	1,096,906	25,874	112,711	220,477	32,312	-
Public, Socio-Culture, Entertainment and Other Personal Services	2,554,290	10	42	48	116,738	20,681
Personal Services Serving Households	24,099	9	41	-	291	-
International Institution and Other Extra International Agencies	550	140,057	610,117	-	5	-
Undefined Activities	121,343	266	1,160	-	6,510	-
Non Business Field	45,950,547	-	-	213	836,511	221,495
Others	27,069,732	-	-	6,067	258,053	-
Total	331,045,342	1,025,805	4,611,011	2,835,891	4,212,427	3,189,006
December 31, 2013						
Agriculture, Hunting and Forestry	18,108,460	214	499,630	296,872	309,567	445,626
Fishery	731,741	144	19,635	-	21,206	106,057
Mining and Quarrying	15,309,978	2,733	137,134	135,434	168,408	21,502
Manufacturing	46,110,577	862	1,287,778	1,177,738	565,627	460,811
Electricity, Gas and Water	12,719,767	-	4,006	-	121,533	12,269
Construction	9,819,377	157	561,026	427,230	185,487	341,416
Wholesale and Retail Trading	36,162,999	1,419	1,484,857	276,431	1,080,689	685,198
Hotel and Food & Beverage	4,485,392	219	124,040	55,255	73,762	45,862
Transportation, Warehousing and Communications	18,725,928	597	90,692	51,052	230,308	52,354
Financial Intermediary	68,499,937	710	129,827	-	180,204	10,571
Real Estate, Rental and Business Services	10,552,792	379	170,326	64,070	162,690	69,431
Public Administration, Defense and Compulsory Social Security	41,237,097	187	-	-	47,084	-
Education Services	491,171	12	12	-	3,379	996
Health Services and Social Activity	829,443	204	117,508	121,125	9,993	13,505
Public, Socio-Culture, Entertainment and Other Personal Services	2,396,382	-	109,175	2,517	86,800	69,583
Personal Services Serving Households	19,378	-	1,163	-	406	104
International Institution and Other Extra International Agencies	1,199	-	-	-	11	-
Undefined Activities	8,620	-	-	-	108	304
Non Business Field	53,491,469	828	611,568	345,386	718,841	395,346
Others	42,254,060	-	69,065	17,620	59,025	395,216
Total	381,955,768	8,665	5,417,442	2,970,728	4,025,128	3,126,149

Risk Management Table

Table 2.6.a. Movements of Impairment Provision Disclosure

Bank Only million Rupiah

Description	December 31, 2012		December 31, 2013	
	Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective
Beginning Balance - Allowance for Impairment Losses	3,608,235	3,428,877	2,835,891	4,037,631
Additional/reversal allowance for impairment losses during the year (Net)	369,112	2,462,496	822,175	2,101,493
a. Additional allowance for impairment losses during the year	253,065	2,353,848	722,228	1,943,053
b. Reversal allowance for impairment losses during the year	116,047	108,648	99,947	158,440
Allowance for impairment losses used for written off receivables during the year	(1,359,049)	(1,809,957)	(809,620)	(2,316,529)
Other additional (reversal) of allowance during the year	217,593	(43,785)	122,282	(8,009)
Ending Balance	2,835,891	4,037,631	2,970,728	3,814,586

Table 2.6.b. Movements of Impairment Provision Disclosure

Bank Consolidated

million Rupiah

Description	December 31, 2012		December 31, 2013	
	Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective
Beginning Balance - Allowance for Impairment Losses	3,608,235	3,582,685	2,835,891	4,212,427
Additional/reversal allowance for impairment losses during the year (Net)	369,112	2,573,771	822,175	2,162,176
a. Additional allowance for impairment losses during the year	253,065	2,433,972	722,228	2,003,736
b. Reversal allowance for impairment losses during the year	116,047	108,648	99,947	158,439
Allowance for impairment losses used for written off receivables during the year	(1,359,049)	(1,829,957)	(809,620)	(2,316,529)
Other additional (reversal) of allowance during the year	217,593	(114,072)	122,282	(32,946)
Ending Balance	2,835,891	4,212,427	2,970,728	4,025,128

Risk Management Table

Table 3.1.a. Disclosure of Net Receivables by Portfolio and Rating Category

Bank Only

Portfolio Category	Net Receivables					
	Rating Company	Long Term Rating				
	Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	BB+ to BB-
	Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	BB+ to BB-
	Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3	Ba1 to Ba3
	PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)	BB+(idn) to BB-(idn)
	PT ICRA Indonesia	[ldr]AAA	[ldr]AA+ to [ldr]AA-	[ldr]A+ to [ldr]A-	[ldr]BBB+ to [ldr]BBB-	[ldr]BB+ to [ldr]BB-
PT Perneringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	idBBB+ to idBBB-	idBB+ to idBB-	
December 31, 2012						
Receivables on Sovereigns	-	518,851	-	-	35,909,703	-
Receivables on Public Sector Entities	-	2,109,503	12,094,822	1,354,612	6,322,927	903,826
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	-	870,441	1,172,555	3,658,147	2,296,155	157,192
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	-	-	-	-	-	-
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	-	367,156	4,927,420	2,274,198	498,930	710,779
Past Due Receivables	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-
Total	-	3,865,951	18,194,797	7,286,957	45,027,715	1,771,797
December 31, 2013						
Receivables on Sovereigns	-	37,813,538	214,115	165,967	44,433,504	-
Receivables on Public Sector Entities	-	9,018,378	8,154,139	642,882	62,091	8,944,665
Receivables on Multilateral Development Banks and International Institutions	-	328,692	-	-	-	-
Receivables on Banks	-	1,969,634	2,030,030	2,354,919	1,323,914	1,755,457
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	-	-	-	-	-	-
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	-	47,641	5,471,228	2,142,524	1,774,427	24,572
Past Due Receivables	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-
Total	-	49,177,883	15,869,512	5,306,292	47,593,936	10,724,694

million Rupiah

							Unrated	Total
		Short Term Rating						
B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3			
B+ to B-	Lower than B-	F1+ to F1	F2	F3	Lower than F3			
B1 to B3	Lower than B3	P-1	P-2	P-3	Lower than P-3			
B+(idn) to B-(idn)	Lower than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)			
[idr]B+ to [idr]B-	Lower than [idr]B-	[idr]A1+ to [idr]A1	[idr]A2+ to [idr]A2	[idr]A3+ to [idr]A3	Lower than [idr]A3			
idB+ to idB-	Lower than idB-	idA1	idA2	idA3 to idA4	Lower than idA4			
-	-	-	-	-	-	-	50,923,320	87,351,874
-	-	-	-	-	-	-	12,460,975	35,246,665
-	-	-	-	-	-	-	-	-
-	681,430	-	-	-	-	-	10,016,490	18,852,410
-	-	-	-	-	-	-	2,775,230	2,775,230
-	-	-	-	-	-	-	4,576,408	4,576,408
-	-	-	-	-	-	-	988,100	988,100
-	-	-	-	-	-	-	34,460,151	34,460,151
1,092,486	-	-	-	-	-	-	134,412,385	144,283,354
-	-	-	-	-	-	-	1,004,077	1,004,077
-	-	-	-	-	-	-	14,900,573	14,900,573
-	-	-	-	-	-	-	-	-
1,092,486	681,430	-	-	-	-	-	266,517,709	344,438,842
-	-	-	-	-	-	-	-	82,627,124
-	-	-	-	-	-	-	16,236,308	43,058,463
-	-	-	-	-	-	-	-	328,692
-	-	-	-	-	-	-	15,092,290	24,526,244
-	-	-	-	-	-	-	4,759,510	4,759,510
-	-	-	-	-	-	-	5,046,685	5,046,685
-	-	-	-	-	-	-	1,450,829	1,450,829
-	-	-	-	-	-	-	35,462,389	35,462,389
608,500	-	-	-	-	-	-	172,998,942	183,067,834
-	-	-	-	-	-	-	1,340,979	1,340,979
-	-	-	-	-	-	-	17,459,521	17,459,521
-	-	-	-	-	-	-	-	-
608,500	-	-	-	-	-	-	269,847,453	399,128,270

Risk Management Table

Table 3.1.b. Disclosure of Net Receivables by Portfolio and Rating Category

Bank Consolidated

Portfolio Category	Net Receivables					
	Rating Company	Long Term Rating				
	Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	BB+ to BB-
	Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	BB+ to BB-
	Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3	Ba1 to Ba3
	PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)	BB+(idn) to BB-(idn)
	PT ICRA Indonesia	[ldr]AAA	[ldr]AA+ to [ldr]AA-	[ldr]A+ to [ldr]A-	[ldr]BBB+ to [ldr]BBB-	[ldr]BB+ to [ldr]BB-
PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	idBBB+ to idBBB-	idBB+ to idBB-	
December 31, 2012						
Receivables on Sovereigns	-	518,851	-	-	35,909,703	-
Receivables on Public Sector Entities	-	2,109,503	12,094,822	1,354,612	6,322,927	903,826
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	-	870,441	1,172,555	3,658,147	2,296,155	157,192
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	-	-	-	-	-	-
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	-	367,156	4,927,420	2,274,198	498,930	710,779
Past Due Receivables	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	89,325	43,314	5,000	-
Total	-	3,865,951	18,284,122	7,330,271	45,032,715	1,771,797
December 31, 2013						
Receivables on Sovereigns	-	37,813,538	214,115	165,967	44,433,504	-
Receivables on Public Sector Entities	-	9,018,378	8,154,139	642,882	62,091	8,944,665
Receivables on Multilateral Development Banks and International Institutions	-	328,692	-	-	-	-
Receivables on Banks	-	1,995,625	2,087,842	2,370,034	1,339,026	1,761,800
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	-	-	-	-	-	-
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	-	47,641	5,471,228	2,142,524	1,774,427	24,572
Past Due Receivables	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	53,460	148,500	65,340	-	-
Total	-	49,257,334	16,075,824	5,386,747	47,609,048	10,731,037

million Rupiah

							Unrated	Total
		Short Term Rating						
B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3			
B+ to B-	Lower than B-	F1+ to F1	F2	F3	Lower than F3			
B1 to B3	Lower than B3	P-1	P-2	P-3	Lower than P-3			
B+(idn) to B-(idn)	Lower than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)			
[[idr]B+ to [idr]B-	Lower than [idr]B-	[[idr]A1+ to [idr]A1	[[idr]A2+ to [idr]A2	[[idr]A3+ to [idr]A3	Lower than [idr]A3			
idB+ to idB-	Lower than idB-	idA1	idA2	idA3 to idA4	Lower than idA4			
-	-	-	-	-	-	-	50,923,320	87,351,874
-	-	-	-	-	-	-	12,493,835	35,279,525
-	-	-	-	-	-	-	-	-
-	681,430	-	-	-	-	-	10,124,520	18,960,440
-	-	-	-	-	-	-	2,775,230	2,775,230
-	-	-	-	-	-	-	4,576,408	4,576,408
-	-	-	-	-	-	-	988,100	988,100
-	-	-	-	-	-	-	34,460,151	34,460,151
1,092,486	-	-	-	-	-	-	134,457,572	144,328,541
-	-	-	-	-	-	-	1,004,077	1,004,077
-	-	-	-	-	-	-	14,941,436	14,941,436
-	-	-	-	-	-	-	10,737,872	10,875,511
1,092,486	681,430	-	-	-	-	-	277,482,521	355,541,293
-	-	-	-	-	-	-	-	82,627,124
-	-	-	-	-	-	-	16,236,308	43,058,463
-	-	-	-	-	-	-	-	328,692
-	-	-	-	-	-	-	13,993,424	23,547,751
-	-	-	-	-	-	-	4,759,510	4,759,510
-	-	-	-	-	-	-	5,046,685	5,046,685
-	-	-	-	-	-	-	1,450,829	1,450,829
-	-	-	-	-	-	-	35,477,841	35,477,841
608,500	-	-	-	-	-	-	172,992,891	183,061,783
-	-	-	-	-	-	-	1,340,979	1,340,979
-	-	-	-	-	-	-	17,690,245	17,690,245
-	-	-	-	-	-	-	14,501,383	14,768,683
608,500	-	-	-	-	-	-	283,490,095	413,158,585

Risk Management Table

Table 3.2.a. Disclosure of Counterparty Credit Risk : Derivative Transaction

Underlying Variables	December 31, 2012							
	Notional Amount			Derivative Receivables	Derivative Liabilities	Net Receivables before CRM	CRM	Net Receivables after CRM
	≤1 year	>1 year - ≤5 years	>5 years					
BANK ONLY								
Interest Rate	-	-	-	-	-	-	-	-
Foreign Exchange	1,418,343	-	-	8,791	-	22,974	-	22,974
Other	13,770	73,831	-	1,780	-	1,780	-	1,780
TOTAL	1,432,113	73,831	-	10,571	-	24,754	-	24,754
CONSOLIDATED								
Interest Rate	-	-	-	-	-	-	-	-
Foreign Exchange	1,418,343	-	-	8,791	-	22,974	-	22,974
Equity	-	-	-	-	-	-	-	-
Gold	-	-	-	-	-	-	-	-
Metals other than Gold	-	-	-	-	-	-	-	-
Others	13,770	73,831	-	1,780	-	1,780	-	1,780
TOTAL	1,432,113	73,831	-	10,571	-	24,754	-	24,754

Table 3.2.c1. Disclosure of Counterparty Credit Risk: Reverse Repo Transaction

Bank Only								
million Rupiah								
Portfolio Category	December 31, 2012				December 31, 2013			
	Net Receivables	MRK Value	Net Receivables after CRM	RWA after CRM	Net Receivables	MRK Value	Net Receivables after CRM	RWA after CRM
Receivables on Sovereigns	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-
Receivables on Banks	-	-	-	-	1,896,555	1,893,311	3,244	649
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	-	-
Receivables on Corporate	-	-	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	-	-
Total	-	-	-	-	1,896,555	1,893,311	3,244	649

million Rupiah

December 31, 2013

	Notional Amount			Derivative Receivables	Derivative Liabilities	Net Receivables before CRM	CRM	Net Receivables after CRM
	≤1 year	>1 year - ≤5 years	>5 years					
	-	-	-	-	-	-	-	-
	8,317,993	-	-	152,342	-	235,522	-	235,522
	24	183	-	25,497	-	25,506	-	25,506
	8,318,017	183	-	177,839	-	261,028	-	261,028
	-	-	-	-	-	-	-	-
	8,317,993	-	-	152,342	-	235,522	-	235,522
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	24	183	-	25,497	-	25,506	-	25,506
	8,318,017	183	-	177,839	-	261,028	-	261,028

Table 3.2.c2. Disclosure of Counterparty Credit Risk: Reverse Repo Transaction

Bank Consolidated

million Rupiah

Portfolio Category	December 31, 2012				December 31, 2013			
	Net Receivables	MRK Value	Net Receivables after CRM	RWA after CRM	Net Receivables	MRK Value	Net Receivables after CRM	RWA after CRM
Receivables on Sovereigns	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-
Receivables on Banks	-	-	-	-	1,896,555	1,893,311	3,244	649
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	-	-
Receivables on Corporate	-	-	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	-	-
Total	-	-	-	-	1,896,555	1,893,311	3,244	649

Risk Management Table

Table 4.1.a. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation

Bank Only

Portfolio Category	December 31, 2012										RWA	Capital Charge
	Net Receivables after Calculation of Credit Risk Mitigation Impact											
	0%	20%	35%	40%	45%	50%	75%	100%	150%	Others		
Balance Sheet												
Exposures												
Receivables on Sovereigns	87,084,957	-	-	-	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	57,884	10,800,040	-	-	-	16,827,908	-	903,826	-	-	11,477,788	918,223
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Banks	631	3,230,189	-	-	-	12,990,989	-	156,633	681,430	-	8,320,310	665,625
Loans Secured by Residential Property	-	-	1,523,462	1,201,031	50,737	-	-	-	-	-	1,036,456	82,916
Loans Secured by Commercial Real Estate	164	-	-	-	-	-	-	4,363,486	-	-	4,363,486	349,079
Employee/Retired Loans	-	-	-	-	-	988,100	-	-	-	-	494,050	39,524
Receivables on Micro, Small Business & Retail Portfolio	57,601	-	-	-	-	-	33,908,936	-	-	-	25,431,702	2,034,536
Receivables on Corporate	290,535	5,294,576	-	-	-	2,193,567	-	122,109,603	1,092,486	-	125,904,030	10,072,322
Past Due Receivables	1,080	-	-	-	-	-	-	10,971	992,026	-	1,499,010	119,921
Other Assets	7,853,814	-	-	-	-	-	-	6,646,784	399,975	-	7,246,746	579,740
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-
Total Exposures - Balance Sheet	95,346,666	19,324,805	1,523,462	1,201,031	50,737	33,000,564	33,908,936	134,191,303	3,165,917	-	185,773,578	14,861,886
Off Balance Sheet												
Commitment/Contingency												
Receivables Exposures												
Receivables on Sovereigns	266,917	-	-	-	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	-	3,404,285	-	-	-	3,252,722	-	-	-	-	2,307,218	184,577
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Banks	-	20,879	-	-	-	1,750,590	-	-	-	-	879,471	70,358
Loans Secured by Residential Property	-	-	-	-	-	-	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	-	-	-	-	-	-	-	212,757	-	-	212,757	17,021
Employee/Retired Loans	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	493,614	-	-	-	370,210	29,617
Receivables on Corporate	11,403	-	-	-	-	80,630	-	13,206,868	-	-	13,247,183	1,059,775
Past Due Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-
Total Exposures - Off Balance Sheets	278,320	3,425,164	-	-	-	5,083,942	493,614	13,419,625	-	-	17,016,839	1,361,348
Counterparty Credit Risk												
Receivables on Sovereigns	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Banks	-	17,971	-	-	-	3,098	-	-	-	-	5,143	411
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Corporate	-	-	-	-	-	-	-	3,685	-	-	3,685	295
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-
Total Exposures - Counterparty Credit Risk	-	17,971	-	-	-	3,098	-	3,685	-	-	8,828	706

										million Rupiah	
December 31, 2013										RWA	Capital Charge
Net Receivables after Calculation of Credit Risk Mitigation Impact											
0%	20%	35%	40%	45%	50%	75%	100%	150%	Others		
82,038,910	165,967	-	-	-	-	-	-	-	-	33,193	2,655
10	13,763,597	-	-	-	12,093,317	-	8,944,664	-	-	17,744,042	1,419,523
328,692	-	-	-	-	-	-	-	-	-	-	-
196	9,961,765	-	-	-	7,619,609	-	1,633,744	-	-	7,435,902	594,872
-	-	2,991,056	1,737,208	31,246	-	-	-	-	-	1,755,814	140,465
138	-	-	-	-	-	-	4,837,648	-	-	4,837,648	387,012
500	-	-	-	-	1,450,329	-	-	-	-	725,165	58,013
66,746	-	-	-	-	-	34,999,534	-	-	-	26,249,651	2,099,972
375,799	5,518,869	-	-	-	2,087,498	-	159,022,417	608,500	-	162,082,690	12,966,615
2,286	-	-	-	-	-	-	13,969	1,324,360	-	2,000,509	160,041
9,887,695	-	-	-	-	-	-	7,564,587	7,239	-	7,575,446	606,036
-	-	-	-	-	-	-	-	-	-	-	-
92,700,972	29,410,198	2,991,056	1,737,208	31,246	23,250,753	34,999,534	182,017,029	1,940,099	-	230,440,058	18,435,205
254,128	-	-	-	-	-	-	-	-	-	-	-
-	3,408,920	-	-	-	4,847,955	-	-	-	-	3,105,762	248,461
-	-	-	-	-	-	-	-	-	-	-	-
-	3,154	-	-	-	3,345,338	-	-	-	-	1,673,300	133,864
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	208,899	-	-	208,899	16,712
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	396,109	-	-	-	297,082	23,767
29,237	-	-	-	-	55,026	-	15,343,462	-	-	15,370,975	1,229,677
-	-	-	-	-	-	-	-	364	-	546	44
-	-	-	-	-	-	-	-	-	-	-	-
283,365	3,412,074	-	-	-	8,248,319	396,109	15,552,361	364	-	20,656,564	1,652,525
168,119	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	54,244	-	-	-	14,883	-	-	-	-	18,290	1,463
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	27,026	-	-	27,026	2,162
-	-	-	-	-	-	-	-	-	-	-	-
168,119	54,244	-	-	-	14,883	-	27,026	-	-	45,316	3,625

Risk Management Table

Table 4.1.b. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation

Bank Consolidated												
Portfolio Category	December 31, 2012										RWA	Capital Charge
	Net Receivables after Calculation of Credit Risk Mitigation Impact											
	0%	20%	35%	40%	45%	50%	75%	100%	150%	Others		
Balance Sheet												
Exposures												
Receivables on Sovereigns	87,084,957	-	-	-	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	57,884	10,800,040	-	-	-	16,827,908	-	903,826	-	-	11,477,788	918,223
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Banks	631	3,230,189	-	-	-	13,099,019	-	156,633	681,430	-	8,374,325	669,946
Loans Secured by Residential Property	-	-	1,523,462	1,201,031	50,737	-	-	-	-	-	1,036,456	82,916
Loans Secured by Commercial Real Estate	164	-	-	-	-	-	-	4,363,486	-	-	4,363,486	349,079
Employee/Retired Loans	-	-	-	-	-	988,100	-	-	-	-	494,050	39,524
Receivables on Micro, Small Business & Retail Portfolio	57,601	-	-	-	-	-	33,908,936	-	-	-	25,431,702	2,034,536
Receivables on Corporate	290,535	5,294,576	-	-	-	2,193,567	-	122,121,930	1,092,486	-	125,916,357	10,073,309
Past Due Receivables	1,080	-	-	-	-	-	-	10,971	992,026	-	1,499,010	119,921
Other Assets	7,852,864	-	-	-	-	-	-	6,950,278	138,294	-	7,157,719	572,618
Exposures at Sharia Based Business Activity Unit (if any)	1,131,036	1,048,284	-	-	-	43,314	-	7,310,092	-	486,730	7,955,126	636,410
Total Exposures - Balance Sheet	96,476,752	20,373,089	1,523,462	1,201,031	50,737	33,151,908	33,908,936	141,817,216	2,904,236	486,730	193,706,019	15,496,482
Off Balance Sheet												
Commitment/Contingency												
Receivables Exposures												
Receivables on Sovereigns	266,917	-	-	-	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	-	3,404,285	-	-	-	3,285,582	-	-	-	-	2,323,648	185,892
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Banks	-	20,879	-	-	-	1,750,590	-	-	-	-	879,471	70,358
Loans Secured by Residential Property	-	-	-	-	-	-	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	-	-	-	-	-	-	-	212,757	-	-	212,757	17,021
Employee/Retired Loans	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	493,614	-	-	-	370,210	29,617
Receivables on Corporate	11,403	-	-	-	-	80,630	-	13,239,728	-	-	13,280,043	1,062,403
Past Due Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	855,797	-	258	-	-	428,157	34,253
Total Exposures - Off Balance Sheets	278,320	3,425,164	-	-	-	5,972,599	493,614	13,452,743	-	-	17,494,286	1,399,544
Counterparty Credit Risk												
Receivables on Sovereigns	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Banks	-	17,971	-	-	-	3,098	-	-	-	-	5,143	411
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	-	-	-	-	-	-
Receivables on Corporate	-	-	-	-	-	-	-	3,685	-	-	3,685	295
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-
Total Exposures - Counterparty Credit Risk	-	17,971	-	-	-	3,098	-	3,685	-	-	8,828	706

											million Rupiah	
December 31, 2013											RWA	Capital Charge
Net Receivables after Calculation of Credit Risk Mitigation Impact												
0%	20%	35%	40%	45%	50%	75%	100%	150%	Others			
82,038,910	165,967	-	-	-	-	-	-	-	-	33,193	2,655	
10	13,763,597	-	-	-	12,093,317	-	8,944,664	-	-	17,744,042	1,419,523	
328,692	-	-	-	-	-	-	-	-	-	-	-	
196	8,821,765	-	-	-	7,781,116	-	1,633,744	-	-	7,288,655	583,092	
-	-	2,991,056	1,737,208	31,246	-	-	-	-	-	1,755,814	140,465	
138	-	-	-	-	-	-	4,837,648	-	-	4,837,648	387,012	
500	-	-	-	-	1,450,329	-	-	-	-	725,165	58,013	
66,746	-	-	-	-	-	35,014,986	-	-	-	26,261,240	2,100,899	
375,799	5,518,869	-	-	-	2,087,498	-	159,016,366	608,500	-	162,076,637	12,966,131	
2,286	-	-	-	-	-	-	13,969	1,324,360	-	2,000,509	160,041	
9,888,591	-	-	-	-	-	-	7,722,387	79,267	-	7,841,288	627,303	
2,670,173	669,569	4,242,791	-	-	74,786	-	5,036,630	-	2,058,320	8,442,486	675,399	
95,372,041	28,939,767	7,233,847	1,737,208	31,246	23,487,046	35,014,986	187,205,408	2,012,127	2,058,320	239,006,677	19,120,534	
254,128	-	-	-	-	-	-	-	-	-	-	-	
-	3,408,920	-	-	-	4,847,955	-	-	-	-	3,105,762	248,461	
-	-	-	-	-	-	-	-	-	-	-	-	
-	3,154	-	-	-	3,345,338	-	-	-	-	1,673,300	133,864	
-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	208,899	-	-	208,899	16,712	
-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	396,109	-	-	-	297,082	23,767	
29,237	-	-	-	-	55,026	-	15,343,462	-	-	15,370,975	1,229,678	
-	-	-	-	-	-	-	-	364	-	546	44	
-	-	-	-	-	4,755	-	11,659	-	-	14,037	1,123	
283,365	3,412,074	-	-	-	8,253,074	396,109	15,564,020	364	-	20,670,601	1,653,648	
168,119	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	
-	54,244	-	-	-	14,883	-	-	-	-	18,290	1,463	
-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	27,026	-	-	27,026	2,162	
-	-	-	-	-	-	-	-	-	-	-	-	
168,119	54,244	-	-	-	14,883	-	27,026	-	-	45,316	3,625	

Risk Management Table

Table 4.2.a. Disclosure of Net Receivables and Credit Risk Mitigation Techniques

Bank Only						
Portfolio Category	December 31, 2012					
	Net Receivables	Portion Secured by				Unsecured Portion
		Collateral	Guarantee	Credit Insurance	Others	
Balance Sheet Exposures						
Receivables on Sovereigns	87,084,957	-	-	-	87,084,957	
Receivables on Public Sector Entities	28,589,658	57,884	-	-	28,531,774	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	
Receivables on Banks	17,059,872	631	-	-	17,059,241	
Loans Secured by Residential Property	2,775,230	-	-	-	2,775,230	
Loans Secured by Commercial Real Estate	4,363,651	164	-	-	4,363,487	
Employee/Retired Loans	988,100	-	-	-	988,100	
Receivables on Micro, Small Business & Retail Portfolio	33,966,537	57,601	-	-	33,908,936	
Receivables on Corporate	130,980,767	290,535	-	-	130,690,232	
Past Due Receivables	1,004,077	1,080	-	-	1,002,997	
Other Assets	14,900,573	-	-	-	14,900,573	
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	
Total Exposures - Balance sheet	321,713,422	407,895	-	-	321,305,527	
Off Balance Sheet Exposures						
Receivables on Sovereigns	266,917	-	-	-	266,917	
Receivables on Public Sector Entities	6,657,007	-	-	-	6,657,007	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	
Receivables on Banks	1,771,469	-	-	-	1,771,469	
Loans Secured by Residential Property	-	-	-	-	-	
Loans Secured by Commercial Real Estate	212,757	-	-	-	212,757	
Employee/Retired Loans	-	-	-	-	-	
Receivables on Micro, Small Business & Retail Portfolio	493,614	-	-	-	493,614	
Receivables on Corporate	13,298,902	11,403	-	-	13,287,499	
Past Due Receivables	-	-	-	-	-	
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	
Total Exposures - Off Balance Sheets	22,700,666	11,403	-	-	22,689,263	
Counterparty Credit Risk						
Receivables on Sovereigns	-	-	-	-	-	
Receivables on Public Sector Entities	-	-	-	-	-	
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	
Receivables on Banks	21,069	-	-	-	21,069	
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	
Receivables on Corporate	3,685	-	-	-	3,685	
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	
Total Exposures - Counterparty Credit Risk	24,754	-	-	-	24,754	

million Rupiah

December 31, 2013					
Net Receivables	Portion Secured by				Unsecured Portion
	Collateral	Guarantee	Credit Insurance	Others	
82,204,877	-	-	-	-	82,204,877
34,801,588	10	-	-	-	34,801,578
328,692	-	-	-	-	328,692
19,215,314	196	-	-	-	19,215,118
4,759,510	-	-	-	-	4,759,510
4,837,786	138	-	-	-	4,837,648
1,450,829	500	-	-	-	1,450,329
35,066,280	66,746	-	-	-	34,999,534
167,613,083	375,799	-	-	-	167,237,284
1,340,615	2,286	-	-	-	1,338,329
17,459,521	-	-	-	-	17,459,521
-	-	-	-	-	-
369,078,095	445,675	-	-	-	368,632,420
254,128	-	-	-	-	254,128
8,256,875	-	-	-	-	8,256,875
-	-	-	-	-	-
3,348,491	-	-	-	-	3,348,491
-	-	-	-	-	-
208,899	-	-	-	-	208,899
-	-	-	-	-	-
396,109	-	-	-	-	396,109
15,427,725	29,237	-	-	-	15,398,488
364	-	-	-	-	364
-	-	-	-	-	-
27,892,591	29,237	-	-	-	27,863,354
168,119	-	-	-	-	168,119
-	-	-	-	-	-
-	-	-	-	-	-
1,962,439	1,893,311	-	-	-	69,128
-	-	-	-	-	-
27,026	-	-	-	-	27,026
-	-	-	-	-	-
2,157,584	1,893,311	-	-	-	264,273

Risk Management Table

Table 4.2.b. Disclosure of Net Receivables and Credit Risk Mitigation Techniques

Bank Consolidated

Portfolio Category	December 31, 2012					Unsecured Portion
	Net Receivables	Portion Secured by				
		Collateral	Guarantee	Credit Insurance		
Balance Sheet Exposures						
Receivables on Sovereigns	87,084,957	-	-	-	-	87,084,957
Receivables on Public Sector Entities	28,589,658	57,884	-	-	-	28,531,774
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	17,167,902	631	-	-	-	17,167,271
Loans Secured by Residential Property	2,775,230	-	-	-	-	2,775,230
Loans Secured by Commercial Real Estate	4,363,651	164	-	-	-	4,363,487
Employee/Retired Loans	988,100	-	-	-	-	988,100
Receivables on Micro, Small Business & Retail Portfolio	33,966,537	57,601	-	-	-	33,908,936
Receivables on Corporate	130,993,094	290,535	-	-	-	130,702,559
Past Due Receivables	1,004,077	1,080	-	-	-	1,002,997
Other Assets	14,941,436	-	-	-	-	14,941,436
Exposures at Sharia Based Business Activity Unit (if any)	10,019,456	-	-	-	-	10,019,456
Total Exposures - Balance sheet	331,894,098	407,895	-	-	-	331,486,203
Off Balance Sheet Exposures						
Receivables on Sovereigns	266,917	-	-	-	-	266,917
Receivables on Public Sector Entities	6,689,867	-	-	-	-	6,689,867
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	1,771,469	-	-	-	-	1,771,469
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	212,757	-	-	-	-	212,757
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	493,614	-	-	-	-	493,614
Receivables on Corporate	13,331,762	11,403	-	-	-	13,320,359
Past Due Receivables	-	-	-	-	-	-
Exposures at Sharia Based Business Activity Unit (if any)	856,055	-	-	-	-	856,055
Total Exposures - Off Balance Sheets	23,622,441	11,403	-	-	-	23,611,038
Counterparty Credit Risk						
Receivables on Sovereigns	-	-	-	-	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	21,069	-	-	-	-	21,069
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	3,685	-	-	-	-	3,685
Exposures at Sharia Based Business Activity Unit (if any)	-	-	-	-	-	-
Total Exposures - Counterparty Credit Risk	24,754	-	-	-	-	24,754

million Rupiah

December 31, 2013					
Net Receivables	Portion Secured by				Unsecured Portion
	Collateral	Guarantee	Credit Insurance	Others	
82,204,877	-	-	-	-	82,204,877
34,801,588	10	-	-	-	34,801,578
328,692	-	-	-	-	328,692
18,236,821	196	-	-	-	18,236,625
4,759,510	-	-	-	-	4,759,510
4,837,786	138	-	-	-	4,837,648
1,450,829	500	-	-	-	1,450,329
35,081,732	66,746	-	-	-	35,014,986
167,607,032	375,799	-	-	-	167,231,233
1,340,615	2,286	-	-	-	1,338,329
17,690,245	-	-	-	-	17,690,245
14,752,269	-	-	-	-	14,752,269
383,091,996	445,675	-	-	-	382,646,321
254,128	-	-	-	-	254,128
8,256,875	-	-	-	-	8,256,875
-	-	-	-	-	-
3,348,491	-	-	-	-	3,348,491
-	-	-	-	-	-
208,899	-	-	-	-	208,899
-	-	-	-	-	-
396,109	-	-	-	-	396,109
15,427,725	29,237	-	-	-	15,398,488
364	-	-	-	-	364
16,414	-	-	-	-	16,414
27,909,005	29,237	-	-	-	27,879,768
168,119	-	-	-	-	168,119
-	-	-	-	-	-
-	-	-	-	-	-
1,962,439	1,893,311	-	-	-	69,128
-	-	-	-	-	-
27,026	-	-	-	-	27,026
-	-	-	-	-	-
2,157,584	1,893,311	-	-	-	264,273

Risk Management Table

Table 6.1.1. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: On Balance Sheet Assets Exposures

Bank Only million Rupiah

Portfolio Category	December 31, 2012			December 31, 2013		
	Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
Receivables on Sovereigns	87,084,957	-	-	82,204,877	33,193	33,193
Receivables on Public Sector Entities	28,589,658	11,506,730	11,477,788	34,801,588	17,744,048	17,744,042
Receivables on Multilateral Development Banks and International Institutions	-	-	-	328,692	-	-
Receivables on Banks	17,059,872	8,320,625	8,320,310	19,215,314	7,435,999	7,435,902
Loans Secured by Residential Property	2,775,230	1,036,456	1,036,456	4,759,510	1,755,813	1,755,814
Loans Secured by Commercial Real Estate	4,363,651	4,363,651	4,363,486	4,837,786	4,837,786	4,837,648
Employee/Retired Loans	988,100	494,050	494,050	1,450,829	725,415	725,165
Receivables on Micro, Small Business & Retail Portfolio	33,966,537	25,474,903	25,431,702	35,066,280	26,299,710	26,249,651
Receivables on Corporate	130,980,767	126,194,565	125,904,030	167,613,083	162,458,488	162,082,690
Past Due Receivables	1,004,077	1,500,630	1,499,010	1,340,615	2,003,939	2,000,509
Other Assets	14,900,573	7,246,746	7,246,746	17,459,521	7,575,446	7,575,446
Total	321,713,422	186,138,356	185,773,578	369,078,095	230,869,837	230,440,060

Table 6.1.2. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: Off Balance Sheet Commitment/Contingency Exposures

Bank Only million Rupiah

Portfolio Category	December 31, 2012			December 31, 2013		
	Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
Receivables on Sovereigns	266,917	-	-	254,128	-	-
Receivables on Public Sector Entities	6,657,007	2,307,218	2,307,218	8,256,875	3,105,762	3,105,762
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	1,771,469	879,471	879,471	3,348,491	1,673,300	1,673,300
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	212,757	212,757	212,757	208,899	208,899	208,899
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	493,614	370,210	370,210	396,109	297,082	297,082
Receivables on Corporate	13,298,902	13,258,587	13,247,183	15,427,725	15,400,212	15,370,975
Past Due Receivables	-	-	-	364	546	546
Total	22,700,666	17,028,243	17,016,839	27,892,591	20,685,801	20,656,564

Table 6.1.3. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: Counterparty Credit Risk Exposures

Bank Only million Rupiah

Portfolio Category	December 31, 2012			December 31, 2013		
	Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
Receivables on Sovereigns	-	-	-	168,119	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	21,069	5,143	5,143	1,962,439	516,338	18,290
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	3,685	3,685	3,685	27,026	27,026	27,026
Total	24,754	8,828	8,828	2,157,584	543,364	45,316

Table 6.1.7. Disclosure of Total Credit Risk Measurement

Bank Only million Rupiah

	31 December 2012	31 December 2013
TOTAL RWA FOR CREDIT RISK	202.799.246	251.141.940
TOTAL CAPITAL DEDUCTION	-	-

Table 6.2.1. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: On Balance Sheet Assets Exposures

Bank Consolidated million Rupiah

Portfolio Category	December 31, 2012			December 31, 2013		
	Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
Receivables on Sovereigns	87,084,957	-	-	82,204,877	33,193	33,193
Receivables on Public Sector Entities	28,589,658	11,506,730	11,477,788	34,801,588	17,744,048	17,744,042
Receivables on Multilateral Development Banks and International Institutions	-	-	-	328,692	-	-
Receivables on Banks	17,167,902	8,374,641	8,374,325	18,236,821	7,288,752	7,288,655
Loans Secured by Residential Property	2,775,230	1,036,456	1,036,456	4,759,510	1,755,813	1,755,814
Loans Secured by Commercial Real Estate	4,363,651	4,363,651	4,363,486	4,837,786	4,837,787	4,837,648
Employee/Retired Loans	988,100	494,050	494,050	1,450,829	725,415	725,165
Receivables on Micro, Small Business & Retail Portfolio	33,966,537	25,474,903	25,431,702	35,081,732	26,311,300	26,261,240
Receivables on Corporate Portfolio	130,993,094	126,206,892	125,916,357	167,607,032	162,452,437	162,076,639
Past Due Receivables	1,004,077	1,500,630	1,499,010	1,340,615	2,003,939	2,000,509
Other Assets	14,941,436	7,157,719	7,157,719	17,690,245	7,841,289	7,841,288
Total	321,874,642	186,115,672	185,750,893	368,339,727	230,993,973	230,564,191

Risk Management Table

Table 6.2.2. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: Off Balance Sheets Commitment/Contingency Receivables Exposures

Bank Consolidated		million Rupiah				
Portfolio Category	December 31, 2012			December 31, 2013		
	Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
Receivables on Sovereigns	266,917	-	-	254,128	-	-
Receivables on Public Sector Entities	6,689,867	2,323,648	2,323,648	8,256,875	3,105,762	3,105,762
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	1,771,469	879,471	879,471	3,348,491	1,673,300	1,673,300
Loans Secured by Residential Property	-	-	-	-	-	-
Loans Secured by Commercial Real Estate	212,757	212,757	212,757	208,899	208,899	208,899
Employee/Retired Loans	-	-	-	-	-	-
Receivables on Micro, Small Business & Retail Portfolio	493,614	370,210	370,210	396,109	297,082	297,082
Receivables on Corporate	13,331,762	13,291,447	13,280,043	15,427,725	15,400,212	15,370,975
Past Due Receivables	-	-	-	364	546	546
Total	22,766,386	17,077,533	17,066,129	27,892,591	20,685,801	20,656,564

Table 6.2.3. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: Counterparty Credit Risk Exposures

Bank Consolidated		million Rupiah				
Portfolio Category	December 31, 2012			December 31, 2013		
	Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
Receivables on Sovereigns	-	-	-	168,119	-	-
Receivables on Public Sector Entities	-	-	-	-	-	-
Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
Receivables on Banks	21,069	5,143	5,143	1,962,439	516,338	18,290
Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-
Receivables on Corporate	3,685	3,685	3,685	27,026	27,026	27,026
Total	24,754	8,828	8,828	2,157,584	543,364	45,316

Table 6.2.6. Calculation of Risk Weighted Assets for Credit Risk under Standardized Approach: Exposures at Subsidiaries with Sharia-Based Business Activity

Bank Consolidated		million Rupiah		
	December 31, 2012		December 31, 2013	
	Capital Deduction Factor	RWA	Capital Deduction Factor	RWA
Total Exposure	-	8,383,283	-	8,456,520

Table 6.2.7. Disclosure of Total Credit Risk Measurement

Bank Consolidated		million Rupiah	
	December 31, 2012	December 31, 2013	
Total RWA for Credit Risk	211,164,353	259,722,594	
Total Capital Deduction Factor	-	-	

Table 7.1. Disclosure of Market Risk Using Standardized Method

Bank Only and Consolidated		million Rupiah							
Type of Risk	December 31, 2012				December 31, 2013				
	Bank		Consolidated		Bank		Consolidated		
	Capital Charge	RWA	Capital Charge	RWA	Capital Charge	RWA	Capital Charge	RWA	
Interest Rate Risk	30,412	380,150	35,226	440,326	199	2,484	5,408	67,601	
a. Specific Risk	-	-	3,583	44,788	-	-	3,839	47,983	
b. General Risk	30,412	380,150	31,643	395,538	199	2,484	1,569	19,618	
Foreign Exchange Risk	70,137	876,713	76,035	950,437	118,144	1,476,798	131,018	1,637,730	
Equity Risk *)	-	-	-	-	-	-	-	-	
Commodity Risk *)	-	-	-	-	-	-	-	-	
Option Risk	-	-	-	-	-	-	-	-	
Total	100,549	1,256,863	111,261	1,390,763	118,343	1,479,282	136,426	1,705,331	

*) Only for the bank which own subsidiaries with equity and commodity risk exposure

Table 7.2.a. Disclosure of Market Risk Using Internal Model (Value at Risk/VaR)

Bank Only		million Rupiah							
Type of Risk	December 31, 2012				December 31, 2013				
	Average VaR	Maximum VaR	Minimum VaR	End of VaR Period	Average VaR	Maximum VaR	Minimum VaR	End of VaR Period	
Interest Rate Risk	178,828	641,729	134,610	144,963	146,553	196,490	101,388	190,160	
Foreign Exchange Risk	5,525	13,387	1,128	4,468	9,134	27,465	2,124	22,809	
Option Risk	-	-	-	-	-	-	-	-	
Total	184,353	655,116	135,738	149,431	155,687	223,955	103,512	212,969	

Table 8.1.a. Quantitative Disclosure of Operational Risk

Bank Only		million Rupiah					
Indicator Approach	December 31, 2012			December 31, 2013			
	Average Gross Income in the past 3 years	Capital Charge	RWA	Average Gross Income in the past 3 years	Capital Charge	RWA	
Basic Indicator Approach	16,579,730	2,486,959	31,086,993	19,197,631	2,879,645	35,995,559	
Total	16,579,730	2,486,959	31,086,993	19,197,631	2,879,645	35,995,559	

Table 8.1.b. Quantitative Disclosure of Operational Risk

Bank Consolidated		million Rupiah					
Indicator Approach	December 31, 2012			December 31, 2013			
	Average Gross Income in the past 3 years	Capital Charge	RWA	Average Gross Income in the past 3 years	Capital Charge	RWA	
Basic Indicator Approach	18,309,010	2,746,351	34,329,394	21,073,539	3,161,031	39,512,886	
Total	18,309,010	2,746,351	34,329,394	21,073,539	3,161,031	39,512,886	

Risk Management Table

Table 9.1.a. Disclosure of Rupiah Maturity Profile

Bank Only		December 31, 2012					
No.	Account	Balance	Maturity				
			≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	
I BALANCE SHEET							
A Asset							
	Cash	7,553,223	7,553,223	-	-	-	-
	Placement with Bank Indonesia	38,149,795	38,149,795	-	-	-	-
	Placement with Other Banks	2,205,864	1,665,864	300,000	240,000	-	-
	Marketable Securities	39,896,441	-	21,483,235	388,688	6,037,132	11,987,386
	Loans	161,555,199	23,541,521	12,632,394	17,821,854	16,680,218	90,879,212
	Other Receivables	1,300,863	51,363	847,443	166,101	193,587	42,369
	Others	4,953,113	397,128	163,368	98,368	-	4,294,249
	Total Asset	255,614,498	71,358,894	35,426,440	18,715,011	22,910,937	107,203,216
B Liabilities							
	Deposits from Customer	211,664,359	76,595,410	11,793,376	5,795,270	6,860,628	110,619,675
	Liabilities with Bank Indonesia	-	-	-	-	-	-
	Liabilities with Other Banks	1,474,982	1,474,982	-	-	-	-
	Securities issued	-	-	-	-	-	-
	Borrowings	116,795	20	-	-	-	116,775
	Other Liabilities	709,471	709,471	-	-	-	-
	Others	6,696,135	80,379	38,498	34,786	75,043	6,467,429
	Total Liabilities	220,661,742	78,860,262	11,831,874	5,830,056	6,935,671	117,203,879
	On Balance Sheet Asset and Liabilities Differences	34,952,756	(7,501,368)	23,594,566	12,884,955	15,975,266	(10,000,663)
II OFF BALANCE SHEET							
A Off Balance Sheet Receivables							
	Commitment	4,574,297	3,930,433	397,374	246,490	-	-
	Contingency	11,785,300	11,785,300	-	-	-	-
	Total Off Balance Sheet Receivables	16,359,597	15,715,733	397,374	246,490	-	-
B Off Balance Sheet Liabilities							
	Commitment	31,258,815	19,064,784	571,919	2,741,613	1,823,574	7,056,925
	Contingency	9,051,163	5,123,714	1,090,413	827,178	1,449,694	560,164
	Total Off Balance Sheet Liabilities	40,309,978	24,188,498	1,662,332	3,568,791	3,273,268	7,617,089
	Off Balance Sheet Asset and Liabilities Differences	(23,950,381)	(8,472,765)	(1,264,958)	(3,322,301)	(3,273,268)	(7,617,089)
	Differences	11,002,375	(15,974,133)	22,329,608	9,562,654	12,701,998	(17,617,752)
	Cumulative Differences	11,002,375	(15,974,133)	6,355,475	15,918,129	28,620,127	11,002,375

million Rupiah

December 31, 2013

	Balance	Maturity				
		≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months
	9,241,883	9,241,883	-	-	-	-
	27,066,770	27,066,770	-	-	-	-
	4,634,832	4,634,832	-	-	-	-
	42,207,429	725,010	698,319	1,435,891	2,520,137	36,828,072
	201,245,199	21,325,284	23,132,687	20,299,784	19,303,506	117,183,938
	2,883,710	1,896,555	323,628	320,942	164,750	177,835
	4,659,774	667,146	169,195	128,016	-	3,695,417
	291,939,597	65,557,480	24,323,829	22,184,633	21,988,393	157,885,262
	234,999,576	79,946,111	14,677,869	7,094,090	6,963,294	126,318,212
	27,077	-	-	-	-	27,077
	2,214,266	2,214,266	-	-	-	-
	-	-	-	-	-	-
	131,065	131,065	-	-	-	-
	1,471,698	1,471,698	-	-	-	-
	6,846,097	402,751	37,348	18,051	17,718	6,370,229
	245,689,779	84,165,891	14,715,217	7,112,141	6,981,012	132,715,518
	46,249,818	(18,608,411)	9,608,612	15,072,492	15,007,381	25,169,744
	7,700,889	6,425,947	1,274,942	-	-	-
	12,892,807	12,892,807	-	-	-	-
	20,593,696	19,318,754	1,274,942	-	-	-
	40,676,642	12,975,826	4,129,845	233,012	7,462,639	15,875,320
	10,603,670	2,827,987	1,383,074	785,790	3,798,884	1,807,935
	51,280,312	15,803,813	5,512,919	1,018,802	11,261,523	17,683,255
	(30,686,616)	3,514,941	(4,237,977)	(1,018,802)	(11,261,523)	(17,683,255)
	15,563,202	(15,093,470)	5,370,635	14,053,690	3,745,858	7,486,489
	15,563,202	(15,093,470)	(9,722,835)	4,330,855	8,076,713	15,563,202

Risk Management Table

Table 9.1.b. Disclosure of Rupiah Maturity Profile

Bank Consolidated		December 31, 2012					
No.	Account	Balance	Maturity				
			≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months
I	BALANCE SHEET						
A	Asset						
	Cash	7,667,883	7,667,883	-	-	-	-
	Placement with Bank Indonesia	38,839,626	38,839,626	-	-	-	-
	Placement with Other Banks	2,878,961	2,331,461	307,500	240,000	-	-
	Marketable Securities	41,060,354	632,073	21,483,235	388,688	6,037,132	12,519,226
	Loans	169,119,457	23,675,102	12,895,645	18,011,728	16,928,568	97,608,414
	Other Receivables	1,300,863	51,363	847,443	166,101	193,587	42,369
	Others	5,255,583	699,598	163,368	98,368	-	4,294,249
	Total Asset	266,122,727	73,897,106	35,697,191	18,904,885	23,159,287	114,464,259
B	Liabilities						
	Deposits from Customer	220,077,646	78,042,112	11,891,211	5,867,556	7,073,042	117,203,725
	Liabilities with Bank Indonesia	-	-	-	-	-	-
	Liabilities with Other Banks	1,350,672	1,350,672	-	-	-	-
	Securities issued	-	-	-	-	-	-
	Borrowings	129,295	20	-	-	-	129,275
	Other Liabilities	709,471	709,471	-	-	-	-
	Others	6,710,767	95,011	38,498	34,786	75,043	6,467,429
	Total Liabilities	228,977,851	80,197,286	11,929,709	5,902,342	7,148,085	123,800,429
	On Balance Sheet Asset and Liabilities Differences	37,144,876	(6,300,180)	23,767,481	13,002,543	16,011,202	(9,336,170)
II	OFF BALANCE SHEET						
A	Off Balance Sheet Receivables						
	Commitment	4,640,017	3,996,153	397,374	246,490	-	-
	Contingency	11,785,300	11,785,300	-	-	-	-
	Total Off Balance Sheet Receivables	16,425,317	15,781,453	397,374	246,490	-	-
B	Off Balance Sheet Liabilities						
	Commitment	31,258,815	19,064,784	571,919	2,741,613	1,823,574	7,056,925
	Contingency	9,051,163	5,123,714	1,090,413	827,178	1,449,694	560,164
	Total Off Balance Sheet Liabilities	40,309,978	24,188,498	1,662,332	3,568,791	3,273,268	7,617,089
	Off Balance Sheet Asset and Liabilities Differences	(23,884,661)	(8,407,045)	(1,264,958)	(3,322,301)	(3,273,268)	(7,617,089)
	Differences	13,260,215	(14,707,225)	22,502,523	9,680,242	12,737,934	(16,953,259)
	Cumulative Differences	13,260,215	(14,707,225)	7,795,298	17,475,540	30,213,474	13,260,215

million Rupiah

December 31, 2013						
Balance	Maturity					
	≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months	
9,441,613	9,441,613	-	-	-	-	
27,674,754	27,674,754	-	-	-	-	
3,862,456	3,862,456	-	-	-	-	
44,124,258	870,651	2,036,688	1,435,891	2,520,137	37,260,890	
212,121,500	21,325,284	23,132,687	20,299,784	19,303,506	128,060,239	
2,883,710	1,896,555	323,628	320,942	164,750	177,834	
5,151,762	667,146	169,195	128,016	1,003	4,186,402	
305,260,051	65,738,459	25,662,198	22,184,633	21,989,396	169,685,365	
246,130,752	90,071,732	14,677,869	7,094,090	6,963,294	127,323,767	
27,077	-	-	-	-	27,077	
2,618,634	2,618,634	-	-	-	-	
-	-	-	-	-	-	
131,213	131,065	-	-	-	148	
1,471,698	1,471,698	-	-	-	-	
7,760,675	506,866	136,292	18,051	17,718	7,081,748	
258,140,049	94,799,995	14,814,161	7,112,141	6,981,012	134,432,740	
47,120,002	(29,061,536)	10,848,037	15,072,492	15,008,384	35,252,625	
7,700,889	6,425,947	1,274,942	-	-	-	
12,899,094	12,899,094	-	-	-	-	
20,599,983	19,325,041	1,274,942	-	-	-	
41,589,896	13,889,080	4,129,845	233,012	7,462,639	15,875,320	
10,618,635	2,827,987	1,383,074	800,755	3,798,884	1,807,935	
52,208,531	16,717,067	5,512,919	1,033,767	11,261,523	17,683,255	
(31,608,548)	2,607,974	(4,237,977)	(1,033,767)	(11,261,523)	(17,683,255)	
15,511,454	(26,453,562)	6,610,060	14,038,725	3,746,861	17,569,370	
15,511,454	(26,453,562)	(19,843,502)	(5,804,776)	(2,057,916)	15,511,454	

Risk Management Table

Table 9.2.a. Disclosure of Foreign Exchange Maturity Profile

Bank Only		December 31, 2012					
No.	Account	Balance	Maturity				
			≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months
I	BALANCE SHEET						
A	Asset						
	Cash	298,901	298,901	-	-	-	-
	Placement with Bank Indonesia	10,767,497	10,767,497	-	-	-	-
	Placement with Other Banks	8,230,181	8,223,082	-	-	7,099	-
	Marketable Securities	5,140,447	48,008	-	-	76,358	5,016,081
	Loans	24,715,213	2,208,148	7,493,855	2,079,333	1,898,971	11,034,906
	Other Receivables	11,626,361	2,595,440	4,026,542	3,866,933	960,958	176,488
	Others	8,208,618	61,548	32,631	19,685	7,349	8,087,405
	Total Asset	68,987,218	24,202,624	11,553,028	5,965,951	2,950,735	24,314,880
B	Liabilities						
	Deposits from Customer	37,328,476	26,153,174	1,384,023	193,001	219,193	9,379,085
	Liabilities with Bank Indonesia	-	-	-	-	-	-
	Liabilities with Other Banks	1,894,571	1,894,571	-	-	-	-
	Securities issued	4,768,810	-	-	-	-	4,768,810
	Borrowings	8,620,082	2,452,082	1,734,750	2,023,875	963,750	1,445,625
	Other Liabilities	4,369,676	510,031	-	-	-	3,859,645
	Others	9,391,386	21,355	19,995	71,227	2	9,278,807
	Total Liabilities	66,373,001	31,031,213	3,138,768	2,288,103	1,182,945	28,731,972
	On Balance Sheet Asset and Liabilities Differences	2,614,217	(6,828,589)	8,414,260	3,677,848	1,767,790	(4,417,092)
II	OFF BALANCE SHEET						
A	Off Balance Sheet Receivables						
	Commitment	4,251,227	3,248,308	183,731	819,188	-	-
	Contingency	6,660,700	6,645,421	15,279	-	-	-
	Total Off Balance Sheet Receivables	10,911,927	9,893,729	199,010	819,188	-	-
B	Off Balance Sheet Liabilities						
	Commitment	17,340,300	5,829,616	2,134,044	3,735,554	1,838,348	3,802,738
	Contingency	11,598,409	1,340,305	1,467,695	2,837,773	3,045,354	2,907,282
	Total Off Balance Sheet Liabilities	28,938,709	7,169,921	3,601,739	6,573,327	4,883,702	6,710,020
	Off Balance Sheet Asset and Liabilities Differences	(18,026,782)	2,723,808	(3,402,729)	(5,754,139)	(4,883,702)	(6,710,020)
	Differences	(15,412,565)	(4,104,781)	5,011,531	(2,076,291)	(3,115,912)	(11,127,112)
	Cumulative Differences	(15,412,565)	(4,104,781)	906,750	(1,169,541)	(4,285,453)	(15,412,565)

million Rupiah

December 31, 2013

	Balance	Maturity				
		≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months
	645,812	645,812	-	-	-	-
	13,101,005	13,101,005	-	-	-	-
	4,922,045	3,708,253	1,204,538	-	9,254	-
	10,190,462	-	82,261	707,301	-	9,400,900
	38,118,253	3,797,495	10,316,236	1,744,309	1,373,102	20,887,111
	10,739,632	1,950,261	3,463,039	3,242,230	1,110,104	973,998
	881,514	88,509	29,398	45,320	10,975	707,312
	78,598,723	23,291,335	15,095,472	5,739,160	2,503,435	31,969,321
	45,613,247	23,023,567	1,663,757	319,518	719,190	19,887,215
	488,255	488,255	-	-	-	-
	729,873	486,473	-	243,400	-	-
	6,036,533	-	-	-	-	6,036,533
	18,303,979	2,399,184	7,142,395	8,762,400	-	-
	5,909,005	5,909,005	-	-	-	-
	910,759	7,942	37,514	70,555	2	794,746
	77,991,651	32,314,426	8,843,666	9,395,873	719,192	26,718,494
	607,072	(9,023,091)	6,251,806	(3,656,713)	1,784,243	5,250,827
	11,384,821	7,461,213	3,911,438	12,170	-	-
	9,936,857	9,936,857	-	-	-	-
	21,321,678	17,398,070	3,911,438	12,170	-	-
	21,112,177	8,904,559	5,144,533	3,545,563	460,831	3,056,691
	17,602,707	1,334,326	1,773,382	2,832,154	3,524,499	8,138,346
	38,714,884	10,238,885	6,917,915	6,377,717	3,985,330	11,195,037
	(17,393,206)	7,159,185	(3,006,477)	(6,365,547)	(3,985,330)	(11,195,037)
	(16,786,134)	(1,863,906)	3,245,329	(10,022,260)	(2,201,087)	(5,944,210)
	(16,786,134)	(1,863,906)	1,381,423	(8,640,837)	(10,841,924)	(16,786,134)

Risk Management Table

Table 9.2.b. Disclosure of Foreign Exchange Maturity Profile

Bank Consolidated

No.	Portfolio Category	December 31, 2012					
		Balance	Maturity				
			≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months
I BALANCE SHEET							
A Asset							
	Cash	299,702	299,702	-	-	-	-
	Placement with Bank Indonesia	10,767,934	10,767,934	-	-	-	-
	Placement with Other Banks	8,248,925	8,241,826	-	-	7,099	-
	Marketable Securities	5,386,607	294,168	-	-	76,358	5,016,081
	Loans	24,715,213	2,208,148	7,493,855	2,079,333	1,898,971	11,034,906
	Other Receivables	11,626,361	2,595,440	4,026,542	3,866,933	960,958	176,488
	Others	8,209,755	62,685	32,631	19,685	7,349	8,087,405
	Total Asset	69,254,497	24,469,903	11,553,028	5,965,951	2,950,735	24,314,880
B Liabilities							
	Deposits from Customer	37,583,195	26,290,952	1,385,093	195,385	221,070	9,490,695
	Liabilities with Bank Indonesia	-	-	-	-	-	-
	Liabilities with Other Banks	1,894,571	1,894,571	-	-	-	-
	Securities issued	4,768,810	-	-	-	-	4,768,810
	Borrowings	8,620,082	2,452,082	1,734,750	2,023,875	963,750	1,445,625
	Other Liabilities	4,369,676	510,031	-	-	-	3,859,645
	Others	9,391,456	21,425	19,995	71,227	2	9,278,807
	Total Liabilities	66,627,790	31,169,061	3,139,838	2,290,487	1,184,822	28,843,582
	On Balance Sheet Asset and Liabilities Differences	2,626,707	(6,699,158)	8,413,190	3,675,464	1,765,913	(4,528,702)
II OFF BALANCE SHEET							
A Off Balance Sheet Receivables							
	Commitment	4,251,227	3,248,308	183,731	819,188	-	-
	Contingency	6,660,700	6,645,421	15,279	-	-	-
	Total Off Balance Sheet Receivables	10,911,927	9,893,729	199,010	819,188	-	-
B Off Balance Sheet Liabilities							
	Commitment	17,340,300	5,829,616	2,134,044	3,735,554	1,838,348	3,802,738
	Contingency	11,598,409	1,340,305	1,467,695	2,837,773	3,045,354	2,907,282
	Total Off Balance Sheet Liabilities	28,938,709	7,169,921	3,601,739	6,573,327	4,883,702	6,710,020
	Off Balance Sheet Asset and Liabilities Differences	(18,026,782)	2,723,808	(3,402,729)	(5,754,139)	(4,883,702)	(6,710,020)
	Differences	(15,400,075)	(3,975,350)	5,010,461	(2,078,675)	(3,117,789)	(11,238,722)
	Cumulative Differences	(15,400,075)	(3,975,350)	1,035,111	(1,043,564)	(4,161,353)	(15,400,075)

million Rupiah

December 31, 2013

	Balance	Maturity				
		≤1 month	>1 - 3 months	>3 - 6 months	>6 - 12 months	>12 months
	648,314	648,314	-	-	-	-
	13,101,005	13,101,005	-	-	-	-
	4,926,429	3,713,502	1,203,673	-	9,254	-
	10,312,689	-	82,261	1,148,368	-	9,082,060
	38,328,483	3,797,495	10,316,236	1,744,309	1,373,102	21,097,341
	10,739,632	1,950,261	3,463,039	3,242,230	1,110,104	973,998
	848,679	88,509	29,398	45,320	10,975	674,477
	78,905,231	23,299,086	15,094,607	6,180,227	2,503,435	31,827,876
	45,887,973	23,126,468	1,713,757	369,518	719,190	19,959,040
	488,255	488,255	-	-	-	-
	566,351	322,951	-	243,400	-	-
	6,036,533	-	-	-	-	6,036,533
	18,303,979	2,399,184	7,142,395	8,762,400	-	-
	5,909,005	5,909,005	-	-	-	-
	908,327	7,942	37,514	70,555	2	792,314
	78,100,423	32,253,805	8,893,666	9,445,873	719,192	26,787,887
	804,808	(8,954,719)	6,200,941	(3,265,646)	1,784,243	5,039,989
	11,384,814	7,461,211	3,911,436	12,167	-	-
	9,936,851	9,936,851	-	-	-	-
	21,321,665	17,398,062	3,911,436	12,167	-	-
	21,390,717	8,904,559	5,144,533	3,545,563	739,371	3,056,691
	17,604,157	1,334,326	1,773,382	2,833,604	3,524,499	8,138,346
	38,994,874	10,238,885	6,917,915	6,379,167	4,263,870	11,195,037
	(17,673,209)	7,159,177	(3,006,479)	(6,367,000)	(4,263,870)	(11,195,037)
	(16,868,401)	(1,795,542)	3,194,462	(9,632,646)	(2,479,627)	(6,155,048)
	(16,868,401)	(1,795,542)	1,398,920	(8,233,726)	(10,713,353)	(16,868,401)



Corporate Social Responsibility

Incorporating environmental protection into BNI's Code of Ethics, the ethical guidelines for all BNI employee, indicates the Company's commitment in supporting efforts in preserving natural resources.

* More detailed information on BNI's CSR strategy and achievements are available in 2013 BNI Sustainability Report.



Corporate Social Responsibility

> Corporate Social Responsibility

Our commitment to environmental protection is embodied in our policies and well planned corporate actions.



One of the 14 items set in the BNI Code of Conduct requires that all BNI employees protect the health of our natural resources and the environment, reflecting our strong commitment towards environmental protection and awareness. Aside from including environmental protection in our Code of Conduct, our environmental commitment is also embodied in our policies and corporate actions. In principle, it is aimed at giving maximum effect as part of BNI's contribution to the joint efforts in protecting the environment and realizing sustainable development.

PT Bank Negara Indonesia (Persero) Tbk is a strong supporter of initiatives towards Sustainable Development, orienting toward economic development, job creation, poverty alleviation and environmental conservation. BNI is the first financial institution in Indonesia to sign the UNEP - FI (United Nations Environment Programme - Finance Initiative) in 2005, and in 2011 became the founding member of IBCSD (Indonesian Business Council for Sustainable Development), which has an affiliation to WBCSD (World Business Council for Sustainable Development).

Working together toward a sustainable future is one of BNI's commitments in conducting our business. This is realized through various Corporate Social Responsibility (CSR) programs aimed at providing maximum contributions to the improvement of the living standards and welfare of the community, as well as environmental protection. In addition, BNI also strives to continuously build harmonious relationships with all levels of society. Besides being performed continuously, BNI CSR activities are better targeted and measurable. And hence, BNI's CSR activities can be of greater benefits for the community.

Through Partnership Programs and Community Development, BNI strives to empower community members and to promote the people's economy. By undertaking well-planned PKBL programs, BNI contributes to the efforts of creating equitable development through the expansion of employment and business opportunities.

Partnership Program and Community Development

The Partnership Program and Community Development fall under the responsibility of Corporate Community Responsibility Unit, reporting directly to the President Director, pursuant to the State Minister of SOE Regulation No. 08/MBU/2013 dated 10 September 2013 on the 4th Amendment of the State Minister of SOE Regulation No. 05/MBU/2007 concerning SOE Partnership Program with SMEs and Community Development Program.

Pursuant to the resolution passed at the BNI's General Meeting of Shareholders held on 28 March 2013, the Company has decided instead of allocating net income of 2012 for Partnership Program and Community Development, the Company will establish provisions in 2013 for the Corporate Community Responsibility Unit, in accordance with the needs and the capability of the Company.

Realized utilization of Partnership Program funds in 2013 amounted to Rp12.6 billion while the realized utilization of Community Development was Rp88.7 billion.

BNI has a number of fundamental programs oriented to the empowerment of community and poverty eradication, such as:

1. "Kampoeng BNI";
2. Komodo Tourism Village;
3. "Indonesia Mengajar";
4. City Forest;
5. BNI Sahabat Sekolah; etc.

The aforementioned programs are intended to create economic development for all micro, small and medium entrepreneurs in order build a strong and independent economy.

Partnership Program

The partnership program activities performed by BNI were designated for small entrepreneurs through distribution of soft loans. The soft loans were provided for communities in order to help increasing their productivity and to develop their independence. Included in the activities of partnership programs is the capacity building activities aimed at improving the quality and capability of the fostered partners. Through these activities, fostered partners are expected to increase their capability and to empower themselves to become strong and independent entrepreneurs.

In 2013, the disbursement of BNI Partnership Program funds was focused on Creative, Food and Fisheries Industries. The program called "Kampoeng BNI" is a community empowerment program in certain areas with a cluster concept, fostering villages with a wide range of products that become their hallmark and promoting their potential products in accordance with the local wisdom.

To develop the potential of our fostered partners, BNI held the "Kampoeng BNI Nusantara" program in July 2013 at the Jakarta Convention Center. The event was attended by 100 Kampoeng BNI fostered partners from all over Indonesia. An Award giving ceremony for best fostered partners, in terms of productivity and marketing, was also held in this event.

With the inauguration of 5 Kampoeng BNI in 2013, namely Kampoeng BNI Tenun Silungkang, Kampoeng BNI Kain Ulos Samosir, Kampoeng BNI Kain Tapis Lampung Selatan, Kampoeng BNI Karebosi Makassar and Kampoeng BNI Tenun Pandai Sikek Bukittinggi, the existing Kampoeng BNI as of now has 27 members spread throughout Indonesia.

Corporate Social Responsibility

Number of Kampoeng BNI established until 2013 is:

No	Name	Status	Number of Partner
1	KBNI Sapi Subang	Established in July 24, 2008	100
2	KBNI Jagung Ciamis	Established in July 24, 2008	121
3	KBNI Jambu Mete Imogiri Yogyakarta	Established in November 19, 2009	137
4	KBNI Tenun sumatera Selatan	Established in February 11, 2010	203
5	KBNI Nelayan Lamongan	Established in October 17, 2011	38
6	KBNI Jagung Solok	Established in December 16, 2011	107
7	KBNI Seni Kamasan Denpasar	Established in January 16, 2012	148
8	KBNI PHPT Muara Angke	Established in June 5, 2012	200
9	KBNI Bandeng Kerawang	Established in June 5, 2012	22
10	KBNI Batik Pekalongan	In process	40
11	KBNI Pisang Lumajang	In process	75
12	KBNI Kain Sasirangan Banjarmasin	In process	33
13	KBNI Rumput Laut Pulau Nain	In process	150
14	KBNI Mebel Sumedang	In process	206
15	KBNI Koperasi Majalengka	In process	60
16	KBNI Sutera Sengkang	In process	205
17	KBNI Ulos Samosir	Established in June 2, 2013	33
18	KBNI Nila Ponorogo	In process	31
19	KBNI Pemberdayaan Perempuan Bogor	In process	500
20	KBNI Batik Lasem	In process	28
21	KBNI Nelayan Ternate	In process	20
22	KBNI Tenun Silungkang Solok	Established in June 2, 2013	50
23	KBNI Tenun Ikat Sumba	In process	20
24	KBNI Tapis Lampung	Established in June 2, 2013	37
25	KBNI Tenun Pandai Sikek Bukittinggi	Established in June 2, 2013	40
26	KBNI PGM Karebosi Makassar	Established in January 21, 2013	69
27	KBNI Anyaman Bambu Tangerang	In process	17

This partnership program is optimized by maximizing the funds distribution and providing assistance through BNI small loan centers (SKC) and stand- alone branches (STA) throughout Indonesia. Furthermore, BNI also performs synergy with other SOEs, through cooperation in funds disbursements. By the end of 2013, BNI has disbursed loans to its fostered partners engaging in various economic sectors and through SOEs Synergy with the following details:

Economic Sector	Realization Rp
Manufacture	8.770.583.651
Agriculture	558.000.000
Business Service	539.000.000
Industry	1.797.000.000
Transportation, Warehousing and Communication	30.000.000
Construction	0
Others	914.000.000
Total	12.608.853.651

Community Development Program

As a manifestation of BNI's concern towards the development of public welfare, BNI fully supports the efforts aimed at improving public welfare in various sectors. The Community Development Program held by BNI was aimed at answering people's needs through various activities intended to promote economic and social conditions for all people by inviting active participation from the people and at the same time fostering their own initiatives.

Pursuant to the State Minister of SOEs Regulation No. PER-08/MBU/2013 dated 10 September 2013, the funds allocation for BNI's Community Development Program was distributed to 7 (seven) activities, namely:

1. Natural Disaster Relief;
2. Training and Development;
3. Health;
4. Infrastructure and Public Service;
5. Religious Activities;
6. Environmental Conservation; and
7. Poverty Alleviation.

By utilizing the BNI network of 15 regional offices spread throughout Indonesia, the disbursement of Community Development funds can be done effectively and more equitably.

BNI's Community Development activities in 2013 were focused on the areas of education, health and environmental conservation. Some of the major programs performed, respected to each field:

1. Natural Disaster Relief

In accordance with the Decree of the State Minister of SOE No. SK-235/MBU/2012 dated June 20, 2012, BNI was appointed as the coordinator of SOE care for natural disasters relief. The Ministry of SOEs and BNI entered into collaboration with social organizations to ease the burden of Jakarta flood victims in early 2013. In addition, BNI also provided aid for the victims of natural disasters occurred in several other regions in Indonesia.

2. Training and Development

Some of BNI programs in the field of Education and Training in 2013 were BNI Sahabat Sekolah, BNI Gemilang Scholarships ranging from elementary school to university level, Indonesia Teaching Program, Pojok BNI Wirausaha at several universities, Community Development Transfer of Technology Program, Directors Teaching Movement, Smart Ship and Creative Industry Program.

3. Health

BNI's health programs include: BNI Peduli Kesehatan in the form of donating ambulances, blood donations and other health care activities. BNI Klinik Kesehatan provides assistance for under privileged people through medical services and Autism Clinic Services.



Corporate Social Responsibility

4. Infrastructure and Public Service

In 2013, BNI's program in Infrastructure and Public Service development among others are the development of Kampung BNI, people empowerment in Pulau Buru, micro hydro power generators, SOEs rural development programs, developing infrastructure in under developed regions and other programs.

5. Religious Activities

In welcoming the fasting month and Idul Fitri, BNI held "BNI Berbagi Ramadhan" a program organized in all BNI Regional Offices and breaking the fast events in all provinces of Indonesia. BNI also held BNI Berbagi Retreat to welcome the Christmas Day. BNI also conduct renovations on various religious facilities.

6. Environmental Conservation

BNI's focus in supporting environmental conservation efforts is realized through several programs in 2013: City Forest Program, 200,000 trees planting at TNGPP Saronge, two million trees planting in collaboration with Paguyuban Budiasi, BNI Go Green and the construction of BNI Wonosari City Park.

7. Poverty Alleviation

As a way of manifesting our concern towards poverty alleviation, BNI developed a tourism village in Komodo island.

Budget allocation and realization of Community Development Program in 2013 are as follows:

Field	Allocation (Rp)	Realization (Rp)
Training and Development	27.790.924.184	26.634.165.709
Health	27.790.924.184	9.109.443.197
Infrastructure and Public Service	20.843.193.138	5.696.137.051
Religious Facilities	13.895.462.092	12.498.513.108
Natural Disaster Relief	6.947.731.046	3.045.704.281
Environment Preservation	34.738.655.231	26.268.272.787
Poverty Alleviation	-	5.414.172.500
Total	132.006.889.875	88,666,408,633



Labor Practices

As a company, BNI is recognized as one of the best in labor management in Indonesia judged by BNI's capability in creating new jobs, low turnover rate (staff retention rate/ turnover indicator), as well as having an adequate personnel training budget. In addition, BNI employees also enjoy a conducive working environment with excellent protection systems. BNI is also committed to allocate 5 percent of its budget for human capital training program, in accordance with Bank Indonesia regulation.

BNI realized that creating the best environment for employees to work and to pursue achievement will help the Company in performing its mission better. As the most valuable asset to the Company, all employees and future employees of BNI deserve fair treatment and respect regardless of their age, race, religion, beliefs, gender, and physical condition. This proves BNI's seriousness and strong commitment towards human resource management and development.

BNI is against any form of discrimination, while upholding humanitarian principles and human rights in the management of our human resources. To date, BNI is not aware of any instances of, or receive any complaints of, discriminatory practices at BNI.

Product Liability

Product liability is a legal instrument intended to assure the protection of consumer's rights. As a bank that make its products available to the public, BNI realizes its responsibility, among others, in improving its services.

At BNI, we believe that customers are the main contributor to the Bank's progress and for that reason, in the development of its products and services, BNI is continuously exploring business potential that can support sustainable development and provide benefits for the public. BNI also consistently improves the quality and capabilities of its employee in providing customer services from front end to back office.

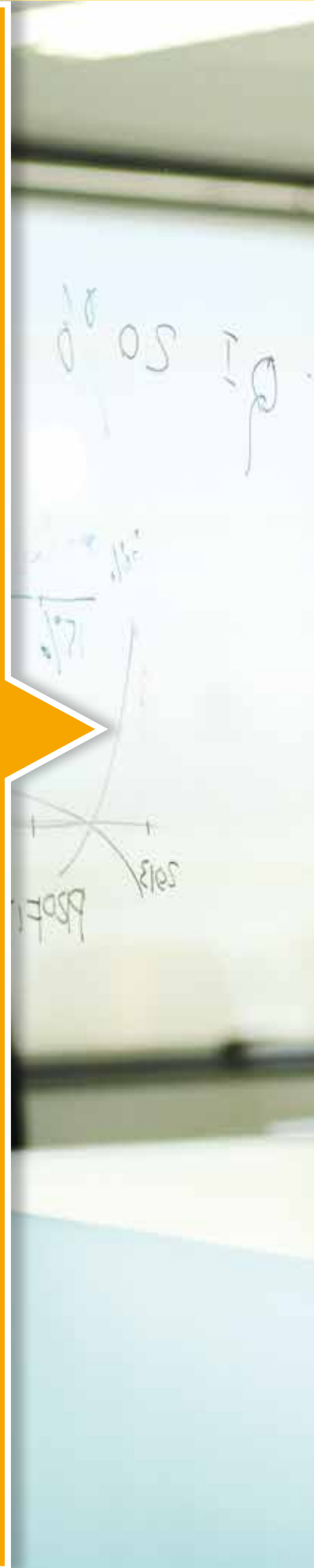
BNI develops environmental friendly products and services such as loan disbursement for the renewable energy sector, agroforestry and plantations based on sustainability aspects, waste utilization projects, and services such as paperless customer correspondence and e-banking services.

As a communication channel between customers and BNI, we provide the BNI Contact Center as a means towards continuous improvement in our products and services. These efforts serve to anticipate any increase in customer complaints, by delivering effective and adequate responses to customer complaints and following through to problem resolution.



Corporate Governance

At BNI, the objective of implementing the principles of Good Corporate Governance is to create superior performance and to enhance value for shareholders and stakeholders.





> Corporate Governance Review

Improvement in the quality of Good Corporate Governance practices at BNI demonstrates the strong commitment of BNI's Personnel.



Progress on GCG practices at BNI in 2013 was made possible through the commitment of all BNI's Personnel to consistently uphold the principles of good corporate governance as the cornerstone in managing the banking business.

At BNI, Good Corporate Governance implementation (hereinafter referred to as "GCG") aims to create superior performance and enhancing economic values to shareholders and stakeholders, while ensuring the Company operates in compliance with the prevailing laws and regulations, business ethics, the BNI Code of Conduct, as well as the principles of sound banking management.

BNI's model of implementation of Good Corporate Governance is based on the following rules and regulations:

1. Law No. 8 Year 1995 on Capital Market;
2. Law No. 19 Year 2003 on State Owned Enterprises;
3. Law No. 40 Year 2007 on Limited Liability Company;
4. Bank Indonesia Regulations
5. State Minister of SOEs Regulations;

6. Bapepam & LK Regulations;
7. Indonesia Financial Service Authority (OJK) Regulations;
8. Indonesia Stock Exchange Regulations;
9. Guidelines from the National Committee on Governance (NCG)

To promote the implementation of GCG at BNI, at the beginning of each year, all members of Board of Commissioners, Board of Directors, and employees are required to reaffirm the Letter of Statement of the Commitment to implement GCG, which contains the followings:

1. Discharge duties and obligations accordingly and responsibly in adherence to the principles of Good Corporate Governance, Principles of 46, BNI's Ethical Conducts and prevailing laws and regulations, as well as the management principles of a healthy bank.
2. Refrain from offering, promising and/or accepting any form of reward to or from a customer, debtor, vendor, associate, business partner and/ or other parties, both external and internal.
3. Refrain from any possible conflict of interest in discharging duties;



Ahdi Jumhari Luddin
Director of Legal & Compliance



“BNI constantly adapts itself to keep abreast with the development of best practices in corporate governance, so that BNI can improve its practices year after year.”

4. Act in a just and equitable manner in fulfilling stakeholder rights and encouraging business partners to always adhere to ethical, sound, and transparency business conducts.
5. Prevent the possibility of fraud, and neither conduct nor tolerate any fraud in the office environment.
6. Willing to report any cases of suspected fraud (occurring in and/or using BNI’s facilities) through BNI’s reporting protocol.
7. Accept the imposition of sanctions when found to be in breach of the said commitments from the aforementioned points while conducting duties and responsibilities as BNI employees.

BNI always keeps abreast with the development of the best GCG practices in order to improve the implementation of GCG in BNI from year to year. The results of the GCG rating from self-assessment and independent third party assessment serve as feedback for BNI in mapping and improving the GCG implementation based on the recommendations.

In accordance with the Bank Indonesia Regulation on the Implementation of Good Corporate Governance for Commercial Bank and Bank Indonesia Regulation on Bank’s Level of Health, BNI conducts self-assessment of the implementation of corporate governance principles at least at the end of June and the end of December.

Good Corporate Governance Rating Factor	Dec 2012 (before re-assessment)	Dec 2012 (before re-assessment)	June 2013	Dec 2013	Trend
	1 *)	2 **)	2	2	Stable

*) Self Assessment refers to SEBI No. 9/12/DPNP dated 30 May 2007 on the Implementation of GCG for Commercial Banks

***) Conducting re-assessment referring to SEBI No. 15/15/DPNP dated 29 April 2013 on the Implementation of GCG for Commercial Banks

Corporate Governance Review

Results from the Self Assessment in 2012 and 2013 showed a steady trend, earning a Rating 2 (Good). Further explanation can be found on the Self Assessment Report on GCG implementation period of December 31, 2013.

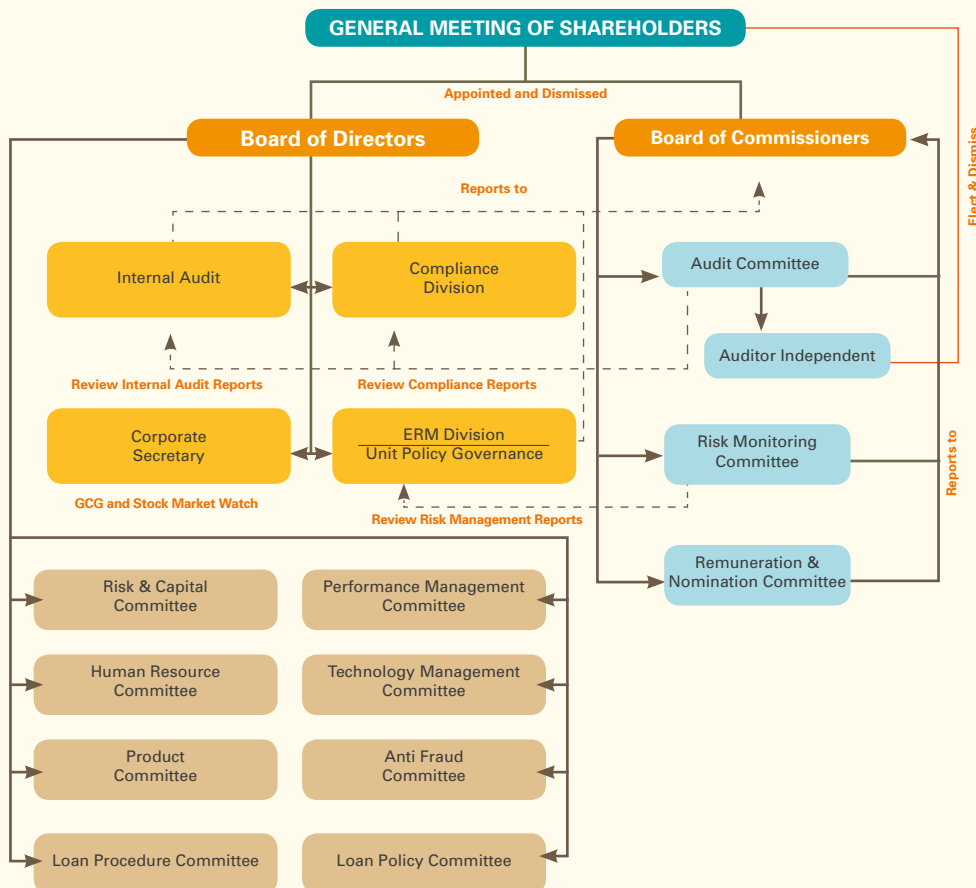
While the results of the GCG Assessment conducted by the Third Party (Independent) for the year 2013 are as follows:

GCG Assessment conducted by the Third Party (Independent)

Rating Company	Assessment Result (2012)	Assessment Result (2013)
The Indonesian Institute for Corporate Governance (IICG)	Most Trusted Company Based on Corporate Governance Perception Index 2011 (theme "GCG dalam Perspektif Risiko")	Most Trusted Company Based on Corporate Governance Perception Index 2012 (theme "GCG dalam perspektif Pengetahuan")
SWA Magazine	Indonesian Trusted Companies based on Investors and analysis's Assessment Survey	Indonesian Trusted Companies based on Investors and analysis's Assessment Survey
Indonesian Institute for Corporate Directorship (IICD)	Best Corporate Governance for Financial Sector category	Best Corporate Governance for SOE category
Asiamoney	Indonesia Best Overall Corporate Governance	Indonesia Best Overall Corporate Governance

BNI constantly reviews the governance structure to ensure it is still relevant to the development and needs of BNI.

Corporate Governance Structure and Mechanism



General Meeting of Shareholders

In 2013, BNI held 1 (one) Annual General Meeting of Shareholders for Fiscal Year 2012 (Annual GMS) in Jakarta on March 28, 2013 at Ballroom C, Hotel Shangri-La, Kota BNI, Jl. Jend. Sudirman Kav. 1, Jakarta 10220, which has reached the following resolutions:

Agenda 1

1. To approve and ratify the Company's Annual Report for the Fiscal Year of 2012, comprising of the Board of Directors Report, Board of Commissioners Supervisory Report, Financial Statements for the fiscal year ended December 31, 2012 and the explanation thereof that has been audited by the public accounting firm Tanudiredja, Wibisana & Partners (Pricewaterhouse & Coopers_ as stipulated in Report Number: A130301001/DC2/HSH/I/2013 dated March 1, 2013.
2. To approve and ratify the Partnership Program and Community Development Report, including Financial Statements of the Partnership Program and Community Development for the fiscal year ended December 31, 2012, which have been audited by Public Accountant Tanudiredja, Wibisana & Partners (Pricewaterhouse & Coopers) as stipulated in Report Number: A130327004/DC2/HSH/I/2013 dated March 27, 2013.
3. Granting full release and discharge (acquitt et de charge) to all members of the Board of Directors from the management actions and to all members of the Board of Commissioners from the supervisory actions carried out in the fiscal year ended on December 31, 2012, including the management and supervisory actions to the Partnership Program and Community Development Program, to the extent that:
 - Such actions do not constitute criminal offenses; and
 - Such actions are reflected in the Company's Annual Report and Financial Statements as well as Annual Report of Partnership Program and Community Development Program for the financial year ended on December 31, 2012.

Furthermore, in order to comply with Bapepam Regulation No. XK4 on the Report on Use of Proceeds from Public Offering, the Company has submitted an accountability report realization of proceeds from PUT III in 2010.

Agenda 2

Approve and determine the use of the Net Profits of the Company for the fiscal year ended 31 December 31, 2013 of Rp7.046.146.246.346,00 (seven trillion and forty-six billion one hundred and forty-six million two hundred and forty six thousand three hundred and forty-six rupiah), hereinafter shall be referred to as "the Net Profits of the 2012", as follows:

1. A sum of 30% or amounting to Rp2.113.843.873.904,00 (two trillion one hundred and thirteen billion eight hundred and forty-three million eight hundred and seventy-three thousand nine hundred and four rupiah) are distributed as cash dividends for the fiscal year 2012 and will be payable on May 16, 2013 to the shareholders whose name is registered in the List of Shareholders of BNI as of 15 May 2012, so that every 1 (one) share is entitled to receive a dividend of Rp113,35.
2. A sum of 10% or Rp704.614.624.635,00 (seven hundred four billion six hundred and fourteen million six hundred twenty four thousand six hundred and thirty-five rupiah) will be used as Appropriated Reserves for investment.
3. A sum of 5% or Rp352.307.312.317,00 (three hundred and fifty-two billion three hundred and seven million three hundred twelve thousand three hundred and seventeen rupiah) will be used as General and legal reserves.
4. The undetermined remaining sum of the Net Profits of 2012 or amounting to Rp3.875.380.435.490,00 (three trillion eight hundred and seventy-five billion, three hundred eighty million four hundred and thirty-five thousand four hundred ninety rupiah) is determined as Retained Earning.

BNI did not allocate the net profit of the Fiscal Year 2012 as the source of funds of the Partnership Program and Community Development, but as a reserve in 2013 for the Corporate Community Responsibility Program, the amount of which is in accordance with the needs and capabilities of BNI.

Granting power and authority to the Board of Directors with the right of substitution to set a timetable and procedures for the financial year 2012 a dividend in accordance with applicable regulations.

Corporate Governance Review

Agenda 3

Granting power and authority to Board of Commissioners to appoint the Public Accounting Firm that will audit the BNI's Financial Statements and the Annual Partnership Program and Community Development Report for the fiscal year ended December 31, 2013 and to determine the appropriate fee and other terms in accordance with the applicable regulations.

Agenda 4

1. Determining that remuneration for the Board of Directors and honorarium for the Board of Commissioners, as well as the allowances and facilities for financial year 2013 is similar to that of the previous year.
2. Granting power and authority to the Board of Commissioners with prior approval from Series A Dwiwarna Shareholders to determine the amount of *tantiem* for the Fiscal Year of 2012 for members of the Board of Directors and the Board of Commissioners.

Agenda 5

1. Agreed to dismiss with respect Mr. Bagus Rumbogo from the position of Commissioner, effective on the closing of the AGMS with highest appreciation for the thoughtful contribution to the Company.
2. Agreed to appoint:
 - a. Mr. A. Pandu Djajanto as member of the Board of Commissioners.
 - b. Mr. Sutirta Budiman as DirectorThe appointment of members of the BoC and BoD is in effect upon approval by Bank Indonesia pertaining to the Fit and Proper Test and is in compliance with the prevailing rules and regulation. The terms of office of the appointed members of BoD and BoC is until the closing of the fifth Annual GMS since the appointment, to be held in 2018, without diminishing the rights of the general meeting of shareholders to discharge the members of BoD and BoC before their terms end.

Therefore, the composition of the Board of Commissioners after the appointment of Mr. A. Djajanto Pandu is in effect is as follows:

- President Commissioner and Independent Commissioner Mr. Peter B. Stok;
- Vice President Commissioner Mr. Tirta Hidayat;
- Independent Commissioner Mr. Achil Ridwan Djayadiningrat;

- Independent Commissioner Mr. Fero Poerbonegoro;
- Independent Commissioner Mr. B.S. Kusmuljono;
- Commissioner Mr. Daniel T. Sparringa;
- Commissioner Mr. A. Pandu Djajanto;

The composition of the Board of Commissioners after the appointment of Mr. Sutirta Budiman is in effect is as follows:

- President Director Mr. Gatot M. Suwondo;
- Vice President Director Ms. Felia Salim;
- Director Mr. Yap Tjay Soen;
- Director Mr. Krishna Suparto;
- Director Mr. Ahdi Jumhari Luddin;
- Director Mr. Suwoko Singoastro;
- Director Mr. Honggo Widjojo Kangmasto;
- Director Mr. Sutanto;
- Director Mr. Darmadi Sutanto;
- Director Mr. Adi Setianto;
- Director Mr. Sutirta Budiman.

Granting power and authority to the Board of Directors with the rights of substitution to take any action as it deems necessary with reference to the resolutions of this Agenda, in compliance with the prevailing rules, including to declare in separate notarial deed and to register the composition of the Board of Commissioners and the Board of Directors.

Agenda 6

To agree upon the limit of Write-off in the amount of Rp4.6 trillion, pursuant to the Write-off policy that has been approved by BoC.

Agenda 7

1. To agree upon the amendment of the Article 12 Paragraph (9) of the Company's Articles of Association and realignment of the entire Articles of Association.
2. Related to the amendment of the Articles of Association, granting power and authority with the right of substitution to the Board of Directors, to jointly or individually request approval on the amendment of the Articles of Association and to report to the authority, to declare and to prepare changes or adjustments as it deems necessary with authentic deed before the Notary should it be required by the authority and/or by the prevailing rules, as well as making and requesting to make, and to sign all required deeds, papers and documents, or appearing before the authority, to apply for or to report to party or the authorized officer, as well as to perform other actions deemed necessary in connection with the amendment of Articles of Association of the Company it referred to.

Agenda 8

Approving the imposition of the State Minister of SOEs Regulation No. PER-12/MBU/2012 dated 24 August 2012 concerning the Supporting Organ for the Board of Commissioners/Supervisory Board of SOE. In the event that the staff of the Secretariat of the Board of Commissioners came from the Company's internal staff, then the employee provision is applied.

Concerning the appointment of Mr. Sutirta Budiman as Director in the aforementioned GMS, pursuant to the Letter from Bank Indonesia No. 15/46/GBI/DPIP/Rahasia dated September 4, 2013 on Fit and Proper Test Result on the Appointment of the Director of PT Bank Negara Indonesia (Persero) Tbk, Mr. Sutirta Budiman has not been approved to be appointed as Director.

Thus, based on Deed No. 34 dated November 29, 2013, the number of effective Directors are 10.

Process of Announcements/Notices and Invitation to the AGMS 2013

The following was conducted in relation to the organizing of the AGM:

1. Reports of AGM plans were submitted to Financial Services Authority (OJK) with 7 (seven) days prior notice of the AGM advertised in newspapers as stipulated in the Letter from the Board of Directors of BNI No. DIR/053 dated February 19, 2013.
2. Before the invitation to the AGM proceeds, an announcement/notification of the AGM invitation must be conducted at least 14 days prior to the invitation of the AGM, excluding the dates of the announcement/notification and AGM. Notice of the AGM was published in the daily newspapers *Bisnis Indonesia*, *Koran Tempo* and *The Jakarta Globe*, dated February 27, 2013.
3. Those entitled to attend and vote at the AGM are shareholders whose names are recorded in the Register of Shareholders recorded on the last working day of the Indonesia Stock Exchange before the advertised calling for the AGM.
4. The AGM was held after the invitation was conducted at least 14 days before the AGM, excluding the date of the invitation and the date of the AGM. Invitation to the Meeting was published in the newspapers *Bisnis Indonesia*, *Koran Tempo* and *The Jakarta Globe*, dated 13 March 2013.

Extraordinary General Meeting of Shareholders (Extraordinary GMS) 2013

In 2013, the Company held no Extraordinary General Meeting of Shareholders.

Board of Commissioners

Appointment of the Board of Commissioners

Appointment and dismissal of the members of the Board of Commissioners shall be effected by the GMS. Basic qualification to be appointed as commissioner are as follow:

1. Able to perform legal acts.
2. Demonstrate high dedication, awareness of corporate management problems.
3. Possess adequate knowledge in financial and banking.
4. Able to cooperate with other commissioners.
5. Has never been declared bankrupt by the Court of Justice.
6. Has never been a member of the Board of Directors or Board of Commissioners who were declared guilty of causing a company to be declared bankrupt.
7. Has never been convicted for a criminal offense detrimental to the state finance in 5 (five) years prior to the appointment.
8. Has no family tie to the second degree with fellow members of the Board of Commissioners and/or Board of Directors.
9. Committed to allow sufficient time to perform duties.
10. Has good personal integrity and reputation, never been involved, directly or indirectly, in unlawful conduct nor irregular practices, breach of contract, or any other misconduct that adversely affect his/her Company or previous company.
11. Competent, i.e. able and experienced in areas relevant to the duties and responsibilities of Commissioners.
12. Able to consider issues.
13. Able to manage issues without management intervention.
14. Has integrity and moral character.
15. Committed to comply with the prevailing legislation.
16. Has experience in banking.
17. Pass the fit and proper test conducted by Bank Indonesia.

Corporate Governance Review

In addition to the above general requirements, candidate for Independent Commissioner should meet the following criteria:

1. Possess knowledge of laws and regulations related to the capital market.
 2. Has no financial relationship, management, share ownership and family ties with other member of BOC, BOD and or Controlling Shareholders or relation with BNI which may interfere with the ability to act independently.
 3. Do not hold concurrent position as member of BOD at other companies.
 4. Not an employee of BNI or its affiliation during the last 3 (three) years.
 5. Not a significant supplier, customer or serves as Director, Commissioner and corporate executive positions at the significant supplier's or customer's company of BNI or its affiliates.
 6. Not a professional adviser of the Company or other entities within the same group of industries with BNI.
 7. Has no financial relationship (dependency/ attachment), either directly or indirectly with BNI or entities that provide services and products to BNI and its affiliates.
 8. Has no other material contractual relationship with BNI or companies of the same group other than as a Commissioner of the Company.
 9. Has no interest or business activities or other relationship that could interfere with the ability to think and/or act independently.
 10. Former member of the Board of Directors or executive officers of BNI or other parties who have established ties with the Bank, which may affect his/her abilities to act independently, may not become an Independent Commissioner without having undergone a cooling off period for at least 1 (one) year after dismissal, with the exception for the former Director or executive officers who perform supervisory functions.
2. The appointment of a Independent Commissioner should be reported to the Stock Exchange no later than 2 (two) Exchange Days from the appointment date, to be disclosed at the Exchange.
 3. In the event that the Company does not have any members of the BOC qualified as independent commissioners or that the Company intends to make a replacement and/or the addition of Independent Commissioner, then the appointment of Independent Commissioners must be explicitly stated at the GMS to be submitted to the Exchange along with the name of the Commissioner appointed as Independent Commissioner and other relevant information.
 4. Commissioners and/or the Remuneration and Nomination Committees submit the names of the proposed candidates for Independent Commissioner.
 5. The nomination of Independent Commissioners should be conducted such that the opinion of minority shareholders would be taken into account, among others, in the form of the rights to propose candidates for Independent Commissioner, in order to protect the interests of minority shareholders and other stakeholders. The mechanism for nomination is made through announcements in the mass media along with the agenda at the announcement of GMS.
 6. Candidates should pass the fit and proper test conducted by Bank Indonesia and further submitted to the GMS for approval.

Nomination Procedure for Independent Commissioner

Following is the nomination procedure for Independent Commissioner:

1. In the event that the Company already has a member of BOC qualified as Independent Commissioner, then the Commissioner may be appointed to become a Independent Commissioner.

Number, Composition, Criteria and Independence of Members of the Board of Commissioners

As of December 31, 2013, the Board of Commissioners comprised 7 (seven) members, and 4 (four) of which are Independent Commissioners. That number complies with Bank Indonesia's Regulation No. 8/14/PBI/2006 dated October 5, 2006 which stipulating that at least 50% (fifty percent) of Board of Commissioners members should be Independent Commissioners. All members of the Board of Commissioners must demonstrate integrity, competency and sufficient experience in banking and finance, have passed the fit and proper test conducted by Bank Indonesia, as well as other prevailing rules and regulations.

The composition of the Board of Commissioners of BNI as of December 31, 2013 are as follows:

Name	Position	Effective
Peter Benyamin Stok	President Commissioner/Independent Commissioner	August 4, 2009
Tirta Hidayat	Deputy President Commissioner	July 12, 2010
Achil Ridwan Djayadiningrat	Independent Commissioner	March 24, 2008
Fero Poerbonegoro	Independent Commissioner	March 6, 2008
Bagus Rumbogo*)	Commissioner	July 12, 2010
B.S. Kusmuljono	Independent Commissioner	July 12, 2010
Daniel Theodore Sparringa	Commissioner	September 10, 2012
A. Pandu Djajanto**)	Commissioner	October 25, 2013

Note

*) Honorably dismissed as member of the Board of Commissioners at the BNI GMS dated March 28, 2013.

***) Appointed as Commissioner of BNI in BNI GMS dated March 28, 2013 and effective as of October 25, 2013 by approval of BI.

Independence of the Board of Commissioners Members

- All members of the Board of Commissioners have no family ties to the second degree with fellow members of the Board of Commissioners and/or Board of Directors.
- Board of Commissioners has disclosed their share ownership in the Company or other banks and corporations, both inside and outside of the country, in a report that must be updated annually.
- Board of Commissioners are prohibited from receiving and/or accepting personal gains from the Bank other than remuneration and other facilities set forth by the General Meeting of Shareholders. To ensure compliance, the Board of Commissioners has assigned the Audit Committee to conduct a review of which its results shall be published in the Bank's Annual Report.
- Less than 50% (fifty percent) member of the Board of Commissioners who hold concurrent positions as members of the Board of Commissioner in non financial institution and 1 (one) member of the Board of Commissioners that serve as the representatives of shareholders, namely the Ministry of State-Owned Enterprises. These concurrent positions are not in breach of provisions in Article 7 paragraph (1) of Bank Indonesia's Regulation No. 8/14/PBI/2006 dated October 5, 2006.

Concurrent Position of Board of Commissioners

- Members of the Board of Commissioners are prohibited from concurrently assuming the position of:
 - Director of SOEs, Regionally Owned Enterprises and private companies or other positions related to the management of the Company (executive positions in other companies).
 - Other positions in accordance with the provisions of laws and regulations and/or
 - Other positions that might cause a conflict of interest.
- Members of the Board of Commissioners can only assume concurrent position as:
 - Member of the Board of Commissioners, Board of Directors, or the Executive in 1 (one) non financial institution/company, or
 - Member of the Board of Commissioners, the Board of Directors or Executive that performs supervisory functions in 1 (one) non-bank subsidiary controlled by BNI.
- It is not considered as concurrent position if:
 - Members of the Board of Commissioners performs functional tasks of the Bank's shareholders, which take form of a legal entity within BNI group; and/or
 - Members of the Board of Commissioners hold positions at nonprofit organizations or institutions.

as long as all concerned individuals do not neglect their duties and responsibilities as a member of BNI's Board of Commissioner.

Corporate Governance Review

Name	Financial Relation With						Family Relation With						Remarks (if there is a family and/or financial relation)
	Commissioner		Director		Controlling Shareholders (SOE Executives)		Commissioner		Director		Controlling Shareholders (SOE Executives)		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
Board of Commissioners													
Peter Benyamin Stok		X		X		X		X		X		X	
Tirta Hidayat		X		X		X		X		X		X	
Achil Ridwan Djayadiningrat		X		X		X		X		X		X	
Fero Poerbonegoro		X		X		X		X		X		X	
B.S. Kusmuljono		X		X		X		X		X		X	
Bagus Rumbogo*)		X		X		X		X		X		X	Representative of controlling shareholders
Daniel Theodore Sparringa		X		X		X		X		X		X	
A. Pandu Djajanto**)		X		X		X		X		X		X	Representative of controlling shareholders

Note

*) Respectfully discharge as member of BOC on BNI GMS March 28, 2013

***) Appointed as Commissioner on BNI GMS March 28, 2013 effective since approved by Bank Indonesia on October 25, 2013.

Duties and Responsibilities of the Board of Commissioners

Description of duties, powers and responsibilities of the Board of Commissioners was set forth in the Articles of Association of the Company. The Board of Commissioners is assigned to perform supervisory duties over the management policies of BNI and the implementation of such policies by the Board of Directors including oversight of the execution of the long-term plan, work plan, annual budget, articles of association and the General Meeting of Shareholders resolutions, as well as prevailing regulations, as well as perform other tasks exclusively assigned in accordance with the Articles of Association, laws and regulations and/or GMS resolution.

In general, the duties and responsibilities of the Board of Commissioners include:

- To provide advice to BOD concerning the management of the Bank.
- To provide opinion and approval of the Long Term Plan and Annual Planning and Budget, and other plan proposed by BOD in accordance with the Articles of Association.
- Monitor and oversee developments in BNI's activities, provide opinions and recommendations to the General Meeting of Shareholders on issues of significance to BNI management.
- Immediately report to the General Meeting of Shareholders should there be indications of declining BNI performance together with recommendations for remedial measures.
- Provide recommendations on the appointment of the Public Accountant which will examine the Bank's books.
- Examine, review and provide feedback on periodic and annual reports prepared by the Board of Directors and to sign the Annual Report.
- Provide explanations, opinions and recommendations to the GMS regarding the Annual Report, if requested.
- Minutes of Meeting of the Board of Commissioners make and keep a copy.
- Reporting to the Company regarding their and/or their families share ownership in BNI and other Company.
- Report to the General Meeting of Shareholders on matters pertaining to the supervisory function performed in the previous fiscal year.
- Performing other responsibilities within the framework of supervisory and advisory duties in compliance with the prevailing rules and regulations, Articles of Association, and GMS resolutions.

12. Regarding the implementation of Good Corporate Governance at the Bank:
 - a. To ensure the implementation of GCG principles in each of the Bank's business activity at all levels in organization.
 - b. To monitor, evaluate and improve the effectiveness of Good Corporate Governance (GCG) practices in the Company.
 13. To ensure that the BOD has followed up audit findings and recommendation from the Bank's Internal Audit, external auditor, Bank Indonesia oversight reports and/or oversight by other authorities.
 14. Provide direction, monitor and assess the execution of the Bank's strategic policy;
 15. To ensure that BOD's decisions are in line with the Bank's long term strategic plan;
 16. To ensure that BOD has set appropriate risk management system in managing the Bank's major risks;
 17. To perform supervisory duties through its committees, to ensure the implementation of an effective system of internal control, integrated accounting and financial reporting system, and accountable transparent disclosure, and to ensure integrated processes and system of risk management.
- To maintain objectivity and independence in conducting supervision, the Board of Commissioners is not involved in operational decisions of the Company, except in other matters specified in the laws and regulations in order to perform the supervisory duties, the provision of funds to related parties and other matters as stipulated the Articles of Association and laws.
- Realization of the Duties of the Board of Commissioners**
- In 2013 the Board of Commissioners has discharged their duties, obligation and responsibility in performing supervisory duty on the policy and management of the Company in compliance with the prevailing rules and the Articles of Association, which include the following:
1. Direct, monitor and evaluate the implementation of the Bank's strategic policy in 2013, among others by conducting evaluations of the Corporate Plan and Bank Business Plan (RBB) and financial performance in 2013 on monthly basis.
 2. To supervise the achievement of RBB, especially towards the attainment of several important aspects in the business plan, such as lending, asset quality improvement, third party funding, productivity and efficiency.
 3. Reviewing RBB for the year 2014-2016.
 4. To evaluate the realization of RBB and submit the report to Bank Indonesia each semester.
 5. Report the RBB supervision to Bank Indonesia.
 6. Evaluate the main results from Internal Audit Unit (IAU) and submit the report to Bank Indonesia each semester.
 7. Evaluate internal controls or Internal Audits every year.
 8. Ensuring the implementation of internal control systems and effective financial reporting by monitoring the follow-up of findings or audit results, and ensure that the Board of Directors have followed up the audit findings and recommendations of BNI Internal Audit Unit, results from Bank Indonesia and/or other authorities supervision, findings from Audit Board, external auditors or public accountants audit results, among others, by requesting the Board of Directors to follow up on audit findings, both in writing and verbally.
 9. Review upon the implementation of financial statements audit conducted in 2013 by the Public Accounting Firm (KAP) or external parties.
 10. Evaluate the position and development of BNI's risk every year.
 11. Consultation on credit approvals for loans exceeding a certain amount, which must be consulted by the BoD to the BoC, approval on granting credit facilities to related parties in accordance with the regulations, review upon the development of credits which were consulted to the Board of Commissioners during Semester II -2012 and Semester I of 2013, as well as to evaluate and approve the policies and strategies of credit.
 12. Review the handling of non-performing loans (NPL) on quarterly basis.
 13. Evaluate the performance of duties and responsibilities of Sector Directors, supervise the attainment effort on each workplan drawn by Sector Directors, and to review the policies, strategies and work programs Sector Directors.

Corporate Governance Review

14. Conduct surveillance, monitoring and evaluation of the Bank's Level of Health from the Semester II - 2012 and Semester I- 2013, as well as to encourage the Board of Directors to take the necessary steps in order to maintain and/or improve the Bank's Level of Health.
15. Monitor and evaluate progress in implementing BNI Reform 1.0.
16. Monitor and evaluate the development and management of Human Resources (HR).
17. Ensuring the implementation of the principles and practices of good corporate governance (GCG) at all levels of the organization, monitoring the results of GCG self-assessment, and encourage the improvement of GCG practices by referring to international best practices.
18. Ensuring the effectiveness of risk management systems and processes by monitoring the Bank's major risk management, evaluating and approving risk management policies and strategies, as well as to review the Risk Profile on quarterly basis.
19. Reviewing the report on the implementation of the Compliance Function.
20. Monitor and evaluate BoD policies related to the creation of synergies and strengthening its subsidiaries business; and reviews the performance of Subsidiaries
21. Conduct performance reviews on the 2013 Partnership Program and Community Development (CSR).
22. Conduct performance reviews on the performance of BNI Pension Fund.
23. Reviewing the remuneration of Directors and Board of Commissioners.
24. Reviewing the progress of material cases.
25. Convene BoC meetings both internally and with members of the Board of Directors or related Sector Director on regular basis, to discuss certain aspects such as business, organization, human resources, and others, which were held regularly 46 times.
26. Perform Self Assessment, assessing the effectiveness of the implementation of GCG of the BOC including committees under the Board of Commissioners through Self Assessment.
27. Other, in accordance with the Articles of Association with approval from the Board of Commissioners.

Meetings of the Board of Commissioners

The Board of Commissioners convenes regular meetings at least once a month. Summons of the meeting of the BOC shall be made by the President Commissioner, or Vice President Commissioner in the absence of President Commissioner, or one of the members of BOC in the absence of Vice President Commissioner, and shall be delivered not later than 3 (three) calendar days prior to the holding of the meeting, or sooner in an urgency.

Meetings of BOC shall be valid to adopt binding resolutions if attended by more than 1/2 (half) members of BOC or proxy.

In 2013, the Board of Commissioners convenes a total of 46 (forty six) regular meetings including internal meetings and meetings with the Board of Directors or related Directors. The number of attendance of each member of the Board of Commissioners is as follows:

No.	Number of Meeting	46
	Board of Commissioner	Number of Attendance
1.	Peter B. Stok	38
2.	Tirta Hidayat	30
3.	Achil R. Djayadiningrat	45
4.	Fero Poerbonegoro	45
5.	Bagus Rumbogo *)	11
6.	B.S. Kusmuljono	39
7.	Daniel Theodore Sparringa	32
8.	A. Pandu Djajanto **)	7

*) Dismissed from the office as member of BNI BoC effective since March 18, 2013 based on BNI GMS March 28, 2013

**) Assume position as member of BoC effective since approved by Bank Indonesia on October 25, 2013 based on BNI GMS on March 18, 2013

The results of the Board of Commissioners' meetings are well documented through the Minutes of Meeting, including any dissenting opinions. Minutes of the Board of Commissioners' meetings or its outcomes are signed by all Board of Commissioners members, both those in attendance and absent. Meeting outcomes that need to be notified by the Board of Directors and relevant units are informed in writing to the Board of Directors or Director of relevant sector as input or suggestion.

Procedures to Determine the Remuneration and Other Facilities for BOC

Remuneration for the BOC is determined in accordance with the prevailing regulations, in particular the State-Owned Enterprise Ministerial Regulations No. PER-07/MBU/2010 dated December 27, 2010 pertaining to Guidelines of remuneration for Directors, Board of Commissioners and supervisory boards of state-owned enterprises.

The remuneration and other facilities for the BOC are determined by taking into account recommendations from the Remuneration and Nomination Committee, and approved by the Annual Meeting of General Shareholders.

The Annual General Meeting of Shareholders of BNI held on March 28, 2013, reached the following decisions:

1. Determined that the remuneration for the Board of Directors and honorarium for the Board of Commissioners, as well as the allowance and facilities for the Board of Directors and the Board of Commissioners are similar to that of the previous year.
2. Granted authority and power-of-attorney to the BOC, upon approval from the Dwiwarna Series A Shareholders to determine the tantiem for the Board of Directors and the Board of Commissioners for the fiscal year 2012.

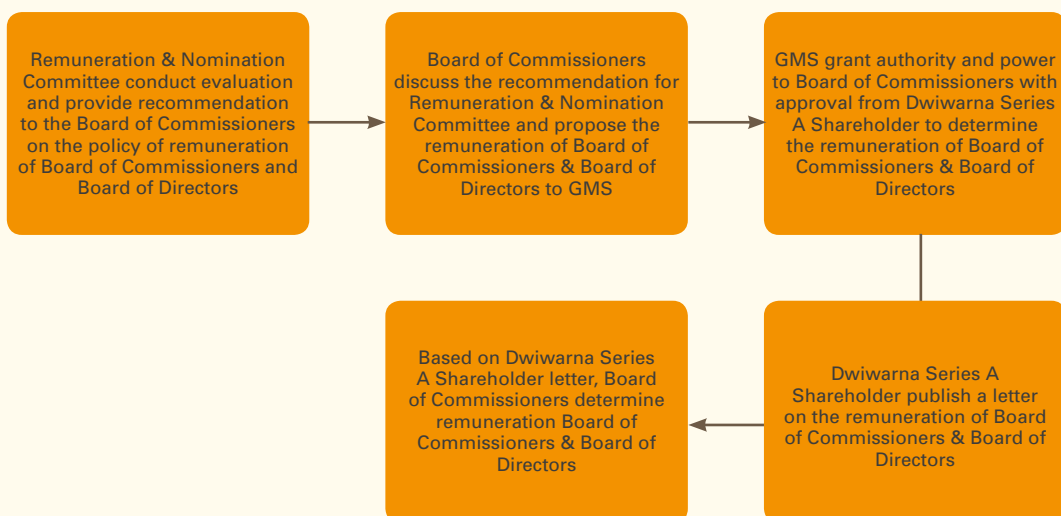
The composition of honorarium for members of the Board of Commissioners is as follows:

- President Commissioner is 50% from the remuneration of the President Director.
- Vice President Commissioner is 47.5% from the remuneration of the President Director.
- Commissioner is 45% from the remuneration of the President Director.

Tantiem of 1.9% (one point nine percent) of the net income of the Company period January 1, 2012 until December 31, 2012 for BOC in proportion to the amount for President Director: 50% President Commissioner, 47.5% Vice President Commissioner, and 45% other Commissioners.

In determining post-service facilities and pension schemes for the BOC and BOD, the Board of Commissioners must first consult with Dwiwarna Series A Shareholders prior to determining such facilities and pension schemes.

Procedure for Determining Remuneration for BoC and BoD



Corporate Governance Review

	Amounts received by the Board of Commissioners in 1 year	
	Person	Million Rupiah
Salaries and Allowance	7	6.424,20
Bonus/Tantiem/Long-term	7	48.984,80
Employment benefits	7	1.479,54
Other benefits in the form in kind	7	4.491,39
Total		61.379,93

Note:
Health insurance is a premium fee

Remuneration per person in 1 year*)	Member of BOC
	Person
Above Rp2 billion	7
Above Rp1 billion to Rp2 billion	-
Above Rp500 million to Rp1 billion	-
Below Rp500 million	-

*) received in cash

Board of Commissioners Orientation Program

1. With the members of the Board of Commissioners coming from various backgrounds, conducting an Orientation Program is a very important since they have never been acquainted with each other and/or never worked as a team before.
2. The procedures of Orientation Program include the following:
 - a. An Orientation Program of BNI is required for members of BOC appointed for the first time.
 - b. In the event that some of the members of the Board of Commissioners are replaced, then the Board of Commissioners is in charge of

the Orientation Program. In the event that all members of the Board of Commissioners are replaced simultaneously, then the BOD is in charge of the Orientation Program.

3. Orientation Programs can be conducted through presentation, meeting or visit to the Bank's facilities, introducing to seniors management and employees of the Company, and other programs as needed.

Capability Enhancement Program for the Board of Commissioners

Capability Enhancement Program for BoC was conducted by attending the following seminars:

Seminar In Domestic and Abroad

Name	Seminar
Peter B. Stok	- BARA-LSPP Seminar Executive International Conference "Getting Ready for Uncertainty in Regulation & Market Environment" in Seoul, 6 to April 18, 2013. - Seminar "ASEAN Global Leadership Program: China 2013" in Beijing, China, 21 to October 25, 2013.
Achil R. Djayadiningrat	Seminar and Responsibility of Commissioner/Supervisor in realizing clean and excellent SOE, BUMN Executive Club, Jakarta, 16 January 2013.
B.S. Kusmuljono	Seminar "The Innovative Organization" in Barkeley, California, USA 10 to June 14, 2013.

Share Ownership of Members of the Board of Commissioners

As of December 31, 2013, the share ownership of members of the Board of Commissioners is less than 0.006925% from total share at BNI.

Name	Position	Shares	% Ownership
Fero Poerbonegoro	Commissioner	2.000	0,00001
Tirta Hidayat	Vice President Commissioner	1.289.378	0,00691

Share Ownership of Members of the Board of Commissioners Reach 5% (five percent)

As of December 31, 2012, there were no Board of Commissioners members who own 5% or more than the Bank's paid-up capital, as well as shares in other banks; in other non-bank financial institutions and in other companies domiciled locally or abroad.

The Board of Directors

Members of the Board of Directors is a person who:

1. Able to conduct legal acts.
2. Shall be domiciled in Indonesia.
3. Has never been declared bankrupt.
4. Has never been a member of the Board of Directors or the Board of Commissioners which is responsible for the bankruptcy of the Bank.
5. Has never been sentenced due to his/her criminal acts which caused the State's financial loss in the 5 (five) years prior to appointment.
6. Has no family ties to the second degree with a fellow member of the BOD and/or members of the BOC.
7. Has good personal integrity and reputation, never been involved, directly or indirectly, in unlawful conduct nor irregular practices, breach of contract, or any other misconduct that adversely affect his/her Company or previous company.
8. Has a good character and able to develop business for the progress of BNI.
9. Able to conduct strategic management in order to develop a healthy bank.
10. Competent, i.e. able and experienced in areas relevant to the duties and responsibilities of the Board of Directors.
11. Has integrity and moral character.
12. Committed to comply with the prevailing legislation.
13. Possesses adequate knowledge and experience in banking, relevant to his/her position.

14. Has at least 5 (five) years of experience in banking operational as Executive Officer.
15. Is independent from the controlling shareholders (Especially for the President Director).
16. Is approved by the Final Assessment Team based on Presidential Instruction No. 8 Year 2005 concerning Final Assessment Team.
17. Passed the fit and proper test conducted by Bank Indonesia.

Appointment of Members of the BOD

1. Members of the Board of Directors are appointed and dismissed by the GMS. The said GMS shall be attended by Dwiwarna Series A shareholders and the resolution of the GMS shall be approved by Dwiwarna Series A shareholders, taking into account the provisions stipulated in the Articles of Association.
2. The Board of Directors was appointed by the General Meeting of Shareholders from the candidate/s proposed by Dwiwarna Series A shareholders and/or shareholders or their proxies representing at least 10% (ten percent) of the total Paid Up Shares, with valid voting rights and the nomination are binding the GMS.
3. In the event that the shareholders do not propose candidates before or at the latest at the time of the GMS held for that appointment, then the meeting is free to hold free election.
4. Every proposal on the replacement and/or appointment of members of the BOD shall take into account the recommendation from the Remuneration Committee and Nomination Committee.

Number, Composition and Criteria of the Board of Directors Members

As of December 31, 2013, the BOD comprised 10 (ten) members, and all members are domiciled in Indonesia. All members of the BOD demonstrate integrity, competency and banking experience, and all of them have passed the fit and proper test conducted by Bank Indonesia. The BOC proposes replacement and/or appointment of the BOD member to the GMS, by taking into consideration recommendations from the Remuneration and Nomination Committee.

Corporate Governance Review

As of December 31, 2013, the composition of BNI's Board of Directors are as follow:

Name	Position	Effective
Gatot Mudiantoro Suwondo	President Director	February 6, 2008
Felia Salim	Vice President Director	April 11, 2008
Ahdi Jumhari Luddin	Managing Director - Legal & Compliance	March 24, 2008
Suwoko Singoastro	Managing Director - Operation & IT	March 11, 2008
Krishna R. Suparto	Managing Director - Business Banking	March 12, 2008
Yap Tjay Soen	Managing Director - Financial (CFO)	May 17, 2008
Adi Setianto	Managing Director - Treasury & FI	July 12, 2010
Sutanto	Managing Director - Enterprise Risk	July 12, 2010
Honggo Widjojo Kangmasto	Managing Director - Channel & Services	July 12, 2010
Darmadi Sutanto	Managing Director - Consumer & Retail Banking	July 12, 2010

The Independence of the BOD Members

In order for the Board of Directors to best perform its tasks for the interests of the Bank as a whole then the independence of BOD is one of the important factors that must be maintained. To maintain BOD independence, the provisions was set forth below:

- a. Apart from the Company's internal operations, all other parties are prohibited from intervening in the management of the Company.
- b. Directors are prohibited from engaging in any activities that could interfere with his/her independence in managing the Company.
- c. BOD members are prohibited from having family ties to the second degree with a fellow member of the BOD and/or members of the BOC.
- d. BOD members are barred from being involved in any political activities as party officials and/or as candidates for legislators.
- e. Members of the Board of Directors are prohibited from owning more than 25% (twenty five percent) of the paid up capital of any other Company, individually or jointly.

Directors Concurrent Position

The members of the Board of Directors are prohibited from assuming concurrent position as:

1. Members of the Board of Commissioners, the Board of Directors or Executive Officers of other banks, corporations and/or other institutions;
2. Members of the Board of Commissioners, the Board of Directors of SOEs, Regional Enterprises and private companies;
3. Structural and functional position of Government and Provincial Government institutions; and/or
4. Other positions in accordance with the provisions of laws and regulations;
5. Other position that may causing conflict of interest;
6. Officials of parties political and/or candidates/ legislators..

For the concurrent positions of Directors that are not stipulated in the aforementioned provisions, shall require the approval of the Board of Commissioners.

Name	Financial Relation With						Family Relation With						Remarks (if there is a family and/or financial relation)
	Commissioner		Director		Controlling Shareholders (SOE Executives)		Commissioner		Director		Controlling Shareholders (SOE Executives)		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
Board of Directors													
Gatot Mudiantoro Suwondo		X		X		X		X		X		X	
Felia Salim		X		X		X		X		X		X	
Ahdi Jumhari Luddin		X		X		X		X		X		X	
Sutanto		X		X		X		X		X		X	
Honggo Widjojo Kangmasto		X		X		X		X		X		X	
Darmadi Sutanto		X		X		X		X		X		X	
Suwoko Sin- gastro		X		X		X		X		X		X	
Krishna R. Suparto		X		X		X		X		X		X	
Yap Tjay Soen		X		X		X		X		X		X	
Adi Setianto		X		X		X		X		X		X	

Duties and Responsibilities of the BOD

The Board of Directors is fully responsible for the management of the Company, and discharged such management duties according to the authority and responsibilities conferred as stipulated in the Articles of Association of BNI and with the prevailing regulation. As stipulated in the Articles of Association, the duties and authority of the Board of Directors are as follow:

- a. Establish the Company management policies;
- b. Arrange for the transfer of the BOD authority to represent the Company in and out of court to one or several BOD members specifically appointed for this purpose, or to one or several the Company's personnel either individually or collectively, or to other individuals or agencies;
- c. Establish Company personnel policies including those related to salary structure, pension plan, production services and other forms of remuneration for Company employees based on existing rules and regulations;
- d. Appoint, bestow commendation or impose sanctions and discharge of Company personnel based on existing Company employee policies as well as prevailing regulations;
- e. Establish the Corporate Secretary function;
- f. Write-off uncollectible receivables to be subsequently reported to and held accountable for in the Annual Report;
- g. Refrain from collecting, in part or in whole, receivables apart from the principal in the process of loan restructuring and/or settlement, with the obligation to report such decision to the Board of Commissioners according to reporting procedures set by the Board of Commissioners;
- h. Conduct all other measures and actions related to the management and ownership of Company assets, binding the Company to other parties and/or other parties to the Company, within the constraints as governed by prevailing regulations, the Articles of Association and/or General Meeting of Shareholders Resolutions;
- i. Make all efforts to guarantee the implementation of Company businesses and activities in compliance with Company purposes and objectives;
- j. Formulate the Company's long-term plan, annual work plan and budget and other work plans, along with the necessary adjustments for submission no later than 60 (sixty days) before the start of the new fiscal year to the Board of Commissioners for approval;
- k. Prepare the List of Shareholders, Special List, General Meeting of Shareholders Resolutions and the BOD Minutes of Meetings;
- l. Prepare the Annual Report of the Company as part of the accountability of the management of the Company, as well as the Company's financial documents as governed in the Law on Corporate Documents;

Corporate Governance Review

- m. Prepare Financial Statements based on the Financial Accounting Standards to be audited by the Public Accountant;
- n. Submit the Annual Report after review by the Board of Commissioners within 5 (five) months following the end of the Company's fiscal year to the GMS for approval and ratification;
- o. Provide explanations on the Annual Report to the GMS;
- p. Submit the Balance Sheet and Income Statement approved by GMS to the Minister of State-Owned Enterprises;
- q. Maintain the Register of Shareholders, the Special Register, GMS Resolutions, BOC and BOD Minutes of Meeting, Annual Report and financial statements;
- r. Hold within the Company's corporate domicile: the Register of Shareholders, Special Register, General Meeting of Shareholders Resolutions, the BOC and the BOD Minutes of Meeting, Annual Report, financial statements and other Company documents;
- s. Establish the accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, primarily the separation of management, accounting, record keeping and oversight functions;
- t. Submit periodic reports according to the established method and time frame in compliance with prevailing regulations, and other reports upon request by the Board of Commissioners and/or Dwiwarna Series A shareholders with due considerations to prevailing regulations particularly those related to the Capital Market;
- u. Establish the Company's organizational structure complete with detailed description of work and duties;
- v. Provide the necessary explanations on all matters inquired or requested by the BOC members and Dwiwarna Series A shareholders by paying heed to prevailing regulations primarily those pertaining to the Capital Market;
- w. Discharge other obligations in accordance with policies set forth in the Articles of Association and those issued by the General Meeting of Shareholders based on prevailing regulations.

Actions of the Board of Directors Requiring the Written Approval of the Board of Commissioners

With due observance of legislation and regulations in the capital market, the following actions of the Board of Directors require written approval from the Board of Commissioners:

- a. Release or sell and write-off of fixed assets under BNI's ownership, which exceed a certain value set by the Board of Commissioners;
- b. Entered into a collaboration with other business entity/s or other party/s, in the form of joint ventures, management contracts, joint licensing Build Operate Transfer (BOT), Built, Operate and Own (BOO) and other similar agreements valid for a period of more than 3 (three) years or its extension resulted in a period of more than 3 (three) years;
- c. Take part, either in part or wholly, or participate in other companies or entities or organizing new companies which is not for the purpose of securing receivables in accordance with applicable regulations;
- d. To dispose either part or all of the Company's participation in other companies or entities, to sell treasury stock of subsidiaries, either wholly or in part, to other parties which causing BNI's ownership in its subsidiary diluted, to dissolve or liquidate the company or other entity in which BNI has investments. To dispose some or all of BNI's investment in other companies or other entities with the purpose of redeeming and settlement of receivables, made by the Board of Directors up to a certain amount or limit determined by the Board of Commissioners, while exceeding the authorized amount or limit of the Board of Directors as determined by the Board of Commissioners shall be done with written approval from the Board of Commissioners.
- e. Provide provision of funds to related parties.
- f. To refrain from collecting, to transfer and to dispose the right to collect:

- The principle of the bad receivables, with the purpose of loan restructuring or settlement; or
- The principle of the bad receivables that has been written off with the purpose of loan settlement conducted by BOD upon approval from BOC, provided that the GMS from time to time determine the maximum amount (limit) of write-off, either for write-off principle of bad receivables or write-off the difference of between the principal with the acquisition values or disposal of the rights on the principle of the bad receivables. BOC determined the policy/procedure for proposing the above write-off.

In 2013, the Board of Directors has reorganized BNI's Board of Director organization through the BOD Decree No. KP/293/DIR/R dated August 2, 2013. As this decree is in effect, then the BOD Decree No. KP/477/DIR/R dated October 16, 2012 on concerning the Reorganization of the Board of Directors of BNI is no longer in effect.

The division of tasks in accordance with BNI's policies and strategies as follows:

- a. The President Director is responsible for coordinating, controlling and evaluating the functions and areas of Internal Audit, Strategic Planning and Corporate Communications & Secretariat, and Partnership and Community Development.
- b. The Vice President Director is responsible for coordinating, controlling and evaluating the functions and areas of Change Management Office, Human Capital and Organizational Learning.
- c. The Director of Business Banking is responsible for coordinating, controlling and evaluating the functions and areas of Corporate & Multinational, SOEs and Government Institution, Transactional Banking Service, Commercial & Small Business, and Market Development & Portfolio Management.
- d. The Director of Consumer & Retail is responsible for coordinating, controlling and evaluating the functions and areas of Customer & Retail Product Management, Marketing Management, Consumer & Retail Portfolio, Card Business, Financial Institution Pension Fund, and Process Excellence for Consumer & Retail Business.
- e. The Director of Network & Services is responsible for coordinating, controlling and evaluating the functions and areas of Network & Services, Regions, Service Quality, and Contact Center.
- f. The Director of Operations and Information Technology is responsible for coordinating, controlling and evaluating the functions and areas of Operations and Information Technology.
- g. The Director of Treasury & Financial Institution is responsible for coordinating, controlling and evaluating the functions and areas of Treasury and International Banking.
- h. The Compliance Director is responsible for coordinating, controlling and evaluating the functions and areas of Compliance and Legal.
- i. The Director of Finance is responsible for coordinating, controlling and evaluating the functions and areas of Financial Planning & Controlling, Asset & Procurement Management, and Subsidiaries Development.
- j. The Director of Enterprise Risk Management is responsible for coordinating, controlling and evaluating the functions and areas of Enterprise Risk Management and Policy Governance.
- k. The Director of Business Risk* 1) is responsible for coordinating, controlling and evaluating the functions and areas of Remedial & Recovery of Corporate Credit, Commercial and Small Business, Corporate Business Risk, Business Risk Commercial & Small Business, and Consumer & Retail Business Risk.

Corporate Governance Review

In the event that a member of the Board of Directors is absent, then the alternate Director is determined as follow:

Director	Alternate Director 1	Alternate Director 2
President Director	Vice President Director	Director of Business Banking
Vice President Director	Director of Business Banking	Director of Network & Services
Director of Business Banking	Director of Network & Services	Director of Consumer & Retail
Director of Network & Services	Director of Consumer & Retail	Director of Treasury and FI
Director of Consumer & Retail	Director of Network & Services	Director of Business Banking
Director of Treasury & FI	Director of Business Banking	Director of Network & Services
Director of Operational & IT	Director of Network & Services	Director of Legal & Compliance
Director of Enterprise Risk Management	Director of Business Risk *)	Director of Finance
Director of Legal & Compliance	Director of Finance	Director of Operation & IT
Director of Finance	Director of Operation & IT	Director of Business Risk *)
Director of Business Risk *)	Director of Enterprise Risk Management	Director of Finance

*) This position is currently vacant, then the duty of Director of Business Risk is assumed by the Alternate Director in compliance with the above table.

Note:

1. Alternate Director 1 can only delegate his responsibilities as Alternate Director to the Alternate Director 2, if Alternate Director 1 can not perform his/her function (on leave, duty, illness or other reasons) for > 2 working days.
2. In the event that the task implemented by Alternate Director 1 gives rise to a conflict of interest with his/her main task, or is unable to carry out his/her duties, then the decision is forwarded to the Alternate Director 2.
3. In the event that the Director of a field has assumed the duties of Alternate Director 1 of a field, then he/she is prohibited to become Alternate Director 1 of other field.
4. In the event that the task implemented by Alternate Director 1 gives rise to a conflict of interest with his/her main task, then the decision is forwarded to the BOD meeting or President Director.
5. In the event that Alternate Director 1 and 2 cannot perform his/her function, then President Director directly appoints the Alternate Director through a letter of attorney.
6. In particular for Business Risk Director, to be in effect upon the approval from Bank Indonesia on Fit & Proper Test and in accordance with the applicable rules. Otherwise the duties of Business Risk Director will be undertaken the Alternate Director situated in the above table.

Meetings of the Board of Directors (Radisi)

Radisi is held at least once a month. Radisi is scheduled for Tuesday, and the Board of Directors reserves the right to hold meetings outside of the established schedule in the event of any urgent matter that requires immediate resolution.

Summons of the Meeting of the Board of Directors shall be conducted by any means by the member of the Board of Directors who has the right to represent the Company and the invitation of which shall be delivered not later than of 3 (three) calendar days before the meeting was held or in a shorter time under urgent circumstances.

The Meeting of the Board of Directors is valid and is entitled to make binding resolution if attended by at least 1/2 (half) of the number of the BOD or their proxies.

In 2013, the Board of Directors convened 50 BOD Meetings.

The number of meetings and Attendance of each member of the Board of Directors are as follow:

Board of Director Meetings in 2013

No.	Number of Meeting	50	
		BOD	Attendance
1.	Gatot Mudiantoro Suwondo	41	82%
2.	Felia Salim	42	84%
3.	Ahdi Jumhari Luddin	40	80%
4.	Krishna R. Suparto	36	72%
5.	Yap Tjay Soen	41	82%
6.	Suwoko Singoaastro	40	80%
7.	Adi Setianto	42	84%
8.	Sutanto	44	88%
9.	Honggo Widjojo Kangmasto	45	90%
10.	Darmadi Sutanto	41	82%

Procedures to Determine the Remuneration and Other Facilities for the BOD

Remuneration for the BOD is determined in accordance with the State Minister of SOEs Regulation No. PER-07/MBU/2010 dated December 27, 2010 pertaining to Guidelines of remuneration for Directors, Board of Commissioners and Supervisory Boards of State-Owned Enterprises. The remuneration and other facilities for BOD are determined by taking into account recommendations from the Remuneration and Nomination Committee, and approved by the AGMS.

The GMS held on March 28, 2013, among others, has reached the following resolutions:

1. Determined the remuneration for the Board of Directors and the honorarium for the Board of Commissioners, as well as the allowance and facilities for the Board of Directors and the Board of Commissioners in 2013 was equal to those of 2012.
2. Granted power and authority to the Board of Commissioners upon approval from the Dwiwarna A Series Shareholder to determine the amount of *tantiem* for the Fiscal Year of 2012 to be given to members of the Board of Directors and the Board of Commissioners.

- The proportion of remuneration for the members of BOD to President Director remuneration is recommended by the BOC after consulting with the President Director (President Director 100%, Vice President Director 95%, Member of BOD 90%).
- *Tantiem* of 1.9% (one point nine percent) of net income of the Company for the period of 1 January 2012 - 31 December 2012 for BOD in proportion to the amount for President Director are: President Director 100%, Vice President Director 95%, and other Members 90%.

The Board of Commissioners determines post-service facilities and pension schemes for the BOC and BOD, whereby the Board of Commissioners must first consult with Dwiwarna Series A Shareholders prior to determining such facilities and pension schemes. The conferring of such power and authority shall be applicable for 2010 and subsequent years until the decision is changed or withdrawn by the General Meeting of Shareholders.

Remuneration procedure for Directors is the same as remuneration procedure for Commissioners as presented at page 205.

	Amount Received by BOD in 1 Year	
	Person	Million Rupiah
Salaries and Allowance	10	26.889
Bonus/ <i>Tantiem</i> /Long-term	10	161.293
Employment Benefits	10	4.847
Other facilities in form of kind	10	7.594
Total		200.623

*) Received in rupiah

	Member of BOD (Person)
Above Rp2 billion	10
Above Rp1 billion to Rp2 billion	-
Above Rp500 million to Rp1 billion	-
Below Rp500 million	-

*) in rupiah

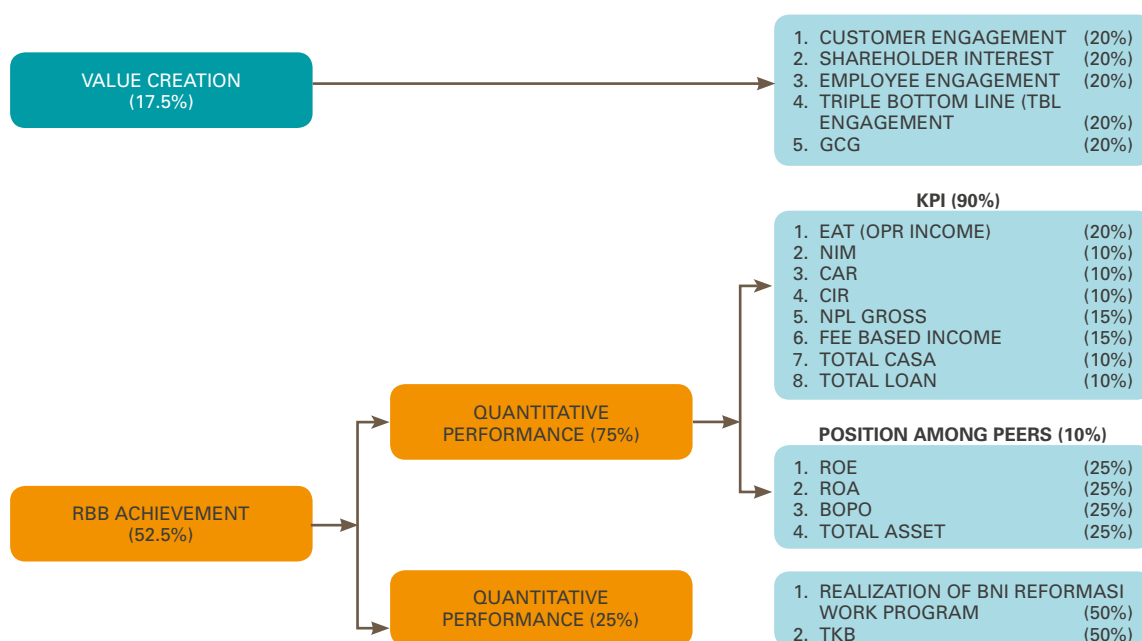
Corporate Governance Review

Performance Evaluation of the Board of Directors

In 2013, BNI performed an assessment of the performance of the BOD based on collegial performance parameter as well as individual/ sectoral performance parameters. Such performance assessment also considers both quantitative and

qualitative factors. The performance assessment system for BOD was formulated by the BOD, and submitted for approval by the BOC. Such assessment system is continually being improved in line with developments in BNI. Results of the performance assessment will become a basis in determining the remuneration for the respective Director.

Framework of KPI for BOD in 2013



PEOPLE MANAGEMENT (5%)	SOFT COMPETENCY: 1. INTEGRITY 2. LEADERSHIP 3. PEOPLE DEVELOPMENT 4. RELATIONSHIP BUILDING 5. COMMUNICATION	10% 5% 5% 5% 5%
	EES	25%
	HARD COMPETENCY: IMPLEMENTATION OF EMPLOYEE DEVELOPMENT PROGRAM	15%
	PERFORMANCE WEIGHT CF TOWER WATSON	30%
BUSINESS RESULT (7.5%)	RBB	100%
IMPLEMENTATION OF BNI REFORMASI 1.0 (7,5)	BNI REFORMASI	100%
PROCESS (10%)	AUDIT FUNCTION	100%

BOD Orientation Program

With the members of the Board of Directors coming from various backgrounds, conducting an Orientation Program is a very important matter in order to build a solid teamwork. The provisions for such Orientation Program is as follow:

- a. An Orientation Program of BNI is required for member of BOD appointed for the first time.
- b. President Director is in charge with the Orientation Program. In the absence of the President Director, then the Vice President Director is in charge for the program. In the absence of the Vice President Director then President Commissioner or other member of BOD is in charge for the program.

- c. Orientation Program can be conducted through presentation, meeting or visit to the Bank's facilities, introducing to seniors management and employees of the Company, and other programs as needed.

Capability Improvement Program for the Board of Directors

The Capability Improvement Program is important for the Board of Directors to keep abreast with the latest developments on the Company's core businesses in banking and to always anticipate for the growth and progress of the Company.

Date	Training/Seminar	Venue
President Director		
6 May 13	PPIT Economic Overview	Financial Club, Jakarta
02 - 04 Oct 2013	Abac Meeting	Jakarta
05 - 06 Oct 2013	CEO Summit	Jakarta
9 Oct 2013	CGPI Observation on 2012 GCG in the Perspective of Knowledge	Jakarta
27 Nov 2013	Kompas 100 CEO Political Events and Momentum to Maintain Economic Growth	JCC, Jakarta
4 Dec 2013	National Conference on Corruption Eradication	Jakarta
13 Dec 2013	Panel Discussion & Plenary Meeting of Perbanas	Jakarta
Deputy President Director		
11 Apr 2013	Workshop "Key Feature of Basel Accord 2 & 3"	Jakarta
25 Apr 2013	National Seminar on "Opportunity & Challenges for Bank Particularly Amidst Foreign Domination"	Jakarta
21 Aug 2013	Panel Discussion & Workshop "Guidance for Good Corporate Governance of Indonesian Bank 2013"	Jakarta
2 Oct 2013	Seminar "Role of Deposit Insurance Corporation in Rescuing Failed Bank"	Jakarta
17 Oct 2013	Workshop "Preparation of SOE Corporate Plan for Service Business"	Surabaya
9 Dec 2013	National Seminar on "Renewal Energy as the Direction for the Strategy of National Development"	Jakarta
19 Dec 2013	Indonesia Economic Forum Seminar "Solving Issues on Indonesian Infrastructures"	Jakarta
Director of Finance		
14 Feb 2013	BUMN Single Present Policy	Jakarta
13 Sep 2013	FGD of SOE Ministry	Bandung
22 Oct 2013	Panel Discussion of PERBANAS	Jakarta
27 Nov 2013	Kompas 100 CEO Forum	Jakarta
3-12 Dec 2013	Executive Education MIT Sloan	Boston
Director of Legal & Compliance		
09-12 Apr 2013	Asia Pacific Financial Market Development Symposium	Sydney, Australia
18 Apr 2013	Indonesia Young Leader Forum 2013 - HIPMI	Jakarta
23-25 May 2013	Series of seminar in Indonesia Banking Expo (IBEX 2013)	Jakarta
29 May 2013	Workshop of SOE Ministry "Building Sustainable Performance"	Kuta, Bali
18 Sep 2013	ASEAN Economic Community 2015 - PERBANAS	Jakarta
27 Nov 2013	Kompas 100 CEO Forum	Jakarta
19 Dec 2013	Seminar GCG "Ethical Leadership" - BNI	Jakarta

Corporate Governance Review

Date	Training/Seminar	Venue
Managing Director - Consumer & Retail Banking		
13 - 15 Mar 2013	Schroders – Asia Investment Conference 2013	Vietnam
21 - 23 Nov 2013	2nd Executive Annual Gathering ASPI 2013	Bali
27 Nov 2013	Kompas 100 CEO Forum	Jakarta
Managing Director - Channel & Services		
28 Feb - 1 Mar 2013	McKinsey's 2013 Asia Retail Banking CEO Roundtable	Singapore
11 Apr 2013	Workshop Key Features of BASEL Accord 2 & 3	Jakarta
18 Jul 2013	Indonesia Economic Forum Kompas-BNI	Jakarta
27 Nov 2013	Kompas 100 CEO Forum	Jakarta
Managing Director - Treasury & FI		
27 Nov 2013	Kompas 100 CEO Forum	Jakarta
Managing Director - Operation & IT		
27 Nov 2013	Kompas CEO Forum	Jakarta
2 Dec 2013	International Seminar on Financial Literacy	Nusa Dua
19 Dec 2013	Seminar GCG "Ethical Leadership" - BNI	Jakarta
Managing Director - Business Banking		
02 - 04 May 2013	ADB Annual Meeting	India
27 Nov 2013	Kompas 100 CEO Forum	Jakarta
13 Dec 2013	Panel Discussion & Meeting of Administrator Perbanas	Jakarta
Managing Director - Enterprise Risk		
27 Nov 2013	Kompas 100 CEO Forum	Jakarta

Share Ownership of Members of the Board of Directors

As per December 31, 2013, the total amount of shares owned by the Board of Directors was less than 0.207200% of total BNI shares.

Name	Share Ownership of Members of the Board of Directors		Percentage Ownership
	Position	Number of Shares	
Gatot Mudiantoro Suwondo	President Director	4,848,536	0.02600
Felia Salim	Vice President Director	4,061,758	0.02178
Yap Tjay Soen	Director	3,847,981	0.02063
Ahdi Jumhari Luddin	Director	3,847,981	0.02063
Krishna R. Suparto	Director	3,939,551	0.02113
Suwoko Singoastro	Director	3,884,904	0.02083
Sutanto	Director	3,848,414	0.02064
Adi Setianto	Director	3,864,981	0.02073
Honggo Widjojo Kangmasto	Director	3,847,981	0.02063
Darmadi Sutanto	Director	2,647,981	0.01420

Share Ownership of the Board of Directors Reach 5% (five percent)

As of December 31, 2013, there were no Board of Directors members who own 5% or more than the Bank's paid-up capital, as well as shares in other banks, in other non-bank financial institutions and in other companies domiciled locally or abroad.

Committees under the Board of Commissioners

Audit Committee

Composition of Audit Committee

The composition of the Audit Committee in 2013

Chairman : Achil Ridwan Djayadiningrat
(Independent Commissioner)

Members : - Bagus Rumbogo*) (Commissioner)
- Darminto (Independent)
- Bambang Hendrajatin (Independent)

Note

*) Resigned from the position of Member of the Committee effective in March 28, 2013

Experience and competencies of the aforementioned Audit Committee member are as follow:

1. Achil Ridwan Djayadiningrat

64 years old. Independent Commissioner of BNI. Appointed in GMS on February 6, 2008, approved by Bank Indonesia on March 24, 2008. Previously he was the Director of Compliance and Law & HRD for BNI (2007-2008), the Director of Compliance and Law for BNI (2003-2007), Expert Staff for Bank Indonesia Governor (2000-2003), member of the Board of Commissioners of Indover Bank, Amsterdam (2000-2003) and Head of Bank Indonesia Yogyakarta (1998-2000). Graduated with a Bachelor's Degree in Economics, majoring in Accounting from the University of Indonesia (1979) and Master of Arts in Economics majoring Management Science from Arthur D. Little School of Management Education Institute, Boston, USA (1983).

2. Bagus Rumbogo

59 years old. Member of the Audit Committee since July 2010 to March 2013. Commissioner of BNI from July 2010 to March 2013. Serves as Expert Staff on Institution Relations in the Ministry of SOE (2010-present). Previously served as Inspector General in State Ministry PPN/Bappenas (2005-2010) and as Inspector of General Administration, State Ministry PPN/Bappenas (2001-2005). Head of Bureau, State

Ministry of Empowerment of State Apparatus (1999-2001) and Head of Bureau, Coordinating Ministry of Financial and Economy and Development Supervision & PAN (1998-1999). Bachelor degree in Economics majoring in Accountancy from Universitas Indonesia (1982) and Practicing Accountant, State Registration D-2882 from the Ministry of Finance (1982).

3. Darminto

Age 59, Member of the Audit Committee of BNI since July 2008. Currently also Lecturer at Undergraduate and Graduate programs of Accounting, Faculty of Economics, Universitas Indonesia (1981-present). Previously, Deputy Rector II - Non Academic of Universitas Indonesia (2006-2007), Member of the Audit Committee of Garuda Indonesia (2000-2003), Director of Public Accountant Firm Deloitte Touche Tohmatsu-Hans Tuanakotta Mustofa (1999-2002), Director of PT Kasnic Duff and Phelps Credit Rating Indonesia (1997-1999) and Commissioner of PT Djakarta Lloyd (1988-1990). Earned a Bachelor in Accounting from Universitas Indonesia (1982), Master of Business Administration in Corporate Finance and in Management Information Systems from State University of New York, USA (1987), and a PhD in Finance Management from Universitas Indonesia (2010).

4. Bambang Hendrajatin

Age 69, Member of the Audit Committee of BNI since October 2010. Currently, President Commissioner of PT Tanjung Enim Lestari Pulp and Paper (2005-present). Previously, Supervisory Board member of Indonesian Risk Professional Association (2002-2004) and Finance Director of PT Bank Dagang Negara (1997-1999), Managing Director Staco International Finance Hongkong (1992-1995), and Chief Representative Office Bank Dagang Negara Hongkong (1992-1995). Earned a Bachelor Degree in Management from Universitas Lampung (1965).

Independence of Committee Members

All members of the Audit Committee are independent parties without any financial, management and family ties and/or share ownership with the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relations with the Bank which may interfere with the ability to act independently. No member of the Audit Committee has a concurrent position on any other Committees.

Corporate Governance Review

Audit Committee Charter

The Company has a Guidelines and Work Procedure for BNI Audit Committee which is continuously refined and updated to keep abreast with the developments/changes in the applicable legislation and to suit current conditions. Last completion/renewal of BNI Audit Committee Charter was performed in 2013, by the BOC Decree No. Kep/008/DK/2013 dated November 6, 2013 pertaining the Renewal of the BNI Audit Committee Charter and Determination of Code of Conduct for BNI Audit Committee. The Audit Committee Charter stipulates the structure and membership requirements, term of office, duties and responsibilities, authority, and the Audit Committee meeting, as well as obligation to report performance of duties or activities of the Audit Committee. Besides, it also stipulates the Code of Conduct of the Audit Committee that includes integrity, objective and independent, confidentiality and competence.

Audit Committee Structure

1. The Audit Committee is formed by and is accountable to the Board of Commissioners.
2. Audit Committee members are appointed and dismissed by the Board of Commissioners.
3. The Audit Committee consists of at least:
 - a. One Independent Commissioner,
 - b. One from independent party, with expertise in financial or accounting; and
 - c. One from independent party, with expertise in law or banking.
4. The Chairman of the Audit Committee can only hold concurrent positions as a Chairman at no more than 1 (one) other Committee.
5. An Independent Commissioner serving as member of the Audit Committee acts as the Chairman of the Audit Committee. When there are more than one Independent Commissioners appointed as Audit Committee members, one of them shall act as the Chairman of the Audit Committee.

Criteria of Audit Committee Members

Members of the Audit Committee should:

1. Demonstrate high integrity and moral character, as well as outstanding ability, knowledge and experience according to the educational background, with excellent communication skills.
2. Must not be an individual wielding the authority and responsibility to plan, lead or control Company activities within the last 6 (six) months prior to appointment by the Board of Commissioners, except for the Independent Commissioner.

3. Must not be from a Public Accountant Firm, Legal Consultant Firm, Public Appraisal Firm, or other parties that provided assurance services, non-assurance services, appraisal services and/or other consultancy services to the Company within the last 6 (six) months;
4. Must understand financial statements, the company's business, particularly in relation to the Company's services or business activities, audit process, risk management, and legislation in capital market and other related regulations;
5. Shall comply with the Code of Conduct of the Audit Committee.
6. Willing to continuously improving competence through education and training;
7. Must have at least one member whose educational background and expertise is in accounting and/or finance;
8. Does not directly or indirectly own shares in the Company.
9. In the event that Audit Committee member own shares as a result of a legal incident, it is compulsory to transfer these shares to another party no later than 6 (six) months after gaining possession of the shares.
10. Must not be affiliated with the Company, Board of Commissioners, Board of Directors or Majority Shareholders of the Company, and
11. Must not have any business relations, either directly or indirectly, in relation to company business ventures.

Tenure of Audit Committee Members

1. Audit Committee members shall not serve longer than the tenure of the Board of Commissioners and may be re-elected only for 1 (one) additional term.
2. In the event that a BOC member no longer serves as the Chairman of the Audit Committee before expiry of tenure as Company Commissioner, the Audit Committee Chair shall be replaced by another Independent Commissioner.

Duties and Responsibilities of the Audit Committee

In discharging its function, the Audit Committee carries out the following duties:

1. Review of financial information to be published by the Company, for public or other authorities, such as financial reports, projections and other information related to the Company financial information;

2. Review Company compliance with other prevailing regulations related to Company activities;
3. To offer independent opinion in the event of:
 - a. dissenting opinion between management and Accountant pertaining the services; and/or
 - b. discrepancy between the audit conducted by the Public Accounting Firm and the applicable audit standards.
4. To provide recommendations to the Board of Commissioners concerning the appointment of the Public Accountant and Public Accountant Firm. Recommendation is provided based on the aspect of independence, assignment and fee;
5. Evaluate the audit work implemented by the internal auditor as well as by the external auditor, and to monitor the follow up actions undertaken by the Board of Directors on the audit findings, in order to provide recommendation to the Board of Commissioners.
6. Examine complaints pertaining to accounting and financial reporting processes of the Company;
7. Reviewing and providing advice to the Board of Commissioner pertaining to the potential conflict of interest of the Company, and
8. Maintaining confidentiality of documents, data and information of the Company.

Audit Committee Authority

1. In discharging its duties, the Audit Committee has the following authorities:
 - a. Accessing documents, data, and information about the Company's employees, funds, assets, and resources;
 - b. Communicating directly with employees, including Directors and those who perform the function of internal audit, risk management, and accounting, related with the duties and responsibilities of the Audit Committee;
 - c. Involving independent parties, aside of members of the Audit Committee, whenever required to assist the implementation of their duties, and
 - d. Performing other authorities granted by the Board of Commissioners;
2. In exercising its authority, the Audit Committee cooperates with Internal Audit Unit.

Reporting

1. The Audit Committee is required to submit reports on its activities to the Board of Commissioners on regular basis, at least 1 (one) times in three (3) months;
2. The Audit Committee is required to make a report to the Board of Commissioners on any assignment given;
3. The Audit Committee is required to make an annual report of the activities of the Audit Committee to be disclosed in the Company's Annual Report;
4. Information regarding the appointment and dismissal of the Audit Committee shall be submitted to Bapepam-LK not later than 2 (two) working days after the appointment or dismissal;
5. Information regarding the appointment and dismissal of the Audit Committee shall be published in the pages of IDX's website and/or pages (website) of the Company's website.

Meetings of the Audit Committee

1. The Audit Committee shall meet at least once every 1 (one) month;
2. An Audit Committee meetings is valid and entitled to make resolutions if attended by at least 51% (fifty one percent) of the number of members, including an independent commissioner and independent parties.
3. Committee meeting resolutions are made by consensus. In the event that consensus is not achieved, then the decision is made by majority vote.
4. Audit Committee meetings are chaired by the Chairman of the Audit Committee or the Independent Commissioner member of the Audit Committee in the absence of the Chairman of the Audit Committee.
5. The results of the Committee's meeting are documented through the Minutes of Meeting, signed by all members of the Audit Committee that were present. Differences of opinion in the meeting shall be included in the minutes of the meeting.
6. During the year 2013 the Audit Committee has held 35 (thirty-five) meetings with attendance of members as follows:

No.	Name	Number of Meeting	35
			Number of Attendance
1.	Achil Ridwan Djayadiningrat		35
2.	Bagus Rumbogo*)		8
3.	Darminto		34
4.	Bambang Hendrajatin		32

*) Appointed as Member of Audit Committee until March 28, 2013

Corporate Governance Review

Code of Audit Committee

1. Integrity

Members of the Audit Committee are committed to stay consistent with their thoughts, words and actions as guided by conscience and belief in the principles of truths. In performing its duties the Audit Committee Members:

- a. shall perform their duties honestly, diligently, and responsible;
- b. must comply with the rules and regulations, and provide disclosures in accordance with the rule and the profession ethic;
- c. shall behave professionally and encourage others to behave in a professional manner;
- d. must respect and support the vision and mission of BNI;
- e. prohibited from knowingly being involved in illegal activity, or any conduct that might be detrimental to the credibility of the Audit Committee;
- f. prohibited from knowingly making errors or manipulation in performing their duties, responsibilities, and authority.

2. Objective and Independent

Members of the Audit Committee shall provide fair and balanced assessment on all relevant conditions and shall not be affected by personal interests or others in delivering his opinion. In performing their duties, the Members of Audit Committee:

- a. must take into account the balance and put the interests of stakeholders above other;
- b. must disclose all material facts, that if otherwise can obscure the report;
- c. must disclose any relationship that might potentially affecting valuation and cause conflict of interest;
- d. prohibited from receiving anything that could or could potentially affect professional judgment.

3. Confidentiality

Members of the Audit Committee, at all time, must maintain the confidentiality of information that was part of the confidentiality of the Bank and confidentiality of the position. In performing its duties the members of the Audit Committee:

- a. must be prudent in the use and maintain the information;
- b. prohibited from using the information for personal interest or other purposes unless there is a legal obligation or professional obligation.

4. Competence

Members of the Audit Committee use their knowledge, skills, and experience needed to carry out their duties, responsibilities, and authority. In performing their duties, the members of the Audit Committee:

- a. must perform the duties, responsibilities, and authority vested in accordance with their competence;
- b. must maintain and improve their knowledge and skills on an ongoing basis.

Implementation of Duties and Responsibility of the Committee

In 2013, the Audit Committee duties and responsibilities in accordance with the regulations are as follow:

1. Review financial information published by the Bank including year-end reports.
2. Evaluate the effectiveness of audit work performed by external auditor, including examining the independence and objectivity.
3. Review other financial information issued by the Company.
4. Review the report submitted to the State Minister for State-Owned Enterprises on the implementation of internal controls.
5. Prepare the Annual Report to the Board of Commissioners on the implementation of the Audit Committee's duties throughout 2012.
6. Review the GCG Self-Assessment Report for BNI's Annual Report.
7. Monitor and evaluate the audit plan and implementation, and monitor follow-up actions on audit results to assess the adequacy of the financial report process.
 - a. Evaluate the audit plan prepared by IAU and submit the report to the Board of Commissioners.
 - b. Monitor the implementation of the annual plan and budget of IAU and to the Board of Commissioners on quarterly basis.
 - c. Monitor the preparation of BOC and BOD reports on the key audit results.
 - d. Follow-up on IAU audit results.
 - e. Follow-up on BI audit results.
 - f. Follow-up on BPK audit results.
 - g. Follow-up on audit results from Public Accountant in form of Management Letter.
 - h. Follow-up on cases related to fraud.
 - i. Assessment on BNI Internal Control System.

8. Monitor the Company's compliance to existing laws and regulations through the Legal & Compliance Director's Report.
9. Monitor developments in resolving employee cases.
10. Provide recommendations to the Board of Commissioners on the appointment of Public Accounting Firm.
11. Evaluate the Operational Risk Self Assessment (ORSA) conducted by SPI.
12. Evaluate the Compliance Division Work Plan its realization.
13. Participate in education and training programs (relevant to the duties and responsibilities of the Audit Committee).
14. Accompany the Board of Commissioners in attending regional reviews.
15. Conduct coordination among Committees.

Risk Monitoring Committee

Composition of Risk Monitoring Committee Members

- Chairman : Fero Poerbonegoro
(Independent Commissioner)
- Member : - B.S. Kusmuljono
(Independent Commissioner)
- Subardiah (Independent Party)
- Ancella Anitawati Hermawan
(Independent Party)*

Notes:

- *) The tenure of the said member of Risk Monitoring Committee started April 2013

Experience and competencies of the said Risk Monitoring Committee members are as follow:

1. Fero Poerbonegoro

58 years old. Independent Commissioner of BNI. Appointed by the GMS on February 6, 2008, approved by Bank Indonesia on March 6, 2008 and approved by Bank Indonesia as Independent Commissioner on July 1, 2010. Currently also serves as the President Commissioner of PT Swadharma Kerry Satya (2010 – now), previously served as Director for Treasury & Private Banking for BNI. Project Manager for New Core Banking System BNI (2002-2003) and Director of Treasury & International for Bank Central Asia (1998-2002). Graduated with Bachelor Degree in Majoring Corporate Economic from University of Brawijaya (1981) and Magister of Management in Finance from University of Gadjah Mada (1995).

2. Bangun Sarwito Kusmuljono

70 years old. Independent Commissioner of BNI. Appointed in the GMS held on May 12, 2010, approved by Bank Indonesia on July 12, 2010. Currently, he is teaching staff at the post-graduate program of Bogor Institute of Agriculture, University of Muhammadiyah, and Islamic State University (UIN) Jakarta, Chairman of the National Committee of Indonesian Microfinance Empowerment (2005-present) and the Indonesian Chamber of Commerce Advisory Board (2004-present). He previously served as Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2005-2010), President Director of PT Permodalan Nasional Madani (1999-2005), Commissioner of PT Bank Niaga Tbk (1999-2002) and President Director of Bank Nusa (1990-1998). Guest lecturer at the University of Queensland Brisbane (2009), University of Maribor Slovenia (2008) and Tokyo Institute of Technology & Kansai University Japan (2007). He earned his Bachelor Degree in Chemical Engineering from the Bandung Institute of Technology (1970), Master of Business Administration from the University of Southern California Los Angeles, USA (1974) and PhD in Natural Resources Environment from Bogor Agricultural University (2007).

3. Subardiah

Age 60, Member of Risk Monitoring BNI since October 2009. Currently serves as Risk Management Certification Lecturer at BNI and Bank Indonesia (2006-present). Previously, held various positions at BNI until retirement in 2008 as Deputy Head Division of Risk Management (2006-2008). Earned a Bachelor degree in Management from University Riau (1978) and Master in Management from University Gadjah Mada, Yogyakarta (1966).

4. Ancella Anitawati Hermawan

Age 50, Member of Risk Monitoring BNI since April 2013. Currently serves as lecturer staff at Economic Faculty, Universitas Indonesia (1986-present). Previously, auditor at Public Accountant Firm KPMG (1985-1987), Deputy Director of Master degree program at Economic Faculty, Universitas Indonesia for Administration and Finance (1997-2000), Member of the Audit Committee of PT Bank Permata Tbk (2001-2005), Member of the Audit Committee of PT Ekadharma International Tbk (2000-2004), as well as trainer and consultant in a number of leading private and state-owned banks. Earned an Economic degree in Accountancy from Universitas Indonesia (1986), Master of Business Administration in Finance and Accounting from Washington University, St. Louis, USA (1989), and PhD in Accountancy from Universitas Indonesia (2009).

Corporate Governance Review

Guidelines and Work Procedures for Risk Monitoring Committee

The Company has Guidelines and Work Procedures for Risk Monitoring Committee which is continuously refined and updated to keep abreast with the developments/changes in applicable legislation and current conditions. The last renewal/improvement on BNI Guidelines and Work Procedures was conducted in 2013, through the BoC Decree No. DK/001/2013 dated February 25, 2013 pertaining "Guidelines and Procedures for Risk Monitoring Committee". The charter contains the vision and mission, structure, membership requirements, responsibilities, duties, powers, rights, obligations, meeting, and tenure of members of the Risk Monitoring Committee.

Vision and Mission of the Risk Monitoring Committee

1. Vision

To become a committee of high competence to work professionally and independently, and responsive to assessment from regulatory authorities from time to time in order to ensure a healthy BNI.

2. Mission

Assist BOC in carrying out the functions and duties in the application of the principles of good corporate governance, especially with regard to the field of risk management, among others, by:

- a. Identify and evaluate the adequacy of the Bank's policy in the implementation of risk management;
- b. Provide input and advice on the Bank's policy in the implementation of risk management;
- c. To supervise the implementation of duties and responsibilities of the Board of Directors, particularly in ensuring the effectiveness of risk management functions carried out by Risk Management Unit (Risk Management Division) and Risk Management Committee.

Concurrent Position

Members of Risk Monitoring Committee are not from BNI's Board of Directors or other banks, while the Chairman of the Risk Monitoring Committee does not hold a concurrent position as the Chair of other Committees.

Independence of Committee Members

All members of the Risk Monitoring Committee are independent parties who do not have any financial, management and family ties and/or share ownership with the Board of Commissioners, Board of Directors and/or Controlling Shareholders, or have relations with the Bank, which may influence the capacity to act independently.

Risk Monitoring Committee Structure

1. The Committee was established according to the resolution of the BOC meeting and authorized through the Board of Commissioners Directive.
2. The Committee is directly accountable to the Board of Commissioners.
3. The Committee consists of a Chairman and at least 2 (two) members comprising of:
 - a. An independent Commissioner.
 - b. An independent party with expertise in risk management.
 - c. An independent party with expertise in finance.
4. The number of Independent Commissioners and independent parties elected as members of the Risk Monitoring Committee is at least 51% (fifty one percent) of the total number of Risk Monitoring Committee members
5. An Independent Commissioner is appointed as the Chairman of the Risk Monitoring Committee as determined through the resolution of the BOC meeting, and authorized through the BOC Directive.
6. The Chairman of the Risk Monitoring Committee must not hold concurrent positions of more than 1 (one) Chair of other Committee.
7. Members of the Risk Monitoring Committee from independent parties are not allowed to hold concurrent positions as:
 - a. Member of the Board of Commissioners/ Supervisory Board of SOE/other companies;
 - b. Secretary/Staff Secretary to the Board of Commissioners/ Supervisory Board of/other companies.
8. The Board of Directors appoints and dismisses members of the Risk Monitoring Committee who are not members of the Board of Commissioners based on the Decree of the Board of Commissioners.
9. The Chairman of the Risk Monitoring Committee is entitled to propose a replacement committee member when the office term of a member has ended, or in the event of the resignation or dismissal of a member.

10. Members of BNI's Board of Directors shall not be elected as a member of the Risk Monitoring Committee.
11. The Risk Monitoring Committee works collectively in assisting the Board of Commissioners.
12. The Risk Monitoring Committee works independently in performing duties or reporting, and directly accountable to the Board of Commissioners.

Membership Criteria

The criteria to be met in order to be appointed as a member of the BNI Risk Monitoring Committee is based on the Guidelines and Work Procedures for the Risk Monitoring Committee are:

1. Basic Qualifications
 - a. Demonstrate impeccable integrity and moral character, with sufficient experience pertaining to other committee duties.
 - b. Has no personal interest/relation that potentially harm or conflicting with the Company's interest.
2. Competence Qualifications
 - a. Has sufficient educational background, ability, knowledge and experience in financial and banking.
 - b. Able to work as a team and has good and effective communication skills and willing to set aside ample time to discharge duties.
 - c. Possess sufficient knowledge and understanding on the principles and process involved in the implementation of Good Corporate Governance and risk management.
 - d. Has sufficient knowledge on prevailing regulations pertaining to the banking sector, capital market, state-owned enterprises and other prevailing regulation, particularly those related to BNI's operational activities, GCG implementation and risk management.
3. Independence Requirements Independent members of the Risk Monitoring Committee shall:
 - a. Be a party from outside of BNI with no financial relation, management and family ties and/or share ownership with the Board of Commissioners, Board of Directors and/or Dwiwarna Series A shareholders or other relations, which may affect the ability to act

- independently. Such family relationships are family tie and by marriage to the third degree either in a straight line or to the side with members of the Board of Commissioners and the Board of Directors of the Company.
- b. Do not have any direct or indirect business relations associated with BNI's business ventures.
 - c. Not hold a key position in BNI within the last 1 (one) year prior to becoming a member of the Risk Monitoring Committee. Not an employee of a Public Accountant Firm or consultant providing audit services, risk management services and/or non-audit consultancy to BNI.
 - d. Not a party coming from the Company's employees.

Duties of the Risk Monitoring Committee

1. To evaluate the suitability of the risk management policies with the implementation of the policy and provide recommendations to the Board of Commissioners on risk management policies and the implementation to ensure adequate risks management.
2. Monitor and evaluate the implementation of duties discharged by the Risk Management Committee and Risk Management Unit (Enterprise Risk Management) and subsequently provide recommendations to the Board of Commissioners for the improvement of BNI's risk management effectiveness.
3. To evaluate the risk management policies and strategies prepared by management on an annual basis.
4. To evaluate the implementation of the work plan Enterprise Risk Management and Risk Management of the meeting Committee (RMC).
5. Carry out duties in accordance with the work program.
6. Provides an evaluation on the regulator responses (ratings) to the Board of Commissioners.

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Authority, Rights and Obligations of Risk Monitoring Committee

1. Pursuant to written assignment from the Board of Commissioners, the Risk Monitoring Committee is entitled to access records or information about employees, funds, assets, and other resources related to the company's execution of its duties. The Committee shall report in writing the results of the assignment to the Board of Commissioners.
2. The Risk Monitoring Committee has the authority to conduct random testing and to inspect branch offices/representatives/regional offices and BNI business units whenever deemed necessary.
3. The Risk Monitoring Committee is authorized to communicate directly with the parties related to the duties of the Risk Monitoring Committee, including in communicating matters pertaining to financial and management information.
4. To carry out their duties, the Risk Monitoring Committee works with the Risk Management Committee and the Risk Management Division and relevant units.
5. Members of the Risk Monitoring Committee from independent party reserve the right to receive honorarium from BNI, and the amount of which was determined by the Board of Commissioners according to the prevailing rules.
6. Members of Risk Monitoring Committee shall carry out their duties properly and maintain the confidentiality of all documents, data, information and all things related to the implementation of the duties of the Risk Monitoring Committee.
7. The Risk Monitoring Committee shall evaluate the suitability between the risk management policies with the implementation of these policies and provide recommendations to the Board of Commissioners on the risk management policy and its implementation to ensure that the bank has to manage risks adequately.
8. The Risk Monitoring Committee shall review the functions of the Risk Management Committee and the Risk Management Unit, especially in coordinating the implementation and monitoring of the presence and degree of effectiveness of each component of Enterprise Risk Management at BNI. This can be done among others by conducting a study on the effectiveness of each component of the Enterprise Risk Management applied by BNI.
9. Prior to the current fiscal year, the Risk Monitoring Committee shall prepare and submit the Annual Work Plan and Budget to the Board of Commissioners, and a copy of which to be submitted by the Board of Commissioners for the perusal of the Board of Directors. The implementation of the Annual Work Plan and Budget of the Risk Monitoring Committee shall be reported to the Board of Commissioners.
10. Risk Monitoring Committee shall prepare and submit a report to the Board of Commissioners, signed by the Committee Chairman and Members of the Committee as follows:
 - a. Report on the implementation of each duty accompanied by a recommendation whenever necessary.
 - b. Quarterly reports and annual reports.
 - c. Each year the Committee, through the Board of Commissioners, submits report to the GMS regarding the responsibilities and achievements as well as other necessary information.
11. In order to avoid overlapping execution of duties among committees under the Board of Commissioners and in the collaboration, the Risk Monitoring Committee shall coordinate with the Audit Committee and the Remuneration and Nomination Committee.
12. The Committee shall maintain the confidentiality of documents, data, and information, both from internal and external parties, and use it only for performing their duties.

Tenure of Risk Monitoring Committee Member

1. The tenure of Commissioners serving as members of the Risk Monitoring Committee is similar to the tenure as Commissioner as determined by the GMS.
2. The members of Risk Monitoring Committee who also serve as Commissioners consequently dismissed upon the end of his/her tenure as Commissioner.
3. In the event that the member of BOC who also serve as the Chairman of Risk Monitoring Committee no longer holds office before the tenure as commissioner ends, then the position of the Chairman of Risk Monitoring Committee can be replaced by other Independent Commissioner.
4. The term of office of the Risk Monitoring Committee members from the independent party is no longer than three (3) years and might be extended once for 2 (two) years, and hence the total tenure of the Committee members is 5 (five) years at maximum without diminishing the rights of the Board of Commissioners to dismiss the said member of the Committee at any time.

5. By taking into account the recommendation of the Chairman of the Risk Monitoring Committee, the Board of Commissioners can at any time discharge a Committee member if judged to have failed to perform duties as set forth in the letter of appointment of the said Committee member.
6. In the event that the member of BOC who also serve as the Chairman of Risk Monitoring Committee no longer holds office before the tenure as commissioner ends, then the position of the Chairman of Risk Monitoring Committee can be replaced by other Commissioner not later than 30 (thirty) day.

Meetings Risk Monitoring Committee

1. Risk Monitoring Committee meets at least 1 (one) time in each 1 (one) month.
2. Risk Monitoring Committee Meeting is valid if attended by at least 51 % (fifty one percent) of the number of members, including the Commissioner of the Independent and Independent Parties.
3. Risk Monitoring Committee Meeting is chaired by the Chairman of the Risk Monitoring Committee or the most senior member of the Monitoring Committee in the absence of the Chairman of Risk Monitoring Committee.
4. If deemed necessary, the Risk Monitoring Committee is allow to invite others related parties to attend meetings to the Risk Monitoring Committee's meeting.
5. Committee meeting resolution is made by consensus.
6. In the event that consensus is not achieved, then the decision is made by majority voting. Resolutions from the Risk Monitoring Committee meeting are valid if approved by more than 1/2 (half) the number of members of the Risk Monitoring Committee that were present. The Committee adopt the voting principle of 1 (one) man 1 (one) vote.
7. Results from the Committee meeting shall be stated in the minutes of the meeting, signed by all members of the Committee that were present and documented.
8. Differences of opinion (dissenting opinions) occurred in the Committee meetings shall be listed in the Minutes of Meeting.
9. Minutes of the Committee submitted in writing by the Risk Monitoring Committee to the Board of Commissioners.
10. Attendance of the Committee Member at the meeting is reported in the quarterly report and in the annual report of the Committee.

11. During 2013, the Risk Monitoring Committee held 35 (thirty five) meetings with number of attendance as follow:

No.	Number of Meeting	35
No.	Name	Number of Attendance
1.	Fero Poerbonegoro	34
2.	B.S. Kusmuljono	32
3.	Subardiah	33
4.	Ancella Anitawati Hermawan	24

Implementation of the Risk Monitoring Committee's Work Plan

In discharging its duties and responsibilities, the Risk Monitoring Committee in 2013 have a work plan as follows:

1. Evaluate the performance of duties of Risk Management Unit, Quarter IV 2012 and in 2013 with input from the Board of Directors report.
2. Evaluate the implementation of BNI's Risk Management on the basis of risk profile and monitoring report, which include evaluation on the potential risk management undertaken, including credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk.
3. Monitor the loan portfolio of BNI on a periodic basis (quarterly).
4. Monitor BNI's preparations and readiness for the implementation of BASEL II (credit risk, market risk and operational risk).
5. Monitor the improvements in Middle and Small Business Loan sector.
6. Monitor and evaluate the progress of attainment on BNI Small Scale Business Loan.
7. Evaluate the review on the Bank's Credit Policy in accordance with the Regulation of Bank Indonesia.
8. Monitor and evaluate the achievement of BNI Health Levels, from "Adequate" to "Healthy".
9. Evaluate the strategy of the policy of Risk Culture Development through communication between Management and Employees, and evaluate the progress of BNI transformation.
10. Conduct active surveillance, pursuant to Bank Indonesia Regulation No. 11/25/PBI/2009 pertaining the Application of Risk Management in Commercial Banks, by discussing the results of BI assessment and provide direction upon the assessment results from Bank Indonesia.
11. Monitor the implementation of BNI Business Continuity Management.
12. Monitor the implementation of BNI Disaster Recovery Center (DRC).

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Implementation/realization of the Committee's Work Plan in 2013 until December 2013 in overall has reached the target/plan.

Realization of results from the evaluation and monitoring performed in the Risk Monitoring Committee, set forth in the 2013 Work Plan has been submitted to the Board of Director and served as input to the Board of Commissioners in performing its supervisory functions.

In performing their duties, the Risk Monitoring Committee coordinates with the related units or divisions.

Remuneration and Nomination Committee

Composition of the Committee in 2013

Chairman : Peter B. Stok

Member : - Tirta Hidayat

- Achil Ridwan Djayadiningrat
- Fero Poerbonegoro
- B.S. Kusmuljono
- Bagus Rumbogo *)
- Daniel Theodore Sparringa
- A. Pandu Djajanto **)
- Anggoro Eko Cahyo

Notes:

*) Term of office as member of the Committee ended March 28, 2013

***) Serves as Committee member effective October 25, 2013

The Remuneration and Nomination Committee consists of all 7 (seven) members of the Board of Commissioners, 1 (one) executive officer who oversees the Human Resources Division, namely the Head of Human Capital Division.

Experience and competencies of Remuneration and Nomination Committee members:

1. Peter Benyamin Stok

64 years old. President Commissioner and Independent Commissioner of BNI. Appointed by the GMS held on May 27, 2009, approved by Bank Indonesia on August 4, 2009. Previously served as Independent Commissioner of PT Bank Permata Tbk (2008-2009), President Director of PT Bank Niaga Tbk (2000-2006), Executive Vice President of PT Bank Mandiri Tbk (1999-2000),

President Director of PT Bank Dagang Negara (1998-1999). President Commissioner of PT Danamon (1998-1999), President Director of PT Aerowisata (1998), Vice President Director of PT Bank Pelita (1997-1998) and Commissioner of PT Niaga Aset Manajemen (1995-1998), Director & Vice President Director of Bank Niaga (1991-1992). Graduated with a Bachelor Degree in Economics, majoring Development Study from the University of Padjajaran Bandung.

2. Tirta Hidayat

54 Years old. Vice Commissioners of BNI since 2010. Appointed by the GMS on May 12, 2010 and approved by Bank Indonesia on July 12, 2010. Concurrently serves as Deputy Secretary to the Vice President for Economics – Government agencies/Secretariat of the Vice President (2007-now) and Lecturer at the Faculty of Economy University of Indonesia (1986-now). Previously served as Commissioner of PT Bank Permata Tbk (2002-2006), Commissioner of PT Angkasa Pura II (2007-2011), Commissioner of PT Pelabuhan Indonesia III (1998-2007) and Commissioner of PT Pelabuhan Indonesia IV (1996-1998). Graduated with a Bachelor Degree in Economics, majoring Development Study from the University of Indonesia (1985), Master of Science in Regional Economy from Cornell University, USA (1987) and Doctor of Philosophy in Regional Economy from Cornell University USA (1991).

3. Achil Ridwan Djayadiningrat

Member of Remuneration and Nomination Committee since June 2010. Profile is presented in the section of Audit Committee profile.

4. Fero Poerbonegoro

Member of Remuneration and Nomination Committee since June 2010. Profile is presented in the section of Risk Monitoring Committee profile.

5. Bangun Sarwito Kusmuljono

Member of Remuneration and Nomination Committee since July 2010. Profile is presented in the section of Risk Monitoring Committee profile.

6. Bagus Rumbogo

Member of Remuneration and Nomination Committee since July 2010 up to March 2013. Profile is presented in the section of Audit Committee profile.

7. Daniel Theodore Sparringa

54 years old. Commissioner of BNI. Appointed by the GMS on April 18, 2012, approved by Bank Indonesia on September 10, 2012. Concurrently serves as Special Staff to the President of the Republic of Indonesia for Politic Communication. Previously was Lecturer at FISIP University of Airlangga (1983-now), Commissioner of Indonesia Power (2010-now) and Member of Supervisory Board of Perum Perhutani (2011-2012). Prior to being appointed as special staff to the President, he actives in several forum for civil society organizations as speaker. Facilitator for peace building. Independent observers and analysts to social issues and politics. Getting Bachelor's degree in Sociology from the University of Airlangga, as well as a Master's degree and Doctorate in the field of Sociology from Flinders University of South Australia.

8. A. Pandu Djajanto

55 years old. Commissioner of BNI. Appointed in GMS held on March 28, 2013 and approved by Bank Indonesia on October 25, 2013. Currently serves as Expert Staff to the Minister of SOE for HR and Technology (March 2013-now). Previously served as Deputy of Restructuring and Strategic Planning at the Ministry of SOE BUMN (2010-March 2013), Vice President Commissioner of PT Perkebunan Nusantara III (Persero) (2012-2013), and President Commissioner of PT Pupuk Kaltim (2009-2011). Earning a degree in Civil Law from the University of Gadjah Mada (1983), and Magister of Management from STIE- IPWI Jakarta (1997).

9. Anggoro Eko Cahyo

Age 45, Member of Remuneration and Nomination Committee of BNI since held the position as Head of Human Capital Division in June 2012. Career with BNI since 1993. Earned a Bachelor of Technology degree in Industrial Management from Institut Teknologi Indonesia Banten (1992) and Master degree in Agribusiness at Institut Pertanian Bogor (2002).

Independence of Committee Members

All members of the Committee are independent parties who do not have any financial, management and family ties and/or share ownership with the Board of Commissioners, Board of Directors and/or Controlling Shareholders, or have relations with the Bank, which may influence the capacity to act independently

Remuneration and Nomination Committee Charter

The Company has a Remuneration and Nomination Committee Charter that is continuously refined and updated to keep abreast with the developments/changes in applicable legislation and current conditions. The latest renewal/improvement was made in 2013 through the Directive of BOC No. KEP 009/DK/2013 dated November 11, 2013 concerning the Renewal of the Remuneration and Nomination Committee Charter. The Remuneration and Nomination Committee Charter contains vision and mission, structure, criteria, responsibilities, duties, rights and obligations, meetings, tasks and tenure of members of the Remuneration and Nomination Committee.

Vision and Mission of the Remuneration and Nomination Committee

1. The committee's vision is "To be an organ of the Board of Commissioners that is independent and professional in the field of remuneration and nomination".
2. Remuneration and Nomination Committee mission is "To assist the Board of Commissioners in carrying out supervisory duties to the Company, in particular to ensure that the systems/policies on remuneration and nomination has been developed and implemented based on the principles of fairness and transparency, and in compliance to the applicable laws".

Structure of Remuneration and Nomination Committee

1. The Remuneration & Nomination Committee is directly accountable to the Board of Commissioners. The Board of Commissioners may establish Remuneration and Nomination Committee separately.
2. The Remuneration & Nomination Committee is appointed and dismissed based on the BOC meeting resolution.

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3. The Remuneration and Nomination Committee shall at least consists of 3 (three) members, comprising an Independent Commissioner, concurrently serves as chairman, a Commissioner and an executive officer of the Company overseeing Company personnel.
 4. The Remuneration and Nomination Committee is chaired by an Independent Commissioner. The Chairman of the Remuneration & Nomination Committee can only concurrently hold the position of chair for another 1 (one) Committee at the Company.
 5. Members of the BOD are prohibited from becoming a member of the Remuneration & Nomination Committee.
 6. In the event that members of Remuneration and Nomination Committee exceed 3 (three) members, at least 2 (two) of them should be Independent Commissioners.
 7. When deemed necessary, the Committee may appoint a Committee Secretary with duties, rights, authority and responsibilities as determined by the Committee Chairman.
- b. Not an owner, manager or employee of a company, agency or institution that provides services to the Company or has a business relationship with the Company.
 - c. Is not an employee of the Bank.
 - d. Not concurrently serve as:
 - Member of the Board of Commissioners/ Supervisory Board of SOEs/other companies;
 - Secretary/Staff Secretary to the Board of Commissioners/Supervisory Board of SOEs/ other companies.
 - Member of remuneration and Nomination Committee members at other companies in the same period.
3. Executive officer in charge of human resources should have some knowledge of the system of remuneration and/or nomination and succession plan.

Criteria of Remuneration and Nomination Committee Members

1. Member of the Remuneration and Nomination Committee must meet the following requirements:
 - a. Demonstrates high integrity, capability, knowledge and sufficient experience in Remuneration and Nomination Committee, as well as having an understanding in banking.
 - b. Has no personal interest/relationship that might incur negative impact or conflict of interest against the Company.
 - c. Willing to provide ample time to carry out the duties.
 - d. Capable to work in team and to communicate well and effectively.
2. In addition to the requirements as stated in item (a) above, members of the Remuneration and Nomination Committee from the independent party must meet the following requirements:
 - a. Has no financial, management, ownership of shares and/or family relationship with the Board of Commissioners, Directors and/or Shareholders of Series A Dwiwarna accordance with applicable rules, or relationship with a bank that might affect the ability to act independently.

Responsibilities of the Remuneration and Nomination Committee

Recommendations to the Board of Commissioners on the remuneration and nomination system/policy for the Board of Commissioners, Board of Directors, Executive Officers and employees as a whole.

Duties of the Remuneration and Nomination Committee

1. Referring to the remuneration policy:
 - a. Evaluate the remuneration policy, and
 - b. Provide recommendations to the Board regarding:
 - Remuneration policy for the Board of Commissioners and Board of Directors to be submitted to the General Meeting of Shareholders;
 - Remuneration policy for executive officers and employees to be submitted to the Board of Directors;
2. Referring to nomination policy:
 - a. Prepare and provide recommendations on the systems and procedures for selection and/ or replacement of members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders;

- b. Provide recommendations on candidates for the Board of Commissioners and/or Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders;
 - c. Provide recommendations on the Independent Party nominated to be appointed as member of Audit Committee and the Risk Monitoring Committee to the Board of Commissioners.
3. Carry out any other tasks given by the Board of Commissioners.

Tenure of Remuneration and Nomination Committee Members

1. The terms of office of member of the Remuneration and Nomination Committee who concurrently serves as member of the Board of Commissioners shall be similar to the length of service of his appointment as Commissioner determined by the General Meeting of Shareholders.
2. The terms of office of Member of the Remuneration and Nomination Committee who concurrently serves as member of the Board of Commissioners consequently ended as his/her term as member of the Board of Commissioners ended.
3. In the event that a BOC member elected as the Committee Chairman and or member no longer holds office as Commissioner before the expiry of tenure, the position of Committee Chairman and member shall be replaced by another BOC member.
4. In the event that member of the Board of Commissioners who serve as Chairman of the Remuneration and Nomination Committee cease to serve as a member of the Board of Commissioners, then the post of Chairman of the Nomination and Remuneration Committee shall be replaced by the other independent members of the Board of Commissioners no later than 30 (thirty) days.
5. The terms of office of the members of the Remuneration and Nomination Committee from the independent party are 3 (three) years at the maximum and may be extended once for 2 (two) years term of office, and hence the tenure is not longer than 5 (five) years, without diminishing the rights of BOC to dismiss any member of the Committee at any time.

Meetings of the Remuneration Committee and Nomination

1. Remuneration and Nomination Committee meetings held in accordance with the needs of the Bank, at least 4 (four) times a year.
2. Meetings of the Remuneration & Nomination Committee are valid only if attended by at least 51 % (fifty one percent) of the number of members, including an Independent Commissioner and Executive Officer oversees human resource affairs.
3. Decisions in the meetings of the Remuneration and Nomination Committee shall be made by consensus. In the event that the committee is unable to reach consensus, then the decision shall be made by voting, with a principle of 1 (one) man one (1) vote.
4. The meeting shall be chaired by the Chairman of the Remuneration and Nomination Committee and in the event that the Chairman of the Committee is unable to attend, then the meeting shall be chaired by the senior committee member appointed/agreed by the floor.
5. The results of the Committee meeting referred to above are set forth in the minutes of meetings, signed by all members of the Committee and are well documented.
6. Differences of opinion (dissenting opinion) during the meeting shall be stated in the minutes of meeting along with and the reasons for such disagreement.
7. Minutes of meeting referred to in point (e) shall be submitted in writing by the Remuneration and Nomination Committee to the Board of Commissioners.
8. The attendance of members of the Remuneration and Nomination Committee shall be reported in the quarterly reports and annual reports of the Remuneration and Nomination Committee.

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9. In 2013, the Remuneration and Nomination Committee has convened seven (7) times with the attendance as follows:

No.	Name	Number of Attendance
1.	Peter B. Stok	6
2.	Tirta Hidayat	3
3.	Achil R. Djayadinigrat	7
4.	Fero Poerbonegoro	7
5.	B.S. Kusmuljono	6
6.	Bagus Rumbogo *)	3
7.	Daniel Theodore Sparringa	2
8.	A. Pandu Djajanto **)	-
9.	Anggoro Eko Cahyo	7

*) Terms of office as member of the Committee was ended effective on March 28, 2013

***) Appointed as member of the Committee on October 25, 2013

Implementation of Duties and Responsibilities of the Remuneration and Nomination Committee

In discharging its duties and responsibilities in 2013, the Remuneration and Nomination Committee has prepared a work plan that includes:

1. Remuneration

- Review the remuneration of Directors and Board of Commissioners
- Review the remuneration & remuneration system for Executive Officers and employees among others assessment on the overall system, option granted (Stock Option, pension system as well as compensation and other benefits for Voluntary Retirement Program)
- Conduct appraisal on the performance of BoD in Fiscal Year 2012 as a base to propose the 2012 tantiem to be paid in 2013 and setting Key Performance Indicators (KPI) and performance appraisal format to be used in assessing the performance of the company in 2013.

2. Nominations

- Review the nomination system of Director that satisfy the principles of good corporate governance
- Prepare recommendation on candidate for the Board of Directors and Commissioners. The expected result is the availability of candidates of Directors and/or the Commissioner with integrity and competency in accordance with company requirements.

- Review nomination and Human Resources management systems which includes:
 - Man power planning and forecasting
 - Recruitment System
 - Career Path Management
 - Roadmap of human resource development that is comprehensive, long term, measurable and structured.

The expected outcome is to ensure the availability of human resources management systems that can support the availability of human resources in sufficient quantities and competence in accordance with the needs of the company to achieve a well implemented strategic plan.

In general, the implementation/realization of the Work Plan of the Remuneration Committee and Nomination in 2013 until December 2013, has reached the target/plan.

Committees under The Board of Directors

Risk and Capital Committee (RCC)

The Risk and Capital Committee is a Permanent Committee in BNI with the following authority and functions:

- Establish risk management policies and management in all organizational units.
- Establish credit risk policies and management to ensure a healthy and profitable loan portfolio.
- Establish risk-related policies and management covering:
 - Liquidity Management
 - Gap Management
 - Foreign Exchange Management
 - Earning and Investment Management.

The Risk and Capital Committee (RCC) was established based on BOD Directive, at last amended by the BOD Directive No. KP/258/DIR/R dated August 3, 2011, concerning the Arrangement and Improvement of the Risk and Capital Committee, with changes in the composition of the membership based on Memo REN/2/309 dated April 23, 2012.

Chairman	President Director
Vice Chairman	Vice President Director
Head for Risk Management and Credit Policy	Managing Director - Risk
Head of Assets and Liabilities	Managing Director - Treasury and FI
Permanent Members	All member of the Board of Directors Chief Business Risk Officer 1. Head of Enterprise Risk Management Division 2. Head of Policy Governance 3. Head of Corporate Business Risk Division 4. Head of Commercial Business Risk 5. Head of Treasury Division 6. Head of Consumer & Retail Business Risk Division 7. Head of Financial Control Division 8. Head of Strategic Planning Division 9. Head of Change Management Office 10. Head of Compliance Division
Non-permanent Members	Head of Division/Unit, Regional Head and Head of Subsidiaries related to the matter at hand
Secretary 1	Head of Enterprise Risk Management Division (for Management Risk) Policy Governance Head (for Credit Policy)
Secretary 2	Head of Treasury Division (for Assets and Liabilities)
Supporting Staff Group	Related Division

Duties and Responsibilities

A. Risk Management

1. Identify all types of risks (credit, market and operational risks) arising from business activities carried out by BNI business units.
2. Establish risk metrics policies and strategies, and risk management indicators.
3. Develop a risk management mechanism for every risk, including accountability and responsibility for every unit.
4. Establish policies and strategies in anticipation of a breach or deviation from the established limit.
5. Determine bank-wide Overall Exposure Limits for allocation at every Business Unit.
6. Establish the risk asset and capital allocation system for every Business Unit.
7. Ensure that BNI business management activities are in conformity with internal policies and duly adjusted to comply with existing rules and regulations in Indonesia.
8. Monitor the impact of policies and strategies implemented against risk parameters on a periodic basis.

9. Track Management Information System (MIS) developments and maintenance in BNI to ensure accurate and timely delivery of information.

B. Credit Policy

1. Providing input for consideration by the Board of Directors in preparing Bank Loan Policy (KPB), specifically concerning the formulation of prudent banking principles in loans.
2. Oversee the results and consistent implementation of KPB, and formulate solutions to overcome obstacles in the implementation of KPB.
3. Conduct regular reviews of PKB and provide input for the BOD whenever change or improvement of KPB is deemed necessary.
4. Monitor and evaluate:
 - The development and quality of loan portfolios in overall.
 - The accuracy of exercising of authority to disburse credit.
 - The accuracy of the process, developments and quality of loans granted to parties related to the Bank and certain big debtors.
 - Compliance with Legal Lending Limits.

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- Compliance with other rules and regulation in loan granting.
 - Settlement of NPLs in line with the KPB.
 - Bank's efforts meeting loan write-off adequacy.
5. Evaluate proposed credit policies, management systems and procedures, and evaluate existing and newly established policies, systems and procedures.
 6. Improve credit policies and procedures based on reports from the Policy Governance Unit, and provide specific directions pertaining to compliance with existing credit policies and procedures.
 7. Determine the credit risk measurement and control tools as well as their limitations.
 8. Evaluate and approve proposed treasury and international policies, management systems and business procedures, the existing and newly established ones.
- C. Asset and Liabilities**
1. Establish BNI Asset Liabilities Management (ALMA) objectives and goals, and formulate the necessary policies and strategies.
 2. Provide guidelines on BNI asset and liability management.
 3. Identify and maintain the amount of liquidity tools in accordance with liquidity requirements and Bank Indonesia's policies.
 4. Maintain the balance between the utilization and sources of funds.
 5. Determine policies for the placement of funds either through money market or capital markets.
 6. Analyze the balance sheet structure and review all risks arising from exposure which BNI has to deal with, including interest rate risk, foreign exchange risk, position risk and liquidity risk.
 7. Evaluate developments and prospects of economic indicators, and analyze their impact on BNI's position with regard to savings and loan, foreign exchange, interest rates, foreign exchange rate and profitability.
 8. Calculate cost of funds and determine base lending rate as well as interest rates for current accounts, savings and time deposits.
 9. Establish the internal funds transfer price (FTP).
 10. Determine and establish Assets and Liabilities Committee membership at the regional level, later to be known as the Regional Assets & Liabilities Committee.*)
 11. Determine and or establish Operating Guidelines and/or authority of the Regional Assets & Liabilities Committee.*)
 12. Manage the membership, Operating Guidelines, Authority and decisions of the Regional Assets and Liabilities Committee.

*) Membership, Operating Guidelines and Authority of the Regional Assets & Liabilities Committee shall be determined through the Risk & Capital Committee Meeting on Assets & Liabilities, and authorized by the BOD Directive signed by the Sector Director appointed as the Head of Assets & Liabilities.

Frequency of Meetings

During 2013, the Risk and Capital Committee on Risk Management (RMC) held 5 (five) meetings with the agenda as follows:

No. Decision Letter	Date of Implementation of RMC	Results
RMC 01 – 2013	16 January 2013	1. BNI Risk Profile (individually) position December 31, 2012 2. BNI Level of Health (individually) position December 31, 2012
RMC 02 – 2013	17 April 2013	1. BNI Risk Profile (individually) position March 31, 2013 2. Proposal for Risk Appetite Statement 2013
RMC 03 – 2013	17 July 2013	1. BNI Risk Profile (individually) position June 30, 2013 2. BNI Level of Health (individually) position June 30, 2013
RMC 04 – 2013	21 November 2013	Review Risk Appetite Statement of BNI
RMC 05 – 2013	19 December 2013	1. Policy related to Loan Exposure Limit (LEL) 2. Concentration of Foreign Exchange Earning Asset

During 2013, the Risk and Capital Committee on Assets and Liabilities (ALCO) held 10 (ten) meetings with the agenda as follows:

No. Decision	Date of Implementation of ALCO	Result
001	2 May 2013	Administration of decision on the review of Tapenas interest rate.
002	13 June 2013	<ul style="list-style-type: none"> - Review on the authority to decide special rate for deposit in rupiah (period 14 June to 17 June 2013) - Review on the interest rate for loan in rupiah for productive loan (period 14 June to 17 June 2013)
003	17 June 2013	<ul style="list-style-type: none"> - Review on "tarif papan" for giro, saving accounts, deposits (Rupiah & USD) - Review on authority to decide <i>special rate</i> and quota for <i>special rate</i> deposit in rupiah (period 18 June to 30 June 2013) - Review on the authority to decide special rate deposit in USD (period 18 June to 30 June 2013) - Review on interest rate for loan in rupiah for productive loan. - Review on interest rate for loan in forex for productive loan. - Review on <i>fixed rate</i> and decide the quota for BNI Griya <i>fixed rate</i> (period 18 June to 30 June 2013). - Review on loan tariff and decide the quota for BNI Oto (period 18 June to 30 June 2013).
004	27 June 2013	<ul style="list-style-type: none"> - Review on the authority to decide special rate and review quota for special rate of deposit in rupiah (1 July to 30 September 2013). - Review on the authority to decide <i>special rate</i> for deposit in USD. - Review on interest rate for loan in rupiah for productive loan.
005	28 August 2013	<ul style="list-style-type: none"> - Review on interest rate to decide <i>special rate</i> and review on quota for <i>special rate</i> of deposit in rupiah (period 29 August to 30 September 2013) - Review on interest rate of loan in rupiah for productive loan, especially for new <i>booking</i>. - Review on <i>fixed rate</i> and decide quota for <i>fixed rate</i> of BNI Griya (period 1 to 31 October 2013) - Review on loan tariff and decide quota for BNI Oto (period 1 to 31 October 2013)
006	25 September 2013	<ul style="list-style-type: none"> - Review on "tarif papan" for deposit in rupiah. - Review on the authority to decide special rate and review on the quota of special rate for deposits in rupiah (period October 2013). - Review on the authority to decide <i>special rate</i> and on the quota for deposit in USD (period October 2013). - Review on interest rate of loan in rupiah for productive loan, especially for <i>existing loan</i>. - Review on <i>fixed rate</i> and decide the quota of <i>fixed rate</i> for BNI Griya (period October 2013). - Review on loan tariff and decide quota for BNI Oto (period October 2013). - Grant the authority to Dir. KR, Dir. TS and Dir. ER to, at anytime, review on interest rate and quota for <i>fixed rate consumer loan</i>.
007	25 October 2013	<ul style="list-style-type: none"> - Review on the authority to decide <i>special rate</i> and review on quota of special rate deposit in rupiah (period November 2013). - Review on the authority to decide special rate and quota for deposit in USD (period November 2013).
008	31 October 2013	<ul style="list-style-type: none"> - Review on the authority to decide <i>special rate</i> and review the quota of <i>special rate</i> for deposit in rupiah (period November to December 2013). - Decide maximum weighted average of <i>special rate</i> for deposit in rupiah. - Review on interest rate for loan in rupiah for productive loan, especially for new <i>booking (new loan and/or new disbursement)</i>
009	28 November 2013	<ul style="list-style-type: none"> - Review on the authority to decide <i>special rate</i> and review on the quota of <i>special rate</i> for deposit in rupiah (period 29 November to 31 December 2013) - Review on maximum <i>weighted average</i> of <i>special rate</i> for deposits in rupiah - Review on the authority to decide <i>special rate</i> and quota of deposit in USD (period December 2013). - Administration of the decision on the authority to decide and quota of <i>special rate</i> for deposit in rupiah, especially for <i>tiering</i> balance \geq Rp100 Million up to $<$ Rp1 billion.
010	16 December 2013	<ul style="list-style-type: none"> - Review on the authority to decide <i>special rate</i> and review on the quota of <i>special rate</i> for deposit in rupiah (period January 2014). - Review on maximum <i>weighted average</i> of <i>special rate</i> for deposits in rupiah. - Review on the authority to decide <i>special rate</i> and quota of deposit in USD (period January 2014). - Grant the authority to TRS to conduct <i>swap sell-buy</i> of USD/IDR related to liquidity requirements in Rupiah.

Corporate Governance Review

Human Resource Committee

The Human Resource Committee is a permanent Committee within BNI whose members consist of all BOD members and several Division heads with the authority to:

- a. Make decisions related to improvement measures on human resource policies and systems encompassing 6 (six) key elements of HR management namely:
 1. HR Planning
 2. Recruitment and selection
 3. Employee training and development
 4. Employee performance and potential appraisal
 5. Career path management
 6. Payroll and reward system management.

- b. Approve proposed HR planning including for recruitment and selection programs as well as employee training and development schemes.
- c. Evaluate and approve the implementation of job transfer/rotation/promotion for BNI's strategic and or leadership positions.

The Human Resource Committee is established pursuant to the BOD Directive No. KP/235/DIR/R dated July 18, 2011 concerning Changes to the Human Resource Committee membership, in replacement of the previous the BOD Directive No. KP/078/DIR/R dated February 9, 2004 concerning the Human Resource Committee and the BOD Directive No. KP/637/DIR/R dated October 5, 2004 concerning the Discipline Committee.

Structure and Composition

Chairman	President Director
Alternate Chairman Concurrently Serving as Member	Vice President Director
Member	<ul style="list-style-type: none"> - Managing Director - Legal & Compliance - Managing Director - Business Banking - Managing Director - Consumer & Retail Banking - Managing Director - Channel & Services - Managing Director - Operation & IT - Managing Director - Treasury & FI - Managing Director - Risk - Financial (CFO) - Chief Business Risk Officer - Head of Human Capital Division - Corporate Secretary
Secretary	Head of Human Capital Division

The Human Resource Committee consist of 3 (three) teams, as follow:

Senior Officers Change Consultative

Chairman	Head of Human Capital Division
Alternate Chairman Concurrently Serving as Member	Head of Internal Audit
Member	<ul style="list-style-type: none"> - Head of Compliance Division - Head of Human Legal Division
Secretary	VP HC Strategy Human Capital Division

HR Management System Policies Review and Formulation Team

Chairman	Head of Human Capital Division
Alternate Chairman Concurrently Serving as Member	Head of Strategic Planning Division
Member	<ul style="list-style-type: none"> - Head of Internal Audit - Head of Legal Division - Head of Compliance Division - Head of Product Management Division - Head of Customer Management & Marketing Division - Head of Market Intelligence Business Division - Head of Treasury Division - Head of Enterprise Risk Management Division - Head of Information Technology Division - Head of International Division - Head of Multi Channel Development & Management Division - Head of Organizational Learning Division
Secretary	VP HC Strategy Human Capital Division
Staff Supporting Group	<ul style="list-style-type: none"> - Head of Compensation Benefit & Individual Performance Human Capital Division - Head of People Development Human Capital Division - Group Head of Workforce Planning & Assessment Center Human Capital Division - AVP Culture Specialist Human Capital Division - Group Head of Employee Relation Human Capital Division - AVP Business Partner - Group Head of Planning & Knowledge Management Organizational Learning Division - Group Head of Management Research & Organization Strategic Planning Division

Administration Sanction Consultative Team

Chairman	Head of Human Capital Division
Alternate Chairman Concurrently Serving as Member	Head of Compliance Division
Member	<ul style="list-style-type: none"> - Head of Internal Audit - Head of Legal Division - Head of Related Division/Unit
Secretary	Group Head of Case Management - Compliance Division

Duties and Responsibilities

1. Formulation of Human Resources Policy

- a. Ensure that policies and processes related to the management of BNI's key personnel are consistent with corporate strategic planning.
- b. Review short and long-term manpower plans, and decide on the most effective policies for addressing employee strengths and weaknesses.

- Review and approve individual development plan to be used in the determination of the candidates for promotion/transfer/rotation/ training & development.
 - Review and approve transfer/ promotion/ demotion/ and others.
 - Review and approve annual carrier path management and review progress.
 - Approve the delegation of authority in HR management to appropriate level.
- b. Ensure that training and development programs can provide qualified staff in all positions through the following activities:
 - Review training master plan and prioritize its implementation.

2. Human Resource Coordination Priority

- a. Guarantee the availability of quality human resource and to assign them to the most suitable positions, through the following activities:
 - Review recommendation for succession plan and selecting candidates for promotion/transfer/rotation/ training & development.

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- Review short-term and long-term manpower plan and ensure its compliance with the training master plan.

3. Key personnel performance appraisal

- a. Ensure that performance evaluations are carried out on key personnel, namely:
 - Division Head.
 - Head of Area and International Branch Office.
 - Deputy Head of Division and equivalent division.
 - Other position deemed necessary by the Committee.
- b. Guarantee that the compensation and benefit systems and levels can motivate each employee to work towards achieving company goals through the following activities:
 - Review and approve the compensation strategy to be determined and explain how the compensation should be able to support the achievement of corporate goals.
 - Review and approve the position and level of compensation.
 - Review and approve methodology for changes in the level of compensation.
 - Review and approve changes in employee benefit and incentive.

4. Staff Moral

Boost staff moral by creating a working environment capable of encouraging the engagement and development of its human resource, consist of:

- a. Review and approve the system of internal employee communications.
- b. Approve employee satisfaction survey on a regular basis, perform and provide guidance on the necessary corrective actions.

- c. Ensure the implementation of the working culture is in accordance with the corporate culture.
- d. Ensure the absence of various forms of discrimination in BNI.

Frequency of Meetings

Throughout 2013, the Employee Transfer Consultative Team (TPMTP) held 20 (twenty) internal meetings to propose candidates for the senior officers at Head Office/Area/Branch/Centers, as result of mutation/rotation and or promotion.

In 2013, the Administrative Sanction Consultative Team (TPSA) held 8 (eight) internal meetings to give consideration on the administrative sanctions for cases, including loan and non-loan cases.

Technology Management Committee (KMT)

The Technology Management Committee is a permanent Committee within BNI with the authority to provide recommendations to the Board of Directors on the formulation and establishment of policies and strategies for the development of BNI's information technology. The Committee was established to assist BOC and BOD in overseeing activities related to Information Technology.

The Technology Management Committee is established pursuant to BOD Directive No. KP/201/DIR/R dated June 14, 2011, concerning the organizing of BNI's Technology Management Committee (TMC), and was updated through Memo from the Division of Planning No. REN/2/310 dated 23 April 2012, in replacement of the previous BOD Directive No. 288/DIR/R dated December 20, 2010 concerning the organizing of BNI's Technology Management Committee (TMC).

Structure and Composition

Chairman	Director of Operations & IT
Alternate chairman concurrently serving as member	Director of Consumer & Retail
Permanent members	Head of Card Business Division, Consumer & Retail Product Management, Treasury, International Banking, Transactional Banking Services, Financial Planning & Control, Procurement & Fixed Assets, Banking operation, Channel Management, Subsidiaries Development Unit, Consumer & Retail Business Risk, Enterprise Risk Management, Policy Governance unit, and Compliance Division
Non permanent members	Other member of the Board of Directors, Division Head/Unit Head and Subsidiary Head (according to the agenda to be discussed)
Secretary	Information Technology Division Head
Supporting Staff Group	Related Division

Duties and Responsibilities

1. IT Policy Formulation
 - Provide recommendations to the BOD on key IT policies and procedures, particularly in relation to the development and establishment of IT systems, IT operational activities and communication networks, information security, end user computing, e-banking, IT service providers as well as policies and procedures on the implementation of risk management through IT applications.
 - Review and endorse recommendations, IT Budget and information security.
 - Apply and evaluate IT Governance.
2. Harmonization of IT Strategy and Business
 - Provide recommendations to the BOD to ensure consistency between information technology strategic plan and BNI's strategic business activity plan by taking into account efficiency and effectiveness, roadmap, required resources, as well as cost and benefit anticipated upon the implementation of the strategic plan.
 - Evaluate and provide inputs on the compatibility of approved projects with the IT strategic plan.
 - Determine the priority status of critical IT projects with significant impact on BNI operational activities.
 - Evaluate on the compatibility of IT with management information system needs that support the management of BNI business activities.
3. IT Risk Management
 - Provide recommendations to the Board of Directors on the formulation of main IT policies and procedures, primarily with regard to the development and establishment of IT systems, IT operational activities and communication networks, information security, end-user computing, e-banking, IT service providers as well as policies and procedures related to risk management through IT applications.
 - Ensure the effectiveness of risk mitigation of risk mitigation measures and BNI investments in information technology that will contribute to the achievement of BNI business goals.
 - Facilitate relations between divisions/units in addressing various IT-related issues.
4. IT Performance Measurement and Evaluation
 - Analyze and provide recommendations on the compatibility of implementing IT projects with the project plan (project charter) as agreed upon in the service level agreement (SLA).
 - Monitor IT performance and measures introduced for improvements.

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Frequency of Meetings

The Committee meets at least 1 (once) every 6 (six) months (every semester) or whenever necessary, at specified time, date, and place. In 2013, the Technology Management Committee held 2 meetings with the agenda as follow:

1. IT Strategic Plan KCLN 2013-2017
2. IT policies – Application Disposal/Termination
3. IT Support for the Bank's 2014 Business Plan.

Performance Management Committee

The Performance Management Committee is the committee that conducts the management of budget monitoring policy and support the performance management process at BNI to ensure the conformity of strategic planning and to facilitate the process of target setting and performance assessment. The Performance Management Committee is established pursuant to the BOD's Directive No. KP/466/DIR/R dated October 5, 2012 concerning Change in Performance Management Committee (PMC) of PT Bank Negara Indonesia (Persero) Tbk, with change of composition pursuant to Memo REN/2/509 dated July 26, 2013.

Structure and Composition

Chairman	President Director
Alternate Chairman concurrently serving as Member	Vice President Director
Permanent Member	<ul style="list-style-type: none"> - Finance Director - Legal & Compliance Director - Head of Change Management Office - Head of Strategic Planning Division - Head of Complain Division - Head of Human Capital Division
Non-Permanent Member	Other member of the Board of Directors, Head of Division/Unit, Regional Head and Head of Subsidiaries related to the matter at hand
Secretary 1 (Target Setting)	Head of Financial Control Division
Secretary 2 (Strategic Planning)	Head of Strategic Planning Division
Secretary 3 (Performance Management)	Head of Change Management Office *)
Supporting Staff Group	Related Division

*) Temporary, until the transfer of Performance assessment function to PKU

Duties and Responsibilities

Target Setting

1. Approve and determine annual schedule and responsible for Planning & Budgeting.
2. Oversee and monitor developments in Planning & Budgeting activities
3. Decide the Capex proposal under certain criterion (business cases).

Strategic Planning

1. Review and ensure conformity between Bank's Business Plan (RBB), Corporate plan and Budgeting, and suggest adjustment if deemed necessary.
2. Review and approve suggested target /budgeting adjustment (forecasting), and recommend amendment to Bank's Business Plan (RBB)/ Corporate plan if deemed necessary as arbitrage institution for dispute over performance measurement.

Performance Assessment

1. Evaluate and approve Key Performance Indicator (KPI) of Sector Level
2. Review and recommend BNI's Key Performance Indicator (KPI).
3. Provide recommendations to sectors and divisions in line with processes for setting and cascading of KPIs and targets.

4. Review the processes of work management/ suggest initiatives/policy amendments to improve efficiency.

Frequency of Meetings

The Committee meets at least 1 (one) in 6 months (every semester) or whenever necessary. In 2013, the Performance Management Committee met 2 (two) times, with the agenda as follow:

1. Analysis on Company Performance.
2. Attainment of BNI Strategy.

Product Committee

The Product Committee is the committee that conducts the management of policies and monitors BNI's products/activities to ensure that they can create maximal profit.

The Product Committee is established based on BOD Directive No. KP/448/DIR/R dated September 20, 2012 concerning Product Committee (PRC) of PT Bank Negara Indonesia (Persero) Tbk.

Structure and Composition

Chairman	President Director
Alternate Chairman Concurrently Serving as Member	Vice President Director
Permanent Member	<ul style="list-style-type: none"> - Managing Director Channel & Services - Managing Director Operations & IT - Managing Director Risk - Managing Director Legal & Compliance - Head of Channel & Services Division - Head of Legal Division - Head of Financial Control Division - Head of Operational Division - Head of Information Technology Division - Head of Enterprise Risk Management Division - Head of Compliance Division
Non-Permanent Member	Member of the Board of Directors act as Sponsor Director, Chief of Business Risk Officer, Head of Division/Unit, and Head of Subsidiary which related to the topic
Secretary	Head of Strategic Planning Division
Supporting Staff Group	Related Division

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Duties and Responsibilities

1. Determine the strategy of the amount and business development through BNI product/activities.
2. Conduct comprehensive evaluation and decide the 'viability' of new product/activities especially related to cross sectorial/segment alliances and strategic alliances with subsidiaries/other companies outside BNI by involving related Sector Director.
3. Conduct monitoring on the implementation of BNI products/activities and make decisions on the continuity of the product/activities based on recommendation provided by Supporting Staff Group/product owner.
4. Acting as arbitrage institution for cross-sectorial issues related to Performance Management System (PMS) on the implementation of new products/activities.

Frequency of Meetings

In accordance with the regulation, the Product Committee meets at least 1 (one) in 6 months (semester) and/or whenever necessary. During 2013, the Product Committee held 1 (one) meeting with agenda as follow:

1. Product Committee Governance
2. BNI Voucher Multi Guna
3. BNI Wesel PIN Dalam Negeri.

Anti Fraud Committee

Anti Fraud Committee was established based on BOD Directive No. KP/508/DIR/R dated November 9, 2012 concerning the establishment of Anti Fraud Committee (KAF), with membership as follow:

Chairman	: Director of Legal & Compliance
Vice Chairman	: Director of Risk
Secretary	: Head of Compliance Division (concurrently serving as member)

Frequency of Meetings

In 2013, KAF held 2 (two) meetings, namely:

No.	Date	Results
1	09-04-2013	<ol style="list-style-type: none"> a) Optimizing the supervision conducted by Teller Supervisor especially for non Pinpad withdrawal/transfer. b) Establish the SMS Notification on saving account as a <i>mandatory</i>. c) Addition of narration on ATM screen saver concerning the condition of ATM Card and a request to contact BNI Call 500046
2	29-11-2013	<ol style="list-style-type: none"> a) To continuously and consistently build <i>fraud awareness</i> through programs, such as case discussion (<i>modus</i>) and its impact to employee (sanction for employee) using existing conference media with employee, namely <i>morning briefing</i>, <i>sharing moment</i>, quality month and <i>video conference</i>. b) Increase coordination between IAU and KPN related to the implementation of <i>surprise audit</i> as tool for <i>fraud detection</i>, considering the growing number of BNI <i>outlet</i>. c) Consistently impose sanction to create deterrent effect.

Permanent Member : Head of Human Capital Management Division, Internal Audit Unit, Law Division, Bank Risk Management Division, Policy Management Unit

Non-Permanent Member : Related Division

Duties and Responsibilities of the Committee

- 1) Identifies all types of fraud coming from all business activities of BNI business units;
- 2) Determines BNI's policies and Anti- Fraud Strategy (SAF);
- 3) Develops systems and mechanisms of fraud risk management, including accountability and responsibility of each unit;
- 4) Monitor and review the impact of policies and strategy on periodic bases.

In discharging its duties and responsibility, KAF is assisted by Ethics Management Unit under the Compliance Division with functions as follow:

- 1) Managing policies and implementation of SAF in coordination with related units /divisions;
- 2) Reviewing the SOP of SAF;
- 3) Reporting on regular bases as well as by incident to internal parties (President Director and BOC) and external party (Bank Indonesia) related with Anti-Fraud Strategy;
- 4) Acting as liaison for data and reporting with other Division/Unit, as well as external parties related with Anti-Fraud Strategy and managing database related existing fraud in BNI;
- 5) Monitor the initiation and the implementation of Anti-Fraud Strategy and its improvement.

Credit Policy Committee

Credit Policy Committee (KKP) was established based on the BOD Directive No. KP/168/DIR/R dated April 26, 2013 pertaining to the Arrangement of Credit Policy Committee of PT Bank Negara Indonesia (Persero) Tbk, which consists of:

Chairman Concurrently Serving as Member	President Director
Vice Chairman Concurrently Serving as Member	Vice President Director
Secretary Concurrently Serving as Member	Director - Risk
Permanent Member	<ul style="list-style-type: none"> - Managing Director - Business Banking - Managing Director - Consumer & Retail Banking - Managing Director - Legal & Compliance - Chief Business Risk Officer - Head, Governance Policy Unit - Head, Enterprise Risk Management Division - Heads, Compliance Division - Head, Internal Audit
Non-Permanent Member	Director of the related Sector and/or Head of Division//Unit related to the issue being discussed in a meeting.

KKP Responsibilities:

- 1) Establish the Bank Credit Policy (KPB), particularly pertaining to the formulation of prudent principles in credit disbursement to be approved by the Board of Commissioners;
- 2) Oversee the consequent and consistent implementation of KPB and conduct a review should there be obstacles during the implementation of KPB;
- 3) To review the PKB on regular basis and not longer than once in 3 (three) years CDE and if deemed necessary make change/improvement of KPB;
- 4) Monitor and evaluate:
 - a. The development and the overall quality of credit portfolio.
 - b. The accuracy of the implementation of loan approval authority.
 - c. The accuracy of the loan granting process, development and the quality of parties associated with the Bank and certain large debtors.
- 5) Submit written reports to the Board of Commissioners on a regular basis, pertaining the results from overseeing the implementation of KPB, and the results from the matter mentioned in point (4).
 - d. The accuracy on the implementation of BPMK, Good Corporate Governance and Risk Management.
 - e. The compliance to the provisions and other regulations in the implementation of credit provision.
 - f. Resolving NPL in accordance with KPB.
 - g. Bank's efforts meeting loan write-off adequacy.
- 6) Formulate and recommend improvement on the Bank's loan activities.

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Frequency of Meetings

KKP convenes meeting at least 1 (one) time in 6 (six) months (semester) or as deemed necessary. In 2013, KKP held 2 (two) meetings with the agenda as follow:

No.	KKP Meeting Date	Decision
1	25-09-2013	The Committee discussed the Review on the Policy of KPB for the year 2010, with result: Inputs from BOD and related division concerning the proposal of KPB review in 2010
2	08-11-2013	KKP Decision No. 1/01/KKP/2013 on KPB Review year 2010 and has been approved by BoC cfm. BoC Letter No. DK/162 dated 19 December 2013

Credit Procedure Committee

Credit Procedures Committee (KPP) was established based on BOD Directive No. KP/169/DIR/R dated April 26, 2013 regarding Restructuring the Credit Procedure Committee of PT Bank Negara Indonesia (Persero) Tbk, which consists of:

Chairman Concurrently Serving as Member	Director - Risk
Member	<ul style="list-style-type: none"> - Director - Business Banking (only on issues related to Business Banking) - Director - Consumer & Retail (only on issues related to Consumer & Retail) - Director - Treasury & FI (only on issues of earning asset management in the Treasury & International business including Financial Institution) - Director - Operations & IT (only on issues related to Credit Operations) - Director - Legal & Compliance - Chief Business Risk Officer
Committee Secretary	Head of Governance Policy Unit (PGV)

KPP Responsibilities :

- 1) Establish operational policies and credit procedures.
- 2) Establish Lending Model.
Lending Model is the operational policy and procedures specifically related to credit financing with the terms and conditions that have been specially adapted to the market segment, industry or area of interest by adhering to prudential banking principles and good corporate governance.
- 3) Establish operational policies and procedures related to the management of credit for productive assets in Treasury and International business (including the Financial Institution).

Frequency of Meetings

KPP convenes meeting at least 1 (one) time every three (3) months or at any time as needed. In 2013, KKP held conducted 7 (seven) meetings and reached 38 (thirty -eight) decisions with details as follow:

No.	No. KPP	Date	Decision
1	1/01/KPP/2013	21-05-2013	The Committee approved the Framework of Policy in Treasury Business. The contents have been approved by the Board of Directors in a Director Meeting in November 29, 2013.
2	1/02/KPP/2013	27-05-2013	<ol style="list-style-type: none"> 1. Debtor segmentation 2. Authority to Appoint, to issue a Decree Letter and Establishment of Limit of Credit Approval for Temporary Replacement Officer 3. Pre Approval Line (PAL) 4. Authority to Decide on Disposition or Disbursement of Credit 5. Authority to Decide on Memos Outside of PAK other than those decided by the Credit Committee 6. Credit Decision Note (NK-3) 7. Credit to Subsidiary/Group Member of Entities as Debtor of the Corporate Segment and Authority to Decide 8. Credit to Debtors included in the Bad Debt List/National Black List (formerly Drawer of Unfunded Checks/Black List) 9. Cash Collateral Credit (CCC) (formerly Credit with Time Deposit as Collateral) 10. Authority to Decide on Facility Sub-Allocation 11. Improvement to Area Credit Committee 12. Improvement to Credit Application Tool (PAK)

No.	No. KPP	Date	Decision
3	1/03/KPP/2013	29-07-2013	<ol style="list-style-type: none"> 1. Enhancement to Authority to Decide on International Business 2. Loan Scheme for Referred Customers of Japan Desk Unit 3. Feature Enhancements of BNI Fleksi 4. Review of Authority to Approve C&R Organic Credit at Stand Alone Branch (STA) 5. Enhancement of Policies on Audited Report for Customer & Retail Organic Credit 6. Review of Authority to Approve Consumer & Retail Organic Credit
4	1/04/KPP/2013	30-08-2013	<ol style="list-style-type: none"> 1. Lending Model Supply Chain Financing (SCF) 2. Lending Model for Market 3. Service Level Agreement (SLA) for Credit Process 4. Guidelines for KUR Credit Write-Off 5. Enhancement to Policies on KUR Kerjasama 6. Enhancement to Authority to Approve Consumer & Retail Organic Credit 7. Enhancement on Policies on Debt Service Ratio (DSR) of Consumer Organic Credit
5	1/05/KPP/2013	29-11-2013	<ol style="list-style-type: none"> 1. Credit Collateral for Small Segment 2. Requirements for Collateral in Medium Segment Credit 3. Authority to Approve Memos Outside of PAK Other than those decided by the Credit Committee (for the Corporate segment) 4. Enhancement to Authority for Approval of Inorganic Credit and Program Credit 5. Enhancement to Credit Scheme for Referral Customers of the Japan Desk 6. Scheme of Term Loan Facility Bank (TLFB) 7. Limit Setting Mechanism in Corporate Bond Purchase
6	1/06/KPP/2013	09-12-2013	<ol style="list-style-type: none"> 1. Review of Customer segmentation 2. Facilities to Securities Companies 3. Intraday Facility
7	1/07/KPP/2013	23-12-2013	<ol style="list-style-type: none"> 1. Review of mechanism for Forex and Derivative Line 2. Methods for Limit and Authority Setting in Treasury Business

Governance Process

A. Implementation of Compliance Function

Compliance function in BNI is run by the Division of Compliance, as defined by the Board of Directors by establishing the Compliance Division and its basic functions on January 20, 2004 as a permanent compliance work unit directly accountable to the Director of Legal & Compliance.

The position of BNI's Director of Legal & Compliance is currently held by Ahdi Jumhari Luddin, appointed by the President Commissioner and President Director upon approval from Bank Indonesia, confirm BI Letter No. 10/156/DSDM dated May 29, 2008 effective since March 24, 2008.

Working relations between the Compliance Division and other organizational units are based on independent partnership with regard to the formulation of policies and compliance review of other operational activities.

B. Responsibility of the Director of Compliance

The duties and responsibilities of the Director of Compliance include:

1. Formulate strategies to encourage the actualization of compliance culture.

2. Proposed compliance policy or adherence principles which will be set by the Board of Directors.
3. Establish compliance systems and procedures which will be used to formulate internal rules and guidelines.
4. Ensure that all policies, rules, systems and procedures, as well as business activities, are in accordance with the provisions of Bank Indonesia and the legislation in force.
5. Minimize compliance risk.
6. Conduct preventive action in order that policies and/or decisions taken by the Board of Directors do not deviate from the provisions of Bank Indonesia and the legislation in force, among others, by providing a dissenting opinion when there is a policy and/or decisions that deviate from the provisions of Bank Indonesia and applicable laws and regulations, and responsibilities in taking preventative measures, limited to the authority of the Director of Legal and Compliance.

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7. Perform other tasks associated with the compliance functions, among others, to monitor and maintain compliance with the commitment to Bank Indonesia and other authorized regulatory authorities.

C. Duties of Compliance Unit

Compliance Unit was established to carry out the compliance function which includes the following activities:

1. To realize the implementation of compliance culture at all levels of organizations and business activities.
2. Managing compliance risk.
3. Ensure that policies, rules, systems and procedures and business activities conducted are in accordance with the provisions of Bank Indonesia and the legislation in force.
4. Ensure compliance with commitments made to Bank Indonesia and/or other competent regulatory authorities.

D. Compliance Indicator in 2013

1. BNI's compliance risk profile by Quarter IV 2013 was at score 2 (two) of composite risk or with a predicate of low to moderate, with a low to moderate level of inherent risk and a satisfactory level on the quality of risk management. This proves that the possible loss of BNI compliance risks inherent in the composite is low with adequate quality of risk management compliance implementation.
2. The results of the implementation of GCG Self Assessment of BNI on Semester II 2013 was ranked 2 (further details can be seen in the General Conclusions Results of Self Assessment Implementation of GCG).

E. Compliance Activities in 2013

In 2013, the Compliance Division conducted the following compliance activities:

I. Implementation of Compliance Function

1. To promote the implementation of Compliance Culture of at all levels of the organization and activities of the Bank
In order to promote the Compliance Culture at all units, BNI has prepared Compliance Awareness and Compliance Training aimed at promoting employee awareness, comprehension and care on the implementation of Corporate Culture at all operation activities.

a. Compliance Awareness Program

To nurture Compliance Awareness at all units /employee, dissemination program pertaining to compliance has been undertaken by Compliance Officer (CO) with the schedule in 2013 as follow:

1) Dissemination of Whistle Blowing System (WBS)

WBS Dissemination is aimed at promoting employee awareness on the existence of WBS as a mechanism to report internal violation, but not a defamatory one, and emphasize more on:

- a) Protection for Whistle-blowers who are willing to fully disclose their identity or under partial anonymity.
- b) To follow up every report.
- c) Reports must be accompanied with sufficient evidence.

2) Dissemination of Anti Fraud Strategy (SAF)

The dissemination of SAF is aimed at building employee awareness that BNI SAF system is able to detect any fraud conducted by employee so that they must think twice before committing any fraud and in the future reducing the potential of fraud (preventive action).

3) Dissemination of Risk Awareness

Dissemination of Risk Awareness is aimed at building employee awareness towards risks that potentially harm the bank and stakeholders so that the risks of loss can be minimized.

4) Dissemination of Anti Money Laundering & the Prevention of Terrorism Funding (APU & PPT)

The objective of the dissemination of APU & PPT is to promote employee awareness on the mode of money laundering such as placement, layering, and integration, so that they can prevent funds/money resulted from any unlawful activities from entering the bank system by performing in depth analysing on the profile of future customers, analysing Cash Transaction Report (CTR) and Suspicious Transaction Report (STR).

- 5) Dissemination of Business Ethics
The goal to be achieved through the dissemination of Business Ethics is to create a good governance in a fair and healthy business conduct in order to maintain business continuously and to increase Company's profit.

- b. Compliance Training Program
In nurturing risk culture and compliance culture in all operational activities, the Compliance & Ethics has been established as mandatory in the curriculum for all new recruitment in the ODP (Officer Development Program). It is intended to prepare the employee from early, with knowledge on Compliance and having strong understanding of risk culture. During 2013 the Compliance Division has provided training on Compliance & Ethics for ± 7 batch ODP (± 175 new employee).

To constantly improve the quality of its human capital, the Compliance Division held trainings and upgrading of competence and knowledge related to banking operation. Until Quarter IV 2013, the Compliance Division has sent employees to various trainings/seminar on Compliance, Internal Audit, and Anti Money Laundering in and out of country, as well as refreshing Compliance Officer (CO) program attended by 539 employees, with material as follow:

- 1) Investigation techniques;
- 2) Problem-prone aspects on credit process;
- 3) Check list of test of credit compliance and procurement of goods and services;
- 4) Presentation skills;
- 5) Training for Trainers (TFT) on APU and PPT;
- 6) Anti-Fraud Strategy & Dissemination of WBS.

2. Compliance Risk Management
Compliance Division monitors level of compliance to all prevailing regulations related to prudential banking principles (CAR, RR, NOP, LLL, NPL), up until Quarter IV/2013, in overall no violation on Bank Indonesia Regulations related to prudential banking principles occurred.

BNI's composite Compliance Risk Profile in Quarter IV/2013 was at level 2 (low to moderate), with explanatory as follow:

- a. Inherent Risk
BNI's Inherent Risks until Quarter IV/2013 was at level 2 (low to moderate) showing that the possible losses due to composite inherent compliance risks is low.
 - b. Quality of Risk Management (KPMR)
Until Quarter IV/2013, BNI was at level 2 (satisfactory) or adequate on the quality of Risk Management (KPMR).
3. Ensuring that all policies, provisions, systems and procedures, as well as business operation have been in compliance with the provisions from Bank Indonesia and with the prevailing rules.

To keep the policies, provisions, systems, and procedures bank in comply with Bank Indonesia's provisions and prevailing rules, the Compliance Division undertakes the following:

- a. Certification/Providing Opinion /Compliance Analysis
 - 1) Certifying policies and procedures proposed by units of organization that create the policies.
 - 2) Provides compliance opinion
 - 3) Conducts analysis on the effects of external rules.
 - 4) Reviews adequacy of policy.
- b. Preventive Review
Compliance Division has made a number of preventive effort through Compliance Review on:
 - 1) Credit Compliance Review (C2R) on the proposed Loan Application Tool (LAT).
 - 2) Compliance Review on the proposed Goods and Services Procurement Documents.

Corporate Governance Review

4. Monitor and maintain Bank Compliance to the commitment towards Bank Indonesia and other Authorities
Monitoring the commitment to Bank Indonesia and other Authorities together with Internal Audit Unit (SPI) by monitoring the follow-ups on audit results from Bank Indonesia and other Authorities (Supreme Audit Board, Capital Market and Financial Institution Supervisory Agency, Indonesian Financial Transaction Reports and Analysis Center, etc.).

II. Internal Control

Internal control management is performed by Compliance Officer (CO) through compliance testing on operational activities at the level of Division/Regional Office/Branch/Credit Center. The objective of implementing compliance testing is to assess the compliance of business/operational to internal as well as to external provisions. The management of internal control include:

1. Regular Review
Regular Review is an ex-post review on the Bank's critical business/operational activities performed regularly by the Compliance Unit on daily/ weekly/monthly/quarterly/ semi-annual basis to assess the compliance of operational units in implementing their main functions in accordance with applicable regulations to allow for early risk mitigation.
2. Compliance Testing
Compliance Testing is a ex-post review on business/operational activities performed by the Compliance Officer (CO) based on Compliance Risk Assessment aside of regular review.
3. Incidental review
Reviews conducted on information of noncompliance, cases and/or other strategic issues. Incidental reviews consist of:
 - a) Immediate reviews
Review on certain activity/transaction based on the professional judgment of the Compliance Division, due to indications of possible issues found in the preventive reviews, request of the unit, or other valid information.

- b) Special reviews
Reviews conducted in relation to a violation of regulations, policies and procedures that potentially may result in direct or indirect loss to the Bank, in order to determine the chronology of the violation, its causes, the impact of loss to the Bank, and the personnel allegedly involved in such a violation.
- c) Issue reviews
Reviews conducted by decision of the Head of KPN due to occurrence of strategic issues/problems at the work units that may result in significant impact to BNI bankwide.

III. Enforcement of Ethic and Compliance

To support the implementation of compliance function, Compliance Division also conducts the Enforcement of Ethic and Compliance, with following explanation:

1. Ethics Management
In order to optimize the implementation of Good Corporate Governance, the Compliance Division constantly strives to enforce ethics in banking operation by applying Whistle Blowing System (WBS) and Anti Fraud Strategy.
 - a. Whistle Blowing System (WBS) (WBS will be further explained in Internal Complaint Mechanism – WBS).
 - b. Anti Fraud Strategy (SAF)
Fraud can cause material or immaterial losses for bank as well as for customers. Possible losses resulted from fraud has driven BNI to control and minimize fraud. BNI's commitment in handling and minimize fraud is implemented in the form of Anti Fraud Strategy.

The implementation of Anti Fraud Strategy has driven BNI to control and minimize fraud through 4 (four) pillars as stipulated in Bank Indonesia Circulation No. 13/28/DPNP dated December 9, 2011 on the Implementation of Anti Fraud Strategy for Commercial Bank. Controlling fraud is achieved through preventive efforts and detection as well as investigation and improving system as follow-up in preventing fraud from reoccurrence.

The success of the implementation of Anti Fraud Strategy in overall much depend on the commitment and the willing from BOC and BOD in promoting Anti Fraud Culture and awareness throughout the bank's organization.

The role of the Management in creating Anti Fraud Culture is crucial since the Management function as role model for employee. However, the success in creating Anti Fraud Culture is not merely Management's responsibility and commitment but must also be supported by all employees.

2. Compliance Enforcement

The implementation of the compliance function also covers compliance enforcement for employees who violate the applicable provisions. Compliance enforcement is conducted by analyzing cases, developing case database, processing the employee involved in fraud case in transparent manner and with refer to prevailing regulations, and preventive efforts..

To employees involved in fraud case, administrative sanctions in the form of Mild Warning Letter (SPP), Severe Warning Letter (SPTK), Last Warning Letter (SPT) or Termination of Employment (PHK), is being imposed.

In 2013 there were 6 cases of internal irregularities (internal fraud) with the fraud amount value of over Rp100 million, with the following administrative sanctions:

- 27 employees were subjected to SPP.
- 10 employees were subjected to SPTK.
- 4 employees were subjected to SPT.
- 13 employees were terminated.

The Implementation of Anti Money Laundering (AML)/Know Your Customer (KYC)

BNI is continuously monitoring the implementation of Anti Money Laundering and the Prevention of Terrorism Funding (APU & PPT) program, including the implementation of Know Your Customer (KYC)/

Customer Due Diligence (CDD) principles, to minimize the occurrence of money laundering and terrorism funding, as well as other risks to BNI.

An active role from the BOD and BOC is needed to support the implementation of APU & PPT Programs, to review on regular bases the Policies and Guidelines for the implementation of APU & PPT Program. Improvements on policies, procedures and systems were done to ensure compliance with the external development terms.

Given BNI's fairly extensive distribution network, increasingly complex products, activities and information technology, BNI continuously improves various systems designed to identify Suspicious Cash Transactions, detect cash transactions within a certain amount, as well as the alert system to identify possible high-risk customers and customers from high-risk countries, and identification of high-risk businesses which may be used for money laundering or terrorism funding.

BNI is also monitoring the implementation of the Customer Data Updating and the continuous dissemination of the implementation of PMN/KYC/CDD and APU & PPT. The dissemination is conducted through face-to-face methods as well as through e-learning program.

Supported by an active role from the BOD and the BOC, the improvement of Policies and Guidelines for the implementation of the APU & PPT Program, and information systems, training and socialization are some of the efforts used to increase the effectiveness of PMN and APU & PPT.

On August 23, 2013 BNI received an award from the National Narcotics Board of Indonesia (BNN), as an appreciation of good cooperation in disclosing Money Laundering cases related to narcotic drugs and precursors.

BNI has also received awards from the Indonesian Financial Transaction Reports and Analysis Center (Intrac/PPATK) as an appreciation of the submission of data/information to Intrac for Analysis and Investigation Process. The appreciation was given

Corporate Governance Review

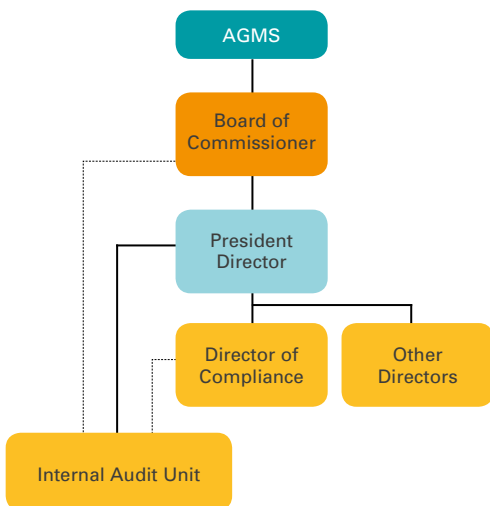
for the active participation of BNI in submitting Suspicious Financial Transaction Reports (LTKM), including responding to the request of information by PPATK and good collaboration, which supported the analysis process and investigations conducted by Intrac.

Internal Audit Function

The Internal Audit Unit (IAU) was established to perform internal audit function, among others to perform assurance and consultancy activities in an independent and objective manner to offer added value and improvement to the activities of the organization/company. IAU is instrumental in conducting the assurance activities through objective audit to provide an independent assessment on the process of risk management, control and corporate governance to help achieving the objectives.

In addition to conducting assurance activities, IAU also provides consultancy services, whose nature and scope are agreed in advance by the management (the client), to add value and improve the process of risk management, control and corporate governance. IAU provides consultancy services, among others, by giving opinions on the proposals of policy, systems and procedures to ensure that the internal control aspects have been covered under the new policy or system. The involvement of IAU does not render the results to be exempted the audit.

Independence and Organizational Structure of IAU



According to the hierarchy, IAU is under and directly accountable to the President Director. IAU submits audit reports to the President Director and the Board of Commissioners with a copy to the Director of Compliance.

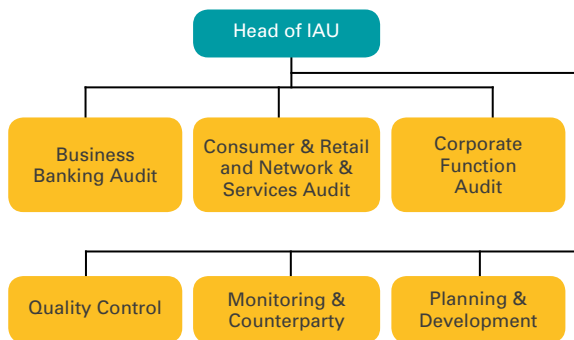
To ensure its independence, in accordance with the Implementation Standard of the Bank’s Internal Audit Function (SPFAIB), IAU communicates directly with the Board of Commissioners or Audit Committee in discussing various matters pertaining to audit activities.

The head of IAU is appointed and dismissed by the President Director by approval from the Board of Commissioners and shall be reported to Bank Indonesia. In addition, the Head and staff of IAU is not permitted to be vested with authority, responsibility and/or directly involve in the business operation of BNI or affiliated company/organization and/or taking initiative and approving accounting transaction, apart from internal transactions of the IAU.

The IAU organizational structure is stipulated in the BOD Directive No. KP/DIR/146/R dated 27 April 2012. The organizational structure has been adapted to BNI’s business model and organizational development, which lead to the customer centric orientation by dividing the audit section into Business Banking Audit, Consumer & Retail Audit and Network & Services Audit, and Corporate Audit Function. Business Banking Audit is in charge of auditing corporate, commercial and small businesses, while Consumer & Retail and Network & Services Audit is in charge of auditing consumer & retail, network and services. While Corporate Function Audit is in charge of auditing treasury, international, functional units, subsidiaries, information technology, and investigative audits.

Currently, the position of the Head of the Internal Audit Unit is assumed by Max Niode, SH, MH, age 56, who has held this position since September 2011. Prior to serving as Head of the Internal Audit Unit, he served as Head of Legal Division, Deputy Head of Regional Office and Deputy Head of the Legal Division.

In addition, IAU also has 3 (three) support functions, namely Quality Control, Monitoring & Counterparty, and Planning & Development, to maintain appropriate standards of audit quality and increase the effectiveness of its function.



Authority and Scope

IAU's authority in carrying out its functions is based on the Internal Audit Charter as stipulated in the BOD Directive No. KP/275/DIR/R dated 31 December 2009, which were prepared based on Standard of Bank Internal Audit Function (SPFAIB) from Bank Indonesia and the Provision for the Formation and Guidelines for Preparation of Internal Audit Charter from Bapepam-LK.

IAU's scope of audit covers all activities of the Branch Office (both domestic and abroad), Credit Centers, Regional Offices, Divisions and Division-Level Units, as well as subsidiaries, using risk-based method in determining the audit sample and object.

Implementation Standards and Quality Development

The Audit was performed based on the Implementation Standard of the Bank's Internal Audit Function (SPFAIB) and the Company's Internal Audit Guidelines. In order to improve the audit quality, IAU continuously develops its audit methodology and improves its audit program to keep abreast with the best practices, among others, the Institute of Internal Auditors (IIA) and the Information Systems Audit and Control Association (ISACA).

In accordance with the SPFAIB, the effectiveness of the Internal Audit Unit functions and the compliance with the applicable standards of performance are subjected to evaluation, at least once in 3 (three) years, and performed by a Public Accounting Firm with Classification A and is one of BNI's best 10 listed vendors.

IAU also has a code of conduct as a guide for all auditors in performing their duties, including the duty to always uphold the integrity, objectivity, confidentiality, and continuously improving competencies.

In terms of organization, IAU staff comprises 172 personnel, with composition by position as follows:

Position	Employee Formation
Head of IAU	1 person
Deputy	3 person
Group Head	12 person
Team Leader/Manager	67 person
Auditor/Assistance Manager	92 person
Total Employee	172 person

To improve the competence of auditors, IAU provides education and training programs and certification for internal audit, among others, Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), Certified Banking Auditor (CBA), Certified Fraud Examiner (CFE), and certification of internal auditors in the country.

Internal Audit Charter

The Company has prepared an Internal Audit Charter pursuant to the BoD Directives No: KP/275/DIR/R dated 31 December 2009 pertaining to Internal Audit Charter of PT Bank Negara Indonesia (Persero) Tbk. The said charter is intended to govern matters related to internal audit, among others: Vision and Mission of IAU, Objective and Scope of IAU Activities, Structure and Position of IAU, Duties and Responsibilities of IAU, Authority of IAU, Code of Ethics of IAU, Requirements of Competence for IAU Auditors, as well as Legal Protection for the Head of IAU and Auditors.

The internal Audit Charter shall be reviewed periodically so that the implementation of IAU will always be at optimal levels.

Realization of IAU Activities in 2013

In 2013, IAU performed the following work program and strategy:

- Implementation of audit methodology in accordance with BNI business model.
- Perform an end to end audit using activity/product approach on corporate, commercial and small business, consumer and retail, on delivery channel (branch office, credit centre) and regional office and division.

Corporate Governance Review

Following is the detail of the audit implementation, based on assignment:

Type of Assignment	Target	Realization	Attainment
Regular Audit for Non IT	109	113	
Regular Audit for IT	15	16	
Investigative Audit	-	11	
Surprise Audit	-	6	
Consulting Service	1	1	
Total	125	147	118%

In conducting the Anti-Fraud Strategy, particularly the pillar of fraud prevention and detection, IAU carries out surprise audits and dissemination of customer fraud awareness at some auditees, which results are to be consolidated by the Compliance Division.

Program and Strategy in 2014

IAU work program and strategy in 2014 is as follow:

- Perform audits with focus on the implementation of the corporate strategic policy to support the attainment of the Company's goal.
- Develop enterprise audit management system to be implemented gradually.
- Perform synergic program with the Division of Compliance and Corporate Risk Division in order to develop integrated risk assessment and to improve the effectiveness of risk based audit.
- Improve auditor competence through training program and certification on internal audit, local and international.

External Audit Function

The appointment of public accountant firm (KAP) is based on the resolution of the GMS on March 28, 2013 which delegated the power and authority to the Board of Commissioners to appoint the KAP to perform the audit on the Consolidated Financial Statements of the Bank and the Annual Report of the Partnership and Community Development Program (PKBL) for the financial year ended December 31, 2013, and to determine the fee and requirements in accordance with the prevailing rules.

Following due processes for the selection of KAP by BNI, including the recommendation of the Audit Committee, the Board of Commissioners has reviewed and appointed KAP Tanudiredja Wibisana & Rekan (PricewaterhouseCoopers) to perform the audit on the Consolidated Financial Statements of the Bank and the Annual Report of the Partnership

and Community Development Program (PKBL) for the financial year ended December 31, 2013 and to decide the compensation and other terms regarding the appointment of the respective KAP. Audit fees for the external audit assignment for the fiscal year ending December 31, 2012 amounted Rp9 billion to Rp11 billion. KAP Tanudiredja Wibisana & Rekan (PwC) is appointed in September 2012 replacing KAP Purwanto, Suherman & Surja (Ernst & Young) that performed the audit on the Financial Statements of PT Bank Negara Indonesia (Persero) Tbk since 2006.

KAP Tanudiredja Wibisana & Rekan (PwC) has submitted the results of audit and the management letter to BNI in a timely manner, and was considered able to work independently, according to public accountant professional standards and work agreement and scope of audit work agreed upon.

Application of Risk Management and Internal Control System

The Board of Commissioners' duties and responsibilities in relation to risk management is set forth in Risk Management General Policies. The Board of Commissioners schedules regular BOC meetings to discuss several key issues related to risk management, among others:

- Evaluate the Risk Management work plan (Business Plan);
- Provide recommendation on the proposed provision of funds to related parties and the provision of substantial funding;
- Assessment on Risk Profile and Bank's Level of Health, Individually and Consolidated;
- Evaluate Operational Risk Self Assessment (ORSA).

The Board of Directors periodically convenes meetings and makes decisions through the BOD meeting, Risk and Capital Committee Meeting (Risk Management, Credit, Assets and Liabilities), or decides through the circulations of various objects as follows:

1. Policies related to risk management and risk profile.
2. Review the management of Credit Risk: Loan Exposure Limit, Internal Rating System, Scoring System, Credit Risk Premium, Industry Risk Rating, Portfolio Management, and Stress Test.
3. Review Market Risk Limit: Gap Limit, VaR Limit and CaR Limit for in-country BNI operations.
4. Liquidity Risk: On Shore Limit, SR Ideal Rupiah and Foreign Exchange.
5. Operational Risk: Operational Risk Cost, Key Risk Indicator, Lost Event Database, Operational Risk Tool (Periskop), Business Continuity Plan.
6. Assessment of Risk Profile and Bank's Rating, Individually and Consolidated.

To develop the Human Resources for Risk Management, the Company has:

- Sent HR for training and seminars both domestically and abroad, among other Risk Management training and certification.
- Conducted comparative studies with more advanced banks in the implementation of risk management.
- Promoted risk awareness through Risk Culture Enhancement.

In applying risk management and the internal control system, BNI has initiated the following measures:

- Validation and certification process by relevant Divisions on the Policy and Standard Operating Procedure.
- The periodic review of limits to credit risks, market risks and liquidity risks (VaR Money Market, VaR Forex, VaR Capital Market, SR Ideal Rupiah, SR Ideal Foreign Exchange, On Shore Limit, Gap Limit, Financial Covenant, Loan Exposure Limit, House Limit, Legal Lending Limit, and Counter Party Limit).
- Conduct the updating of loan and risk management policies.

To identify, measure, monitor and control the Bank's risk, a device/system of risk management has been established, namely:

- Periskop to evaluate Operational Risk Self-Assessment, and the data development of Operational Risk, including Lost Event Database (LED), Key Risk Indicator (KRI), to map out BNI's operational risk incidents in each unit.
- KASTLE RISK MANAGEMENT application development for market risk management that includes monitoring of market risk to limits which have been determined.
- For Loan risk, Internal Rating System for application of loan approvals, establishment of Loan Exposure Limit, House Limit and Legal Lending Limit for concentrated risk control, preparation of Industry Risk Rating, Credit Risk Premium calculation as well as Portfolio Management analysis have been implemented.
- BNI is developing a Risk Management infrastructure that includes credit risk, market risk, operational risk and integration risk through the BNI Reform Team - Stream ERM.
- Conduct stress tests on market, credit and liquidity risks.
- Implement internal control system referring to BPP on Internal Control System.

To ensure that the system of internal control has been carried out in the operational unit, the Internal Audit Unit conducts periodic audits and Quality Assurance (QA) tests with supervision on a daily basis.

Provision of Funds to Related Parties and the Provision of Substantial Funds

BNI has established policies and procedures to determine a credit limit/provision of funds to individual and group borrowers as well as companies/parties related to the bank, also have policies that govern the credit limit per industry sector. BNI regularly conducts Risk and Capital Committee Credit Policies reviews as well as Board of Directors Meetings to discuss matters related to policies, procedures and operational implementation of the credit field.

In giving out loan facilities to debtors, BNI in principle strictly adheres to existing policies in a consistent manner, particularly Bank Indonesia Regulation on Legal Lending Limit (BMPK) No.8/13/PBI/2006 pertaining to changes on Bank Indonesia Regulation No.7/3/PBI/2005 on Legal Lending Limit for Commercial Bank.

As at December 2013, there were no violation or excess of BMPK on funding to related parties as well as to non-related parties, whether as individual debtor or group debtor.

The amount of capital and Capital Adequacy Ratio (CAR) is consistently reported to Management and to all units to serve as reference in implementing the Bank's business activities, primarily with regard to the placement of funds.

Management pays attention to the awarding of loans in substantial amount to debtors who go over the Legal Lending Limit (BNI's internal house limit), Loan Exposure Limit, and Country Exposure Limit.

In giving out loans:

- BNI applies the four-eyes principle upon which a request for loans is decided by a Credit Committee consisting of the Business Unit and the Risk Unit.
- For every credit approval, a Compliance Assessment is performed by the Quality Assurance/Compliance Division.
- Loan disbursed to related parties must also obtain approval from the Board of Commissioners.

Corporate Governance Review

Provision of Funds	Amount	
	Debtor	Nominal Rp Million
To Related Party	95 Related Parties	2,426,523
	14 Related Parties that are excluded from the calculation of Legal lending Limit to Related Party	315,230
To Core Debtors		
a. Individual	10 Individual Core debtors	32,819,734
b. Group	10 Group Core Debtors	28,112,872

Bank's Strategic Plan

The Bank's policy in 2013 was focused on the efforts to continue financial growth in a sustainable manner according to the stages of BNI's long-term plan. Financial growth is achieved through a continuation of the program from the previous years, beginning with sharpening of the focus on the segments of Business Banking and Consumer & Retail Banking, then proceeded with forming synergy between the two segments, and ultimately strengthen the synergies to generate better profits and strong asset quality, as well as to increase non-interest income from repeated customer transactions.

Strategic Steps in 2013

In implementing the Bank's Direction, the strategic steps to be taken are as follows:

- Optimize the value chain to explore the business potential of the bank's customers and supporting growth.
- Continue to develop product features and services to support BNI as a transactional bank.
- Strengthen efforts to improve asset quality.

Strategic Policy in 2013

The aforementioned strategic steps were incorporated in the 2013 management policy comprising 6 (six) points of strategic policy aimed at attaining sustainable financial growth as follow:

- **Enhance the synergy between Business Banking and Consumer & Retail in order to optimize the Bank's profit through value chain approach.**
Focusing on Business Banking and Consumer & Retail segments will be of benefit for customers through banking services that meet their growing needs and business development. To maintain focus, the Bank strives to create synergy between Business Banking and Consumer & Retail segment which will be advantageous for

customers as well as for the Bank. By capitalizing on the synergy, the Bank can optimize the development of loan and transaction services to generate income through cross/up selling within the value chain of corporate clients, including the individuals involved inside.

- **Improving quality asset growth.**

Asset growth is achieved by focusing on major players in sectors that are targeted by BNI's sectors. Such focus is intended to facilitate the Bank in expanding, minimizing risks, and optimizing credit provision to existing borrowers. For consumer loans, BNI is focusing on products that generate high yields with minimum risk, namely mortgages and credit cards for the affluent segment.

In terms of asset quality, monitoring of risks that might arise is intensified, primarily to set up an early warning system and risk mitigation against negative impacts on customers' business, including economic indicators and regulations that might be unfavorable for the customers' business prospect.

- **To optimize BNI as a transactional bank in order to increase fee-based income and low-cost funds.**

BNI's efforts to increase fee-based income and low-cost funds are conducted through the development of consumer payment transaction services and cash management services to cater to various needs of customers so that customers need not look for other financial institutions in order to satisfy their business/transaction needs. To strengthen the relationship further, the Bank also optimize its overseas networks to increase the transaction volume from trade finance, treasury, and wealth management services provided for Indonesian customers related.

- **Increase in operational efficiency and effectiveness.**

To cope with the competition, the bank is expected to serve customers effectively utilizing efficient banking operations in order to generate maximum profits. Hence, the Bank must take initiatives on the optimization of its human resource, logistic, and infrastructure in form of simplifying process, centralizing back office, increasing promotion, improving employee capability to increase productivity, and to utilize low cost channel for transaction.

- **Improve customer engagement.**

Providing customer services and financial services that meet customer satisfaction is the ultimate goal for all bank's activities, and therefore the bank must continue improving its services. The Bank continuously improves facilities that support the bank's provision of services by enhancing the convenience of transactions between the bank and customer in order to naturally nurture customer engagement. The customer satisfaction index is reflected in the survey conducted by independent party, namely Marketing Research Indonesia which showed that the Bank successfully increase customer satisfaction from Top 3 in 2012 to Top 2 in 2013.

- **Strengthen BNI Incorporated through business synergy between BNI and subsidiaries.**

As a group of companies, BNI should be able to offer a comprehensive and integrated financial solution. Therefore the Bank continues to conduct business synergy endeavours through joint promotion and joint activities to serve existing and future customers, especially through cross selling. On the other hand, BNI also strives to strengthen subsidiaries' capital through direct investment, strategic investors, or other inorganic growth whenever possible. Hence, with stronger capital, the subsidiaries will be able to expand its business freely.

Strategy in 2014

For the year 2014, the Bank is committed to continue its policy of promoting sustainable economic growth, by taking into account internal and external factors. Specifically, the Bank aims its business to seen as a domestic bank with global capability that can serve as a bridge for Indonesia to the world, in order to cope with the regional banking competition and therefore is able to attain sustainable financial growth.

The management strategic policy for 2014 is as follow:

- Synergy between Business Banking, Consumer & Retail, and Subsidiaries to optimize profit through value chain.
- Sound assets and liabilities.
- Optimize customer engagement and channel to increase sales and transactions.
- Enhance operational efficiency and cost effectiveness.
- Enhance employee capabilities and technology information to strengthen competitiveness.

Material Disclosures

Transparency of Bank's Financial and Non-Financial Condition

The Bank ensures the transparency of its financial and non-financial condition to stakeholders through its quarterly financial reports submitted to Bank Indonesia and stakeholders in accordance with the prevailing regulations.

The Bank prepares and presents financial statements in compliance with procedures, type of reporting and scope as governed in the Bank Indonesia Regulation on the Transparency of the Bank's Financial Condition. They were completed in a timely, comprehensive, complete, up-to-date, and accurate manner according to Bank Indonesia's Regulations and Circulars.

Transparency of Product Information

1. With regard to the transparency of bank products:
 - a. The Bank has ensured the transparency of product information in conformity with Bank Indonesia Regulation on the Transparency of Bank Product Information and Use of Customer Personal Data.

Corporate Governance Review

- b. The transparency of bank product information is implemented in writing through service manual/starter kit, brochures/ leaflets, and account opening forms to be read and signed by customers, or through the BNI website, or announcement displayed or disseminated at BNI branch offices. Apart from written information, information is also provided by BNI officers at the time they offer the products/services.
 - c. Furthermore, information on consumer banking products has been disseminated in a transparent manner through the print and electronic media, billboards and the internet.
 - d. Through various means easily accessible by customers, the Bank has submitted information in the event of a change in the terms and conditions of use of the Bank's products to customers. The Bank also has a 24-hour information service product through BNI Call.
2. Information on the Bank's use of customer personal data is also included in the Terms and Conditions for Account Opening provided by the Bank to the customer at the time of opening an account.

Transparency of Customer Complaint Mechanism and Dispute Settlement Procedure

Regarding transparency and procedures for customer complaints and dispute resolution to customers:

1. The Bank has acted transparently by providing information on its customer complaint mechanism and dispute settlement procedure to customers in accordance with Bank Indonesia Regulation on Customer Protection.
2. The Bank has developed a system to be used by Call Centre and Customer Service at branch offices to record customers' inquiries, transaction and complaint that reached BNI Call 500046 or at each Branch Office. Each complaint will be followed up and will be settled in accordance with the applicable Service Level Agreement (SLA). BNI considers customer complain as an input to improve customer services.

Submission of the Annual Report and Financial Report
In order to provide transparent and accurate information to all stakeholders, the Bank submits its Annual Report to at least the following parties:

- a. Bank Indonesia.
- b. Indonesian Consumers Organization (YLKI).
- c. Rating agencies in Indonesia.
- d. Bank Associations in Indonesia.
- e. Indonesia Banking Development Institute (LPPI).
- f. 2 (two) Research Institute on the Economy and Finance.
- g. 2 (two) Economic and Finance Magazines.

In addition to the aforementioned parties, given its status as a listed bank, BNI also submits its Annual Report to OJK and the stock exchange authority.

The Bank ensures the timely delivery of reports in a transparent manner with the appropriate coverage in accordance with terms and conditions on the Bank's homepage including:

- a. Annual Report (financial and non-financial).
- b. Quarterly Financial Report published in at least 1 (one) Indonesian language newspaper with extensive circulation at the place of domicile of the Bank's Head Office.

GCG Implementation Report

The Bank has prepared a report on GCG implementation where its content and coverage is in conformity with prevailing rules and reflecting the genuine condition of the Bank or in accordance with the Bank's self assessment results..

GCG Implementation report is presented in separate chapter in this Annual Report.

In addition to posting at the Bank's homepage, the Bank makes available the GCG implementation report to at least the following parties, in a comprehensive and timely manner to:

1. Bank Indonesia.
2. Indonesian Consumers Organization (YLKI).
3. Rating agencies in Indonesia.
4. Bank Associations in Indonesia.
5. Indonesia Banking Development Institute (LPPI).
6. 2 (two) Research Institute on the Economy and Finance.
7. 2 (two) Economic and Finance Magazines.

Internal Reporting System through Information Technology

To ensure the availability and completeness of internal reporting, accurate and timely, BNI uses appropriate MIS, among others:

- a. Executive Information System (EIS) to monitor work unit portfolio on a daily basis.
- b. Spooling System CMOD (Content Manager on Demand) for the distribution of unit operational reports on a daily basis.
- c. Performance Management System (PMS) to assess unit performance (business and functional) on a monthly basis.
- d. Branch Activity Resume (BAR) to monitor financial transactions in work units through the iCONS core banking system on a daily basis.
- e. Statutory Report Portal (SRP) serves as a reporting mechanism to external parties (BI, Tax Office) for example LBU and MPN.
- f. Sales Activity and Performance Management (SAPM) for the monitoring of customer portfolios complete with their profiles on a daily basis.
- g. PERISKOP to help manage operational risks including through the documentation of loss events, identifying follow-up measures and mitigation actions.
- h. Sales Activity Resume (SAR) reporting portal to track sales activities, sales outcomes, and incentive for the sales force.

IT Security System of the Bank

The Bank has a reliable information system, supported by competent human resources and adequate IT security systems through the following initiatives:

- Utilize tiered security systems to access and utilize the information in the application system, database system, as well as operational system by implementing:
 - Password Policy to ensure the Password used is in accordance with the high level security standards.
 - User Access Authorization and IDM (Identity Management) to restrict permitted access according to the duty and authority.
 - Access Control List to limit and ensure that a system can only be accessed and access other systems according to the network flow needs.

- Network & Application Security, such as VPN (Virtual Private Network), Firewall, IPS (Intrusion Prevention System), WAF (Web Application Firewall) to protect the system from network attacks, both internal and external.
 - Periodic Penetration Testing for early detection of defence capabilities of systems and applications to the threat of network attacks that may occur.
 - Multi layered security (physical security parameter) at the Data Center and Disaster Recovery Center at the bank.
 - Secure Sockets Layer (SSL) for internet banking transactions.
 - Secure Token as Two Factor Authentication to verify consumer internet banking transactions.
 - Genesys Monitoring (GMON) Fraud Management application to oversee the fairness of consumer's credit card transactions.
 - Implementation of desktop monitoring to oversee desktop activities as part of increasing security aspect and employee productivity
- Intrusions into the security system can be minimized through monitoring activities by the IT Security Management group (work unit) concerning information access on application systems, database and operating systems, and periodic updating of anti-virus programs as a preventive measure and to protect the Bank's IT networks.
 - Application of the ISO 9001:2008 quality management standard on the implementation of IT Security and during the implementation stage of ISMS (Information Security Management System) to support synchronization of a sound bank-wide IT security system.
 - Periodic reporting of IT Security System Performance (PMS-Performance Management System) for monthly performance appraisal, capable of providing timely, accurate, comprehensive, and effective data and information accessible through online intranet facilities with browser support (Internet Explorer) available in every authorized employee's PC in operational units.

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Information dissemination and awareness building activities through training (enhance IT security expertise) and the completion of questionnaires to determine the level of understanding on IT security systems carried out on a periodic basis through online intranet facilities in order to lower the risk of interruptions and prevent system damage and errors from the Bank's internal and external networks.

Shares Option

For the period between January to December 2013, the Bank did not offer any share options.

Ratio of Highest to Lowest Employee Salary

Salary refers to the right of an employee to receive in monetary form, reward from the company or employer to the employee hired and paid in accordance with an employment contract, agreement, or laws and regulations.

Ratio of highest to lowest salary of employee	48: 1
Ratio of highest to lowest salary of Director	1.11: 1
Ratio of highest to lowest salary of Commissioner	1.11: 1
Ratio of highest salary of Director and highest salary of employee	1.64: 1

Internal Fraud

Internal Fraud relates to any deviation/dishonest behavior committed by management, permanent employees/ non-permanent employees (contract basis and outsourcing) related to the Bank's operational process and activities with significant impact on its financial condition particularly when it involves a discrepancy of more than Rp100,000,000 (One hundred million rupiahs).

The number of internal fraud cases is provided in the table below:

Internal Fraud in 1 year	Number of cases conducted by					
	Management		Permanent Employee		Outsourcing Employees	
	Previous Year (2012)	Current Year (2013)	Previous Year (2012)	Current Year (2013)	Previous Year (2012)	Current Year (2013)
Total fraud	-	-	13	6	-	-
Settled	-	-	8	5	-	-
Under internal settlement process	-	-	5	1	-	-
Pending follow up actions	-	-	-	-	-	-
Under litigation process	-	-	2	-	-	-
Fraud with loss above Rp100 million						

Legal Issues

Legal issues cover both civil and criminal cases confronting BNI throughout the reporting year and have undergone some legal process.

BNI's Policies and SOPs are sufficient and prudent in protecting the business interests of BNI. Therefore, in the face of legal issues raised by related party, as can be seen from the settlement of civil cases, as of 31 December 2013, out of 67 inkracht cases, 66 were won by BNI, and only 1 case was not won but it was not material. While the criminal cases that have been completed in the year 2013 are as much as 98 cases.

Legal cases involving the Bank from January to December 2013 are provided in the table below:

Legal Issues	Number of Cases	
	Civil	Criminal
Completed (Legal binding) (Period January s/d 31 December 2013)	67	98
In process (As of 31 December 2013)	435	184
Total	502	282

Note: Civil cases include State Administration (TUN) and Industrial Relationship (PHI) cases

Of the total number of litigation cases, the significant ones are as follow:

Cases	Total
Civil/State Administration (TUN)/ Industrial Relations Dispute (PHI)	3
Criminal	0
Total	3

The litigation cases involving BNI in 2013 did not have a significant impact on the financial condition of the Bank, as reflected from the following indicators:

- Legal Risk Profile for 2013 (Q1- Q4) was in the category of Low.
- Loss provision for legal causes up to December 2013 amounted to Rp17.0 billion.

BNI is always working continuously to minimize the potential legal risk for the Bank in carrying out its business activities, this is done, among others through:

- Increased competence and capability of employees in accordance with Individual Development Plan.
- Optimization of Legal Risk Management through risk identification, risk analysis, risk evaluation, risk treatment as well as monitoring risk mitigation efforts through Legal Review on agreement on monthly basis.
- Improving the quality of understanding of the legal aspects of banking transactions for operational personnel (branch office, credit centre and Compliance Officer staff) by providing training on Legal Risk Awareness of Banking Transaction with training material on Legal Aspects of Fund Transactions & Services and Legal Aspects of Credit took place in 8 (eight) regional, namely,

Padang, Jakarta Senayan, Jakarta Kota, Jakarta Kemayoran, Jakarta BSD, Semarang, Bandung and Surabaya on February until November 2013.

- Supervise the provision of legal consultancy and legal advices to all operational units by Legal Units outside Legal Division to ensure that the legal advices provided are always oriented at the expectation and the needs of the operational unit by taking into consideration the law and regulation in order to satisfy the needs of operational units and to well protect BNI legal interest..

Transactions with Conflict of Interest

- BNI has established its own internal policies on conflict of interest among others as regulated by:
 - Personnel's BPP Book II Chapter IV page 33 governing Marriage with a fellow BNI employee.
 - Personnel's BPP Chapter IX a page 103 and SO No. SDM/7/3936 dated June 11, 2002 which regulates the placement of employees who have a familial relationship.
 - Administrative Sanction Guidelines No. HCT/1/02740 dated August 9, 2011.
 - Policy/ PP Goods and Services Online Procurement.
 - BNI's Ethical Conduct and "Prinsip 46" Work Culture.
 - Integrity Pact.
 - Corporate, Medium, Small, Organic and Un-Organic Segment Loan Manual.
 - BNI's Articles of Association.
- BNI has provided disclosure of any conflict of interest in every decision made and has been well-documented. For example, the presence of conflict of interest in loan disbursements are informed in the Loan Application Tool (LAT) and documented in accordance with existing policies.

The Bank has provided disclosure of conflict of interest in the decision process of goods and services procurement, among other as follows:

- Establishment of the Procurement Committee and confirmed by the Decree signed by the competent authority.

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- Integrity Pact agreed upon and signed by all parties involved in the procurement process.
 - Making a checklist of compliance testing for the procurement of goods or services.
- c. BNI has recorded or documented the Related Employees in the Human Capital Management System (HCMS) on family relationships between employees to avoid any conflict of interest.
- d. The Board of Commissioners, Board of Directors and BNI employees make all possible efforts to reduce or prevent the occurrence of conflict of interest in implementing operational activities. Internal policies on conflict of interest applied at BNI can prevent such conflict of interest that may adversely affect BNI.

In 2013, there were no transactions with conflicts of interest that may have a material impact on BNI's financial condition.

Share and Bonds Buyback

The buyback of shares or bonds refers to efforts in reducing the number of outstanding shares or bonds issued by the Bank through the repurchase of such shares or bonds of which payment method is carried out in accordance with existing policies..

For the period between January-December 2012, BNI did not engage in any buyback of outstanding BNI bonds.

Funds for Social and Political Activities

For the period of January-December 2013, the Company had only disbursed funds for social activities related to Corporate Social Responsibility programs and did not provide funds for political activities.

Funding for social activities associated with Corporate Social Responsibility programs are detailed in a separate section on the discussions of BNI CSR programs.

Corporate Secretary

The position of BNI's Corporate Secretary is currently held by the Head of Corporate Communication & Secretary Division, Ms. Tribuana Tunggadewi, SH, MH effective since 5 September 2011. Previously, she was the Vice President of GCG & Office of the Board.

The Corporate Secretary is directly accountable to the President Director and responsible for building a good corporate image in a consistent and sustainable manner through the effective management of communication programs to all stakeholders. The Corporate Secretary has authority to access material information relevant to the Bank and has sufficient knowledge on the rules and regulations of capital market, especially on issues related to information disclosure..

- a. The main function of Corporate Secretary are as follow:
- 1) To stay up to date on developments in the capital market including regulations of the capital market
 - 2) Provide all information needed by investors related to the Bank's condition.
 - 3) Provide all information needed by stakeholders related to the Bank's condition.
 - 4) Provide input to BOD in relation with the compliance toward the Law No. 8 Year 1995 governing Capital Market and its implementation regulation.
 - 5) Liaison or contact person between the Bank and OJK and general public.
- b. In addition to conducting the main function above, the Corporate Secretary also has the following duties:
- 1) To attend the BOD meetings and to prepare minutes of meeting.
 - 2) Prepare Special List related to BOD, BOC and their family in the Bank and affiliations; among others share ownership, business relation and other role that potentially create conflict of interest with the Bank.
 - 3) Prepare Shareholders List, including share ownership of 5% (five percent) or more
 - 4) Responsible for the GMS
 - 5) Prepare all material needed, related to the BOD reports and activities, to be submitted to external parties.

- 6) Prepare all material to be approved by BOD in relation with the Bank management.
- 7) Perform regular and incidental meetings within the BOD office.

List of Press Release in2013

No.	Subject	Date
JANUARY		
1	BNI Planted 2 Million Tree Seedling in 2013	8
2	400 Agents Reinforced Telesales Bancassurance Center BNI	16
3	Prepaid BNI Serves Transjakarta Users	22
4	BNI Received the Best GCG Award from AsiaMoney	30
5	BNI Excel in Tax Payment and Remittance Service	31
FEBRUARY		
6	BNI Supported Indonesia Fashion Week 2013	14
7	BNI Assisted State Revenue Transactions in Foreign Currencies Worth Rp67 Trillion	15
8	BNI Opened Office at Osaka, Strengthened Network in Japan	20
9	Appointed as Trustee, BNI Marked a New History in Indonesian Banking History	25
MARCH		
10	BNI's Customer Appreciation at Java Jazz 2013	1
11	BNI Teamed Up with Suryacipta Preparing Land for Japan Investor	27
12	BNI Serves Bill Payment of Super Indo	27
APRIL		
13	BNI Entered into Collaboration with BKPM to Facilitate Entry Permit for Japan Investor	2
14	BNI Creativepreneur Competition Collected 1,093 Creative Business Ideas	5
15	Tax Payment for Indonesia in Europe is Concentrated at BNI London	13
16	BNI Entered into Collaboration with Ferrari through Co Branding Card BNI – Ferrari	16
17	BNI Joined Kanbawza Bank to Open Access to Myanmar	23
18	BNI Took 28 Potential Craftmen to Inacraft 2013	24
19	BNI Launched e-Commerce Payment Solution	25
20	RUPS BNI Determined a Dividend of 30% from Net Profit	28
MAY		
22	BNI Joined JCB Issuing Credit Card	7
23	ATM BNI is Connected with ATM Prima Network	14
24	BNI BOD Simultaneously Teach in Eleven Schools, Distributed Educational Aid	20
25	BNI Built Desa Wisata Komodo	27
26	BNI Business Banking Solution XChange Day 2013 BNI Exhibited Its Leading Product	29
27	BNI Supported Tour De Singkarak 2013	31
JUNE		
28	Opened 4 New "Kampoeng BNI" at Sumatera, BNI Expanded Its Support to Creative Based Industry	2
29	BNI-KAI Sinergy in Prepaid Card is Expanded outside Java	21
30	BNI Anniversary "Hijaukan Bumi", BoD planted 29,190 Trees Simultaneously	22
31	BNI Innovation of MPN Valas Received the Best Award	27
JULY		
32	BNI Expanded Its Remittance Services Through Alfamart	3
33	BNI Held "Kampoeng BNI Nusantara 2013: Fostered Partner Five Years in Work "	8
34	BNI Serves The Whole Staff of BPK RI	22
35	BNI Invited Chelsea FC to Indonesia	25
36	BNI Autodebit & Cash Management to Facilitate Manulife	31

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No.	Subject	Date
AUGUST		
37	BNI, the First in Indonesia to Use m-POS, Small Business Can Accept Credit Card	1
38	BNI sent more than 6.000 Participants of "Mudik Gratis"	2
38	BNI is Appointed to Manage Non-tax State Revenue for Immigration Services	2
39	Agreement on Working Capital Loan for Pelindo II worth Rp. 4 Trillion	28
SEPTEMBER		
40	BNI Provided Special ATM for Bikers	1
41	BNI Helped Financing Expansion of 7 Airports	3
42	BNI Lead Syndication on Cement Plant Financing of Rp5,27 Trillion	18
43	BNI to Become Escrow Agent for Bali Toll Road: One of the Main Infrastructure of APEC Summit 2013	23
44	Holder of Co-branding Card Outletku Actively Transact	26
45	BNI as Official Bank of CEO Summit 2013: BNI facilitates the financial transaction during APEC 2013	26
OCTOBER		
46	BNI joined BPD Expanding Trade Finance Service	21
NOVEMBER		
47	BNI is Ready to Serve Passport Payment throughout Indonesia	1
48	To Globalize Batik BNI Supported the Batik Design Competition for American Designer	4
49	BNI Becomes Collector and Fund Manager for KAI	7
50	BNI Serves Operational Fund Collection for Seaports in Eastern Indonesia	8
51	BNI Again Trusted as Domestic Trustee	22
DECEMBER		
52	BNI Joined Sumitomo Life to Develop BNI Life	2
53	BNI UGM Foodpark: Save Yourself, Save Earth	9

Information Disclosure

No.	Description	Date	Regulation
1.	BNI Forex Liabilities Data as of December 2012	04 January 2013	Bapepam Rule No. X.K.1
2.	Realization of Fund Utilization Report of PUT III BNI as of December 2012	15 January 2013	Bapepam Rule No. X.K.1
3.	Stock Exchange Confirmation Request Regarding the News in Investor Daily on 30 January 2013 under the title of "BNI Tuntaskan Uji tuntas BPUI Kuartal I"	04 February 2013	Bapepam Rule No. X.K.1
4.	BNI Forex Liabilities Data as of January 2013	06 February 2013	Bapepam Rule No. X.K.1
5.	BNI Annual GMS Plan	19 February 2013	Bapepam Rule No. X.K.1
6.	Publication of Notice of BNI GMS	27 February 2013	Bapepam Rule No. X.K.1
7.	Notification of BNI GMS	27 February 2013	Bapepam Rule No. X.K.1
8.	Disclosure of Information that shall be Disclosed to the Public Shortly regarding the Analyst Meeting and Press Conference on BNI performance in December 2012 (audited).	28 February 2013	Bapepam Rule No. X.K.1
9.	BNI Financial Statements as of December 2012 (audited)	01 March 2013	Bapepam Rule No. X.K.1
10.	BNI Consolidated Financial Statements as of December 2012 (audited)	01 March 2013	Bapepam Rule No. X.K.1
11.	BNI Forex Liabilities Data as of February 2013	08 March 2013	Bapepam Rule No. X.K.1
12.	Publication of Notice of BNI GMS	13 March 2013	Bapepam Rule No. X.K.1
13.	Summons of BNI Annual GMS	13 March 2013	Bapepam Rule No. X.K.1
14.	BNI Annual Report for Fiscal Year 2012	13 March 2013	Bapepam Rule No. X.K.1

No.	Description	Date	Regulation
15.	Response Letter to OJK No. S-139/PM.23/2013 dated 6 March 2013 on the Realization of Fund Utilization Report of PUT III BNI as of December 2012	14 March 2013	Bapepam Rule No. X.K.1
16.	Disclosure of Information that shall be Disclosed to the Public Shortly on BNI Equity Participation on PT Bank Mizuho Indonesia.	27 March 2013	Bapepam Rule No. X.K.1
17.	Stock Exchange Confirmation Request Regarding the News in Investor Daily on 20 March 2013 under the title of "Kementerian BUMN Minta BNI Percepat Proses Akuisisi BPUJ"	27 March 2013	Bapepam Rule No. X.K.1
18.	Resolutions of BNI Annual GMS	02 April 2013	Bapepam Rule No. X.K.1
19.	Publication of Resolutions of BNI Annual GMS & Announcement of Cash Dividend Distribution for the Fiscal year of 2012	02 April 2013	Bapepam Rule No. X.K.1
20.	Schedule for BNI Final Cash Dividend Distribution	02 April 2013	Bapepam Rule No. X.K.1
21.	BNI Forex Liabilities Data as of March 2013	10 April 2013	Bapepam Rule No. X.K.1
22.	Realization of Fund Utilization Report of PUT III BNI as of March 2013	15 April 2013	Bapepam Rule No. X.K.1
23.	Information on BNI Public Expose (Investor Day) Plan	18 April 2013	Bapepam Rule No. X.K.1
24.	Disclosure of Information that shall be Disclosed to the Public Shortly Related to the Analyst Meeting and Press Conference on BNI Performance on March 2013 (unaudited).	26 April 2013	Bapepam Rule No. X.K.1
25.	Submission of BNI Public Expose (Investor Day) Material	26 April 2013	Bapepam Rule No. X.K.1
26.	BNI Financial Statements as of March 2013	29 April 2013	Bapepam Rule No. X.K.1
27.	BNI Consolidated Financial Statements as of March 2013	29 April 2013	Bapepam Rule No. X.K.1
28.	Submission of BNI Public Expose (Investor Day) Result	06 May 2013	Bapepam Rule No. X.K.1
29.	BNI Forex Liabilities Data as of April 2013	07 May 2013	Bapepam Rule No. X.K.1
30.	BNI Forex Liabilities Data as of May 2013	10 June 2013	Bapepam Rule No. X.K.1
31.	Disclosure of Information that shall be Disclosed to the Public Shortly on the BNI Equity Participation on PT BNI Multifinance.	10 June 2013	Bapepam Rule No. X.K.1
32.	Confirmation Request Regarding the News in website www.koran.tempo.co dated 25 June 2013 titled "Merger Len dan Inti Masih Dikaji".	04 July 2013	Bapepam Rule No. X.K.1
33.	BNI Forex Liabilities Data as of June 2013	09 July 2013	Bapepam Rule No. X.K.1
34.	Confirmation Request on Indonesia Corporate Governance Roadmap	10 July 2013	Bapepam Rule No. X.K.1
35.	Realization of Fund Utilization Report of PUT III BNI as of June 2013	11 July 2013	Bapepam Rule No. X.K.1
36.	Letter Response to OJK No. S-624/PM.23/2013 dated 8 July 2013 on Realization of Fund Utilization Report of PUT III BNI as of June 2013	12 July 2013	Bapepam Rule No. X.K.1
37.	Disclosure of Information that shall be Disclosed to the Public Shortly on the Analyst Meeting and Press Conference on BNI Performance on June 2013 (unaudited)	25 July 2013	Bapepam Rule No. X.K.1
38.	BNI Financial Statement as of June 2013	25 July 2013	Bapepam Rule No. X.K.1
39.	BNI Consolidated Financial Statement as of June 2013	25 July 2013	Bapepam Rule No. X.K.1
40.	BNI Forex Liabilities Data as of July 2013	31 July 2013	Bapepam Rule No. X.K.1
41.	BNI Forex Liabilities Data as of August 2013	10 September 2013	Bapepam Rule No. X.K.1
42.	Stock Exchange Confirmation Request Regarding the News in Investor Daily on 11 September 2013 titled "BNI Tunda Akuisisi BPUJ"	17 September 2013	Bapepam Rule No. X.K.1

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No.	Description	Date	Regulation
43.	BNI Forex Liabilities Data as of September 2013	09 October 2013	Bapepam Rule No. X.K.1
44.	Realization of Fund Utilization Report of PUT III BNI as of September 2013	09 October 2013	Bapepam Rule No. X.K.1
45.	Stock Exchange Confirmation Request Regarding the News in Harian Kontan on 10 October 2013 titled "Dharmawangsa Hotel Gugat BNI"	16 October 2013	Bapepam Rule No. X.K.1
46.	Disclosure of Information that shall be Disclosed to the Public Shortly on the Analyst Meeting and Press Conference on BNI Performance on September 2013 (unaudited).	18 October 2013	Bapepam Rule No. X.K.1
47.	BNI Financial Statement as of September 2013	21 October 2013	Bapepam Rule No. X.K.1
48.	BNI Consolidated Financial Statement as of September 2013 BNI	21 October 2013	Bapepam Rule No. X.K.1
49.	Stock Exchange Confirmation Request Regarding the News in Harian Bisnis Indonesia on 24 October 2013 titled "BI Siapkan Pemeriksaan"	25 October 2013	Bapepam Rule No. X.K.1
50.	OJK Confirmation Request concerning the News in Mass Media Related to the Gratification from Diebold Inc. to SOE Bank	04 November 2013	Bapepam Rule No. X.K.1
51.	BNI Forex Liabilities Data as of October 2013	07 November 2013	Bapepam Rule No. X.K.1
52.	Stock Exchange Confirmation Request Regarding the News in Harian Kontan on 04 November 2013 titled "Negosiasi Sumitomo and BNI Berlanjut"	07 November 2013	Bapepam Rule No. X.K.1
53.	Disclosure of Information that shall be Disclosed to the Public Shortly on the Signing of Agreement on Conditional Shares between PT BNI Life Insurance and Sumitomo Life Insurance Company.	02 December 2013	Bapepam Rule No. X.K.1
54.	BNI Forex Liabilities Data as of November 2013	09 December 2013	Bapepam Rule No. X.K.1

Investor Relation Function

Investor Relations activities are part of the Corporate Secretary function primarily to support Corporate Secretary in its efforts to build relationships and enhance a conducive Investor Relations program on an intensive, systematic and planned fashion by:

- a. Assuming the role of liaison between the Company and stakeholders by managing communication and correspondence with investors, capital market analysts, fund managers, securities firms, regulators and rating agencies.
- b. Ensure the transparency of information, both financial and non-financial, while maintaining that such information be conveyed in a reasonable and appropriate manner.
- c. Properly maintain the Bank's or customer's confidentiality and not utilize such confidential information for personal gain or other parties' advantage.
- d. To organize shareholder meetings, press conferences, conference, investor meetings/ forum, investor/analyst visit, private meetings with investors ("one-on-one" briefings).
- e. Publish the Bank's performance.
- f. Conduct the corporate promotion and other information exposure.
- g. Submit monthly update to internal and external parties on market development and the Bank's share performance.
- h. Prepare management reports, included in Annual Report.
- i. Provide information on corporate performance through website for a more convenient and wider access.
- j. Manage database of investors, the Bank's and peers performance, and analyst mailing list.

Following is the Investor Relations Activities with the Corporate Secretary pertaining to the Implementation of the Principles of Transparency in 2013.

Activities of Investor Relation	2013
Analyst Meeting	4x
Public Expose	1 x
Non Deal Road Show/Conference Domestic	11 x
Non Deal Road Show/Conference Overseas	9 x
Investor and Analyst Visit	121 x
Teleconference	13 x
Analyst Gathering	2 x
Economic Outlook	1 x
BNI Monthly Report to External	12 x

In managing the Bank's communication with the stock market community, particularly the investor and analyst to ensure transparency of information, BNI conducts Analyst Meeting and Public Expose, welcome Investor/Analyst Visit and Conference Call, organizes Analyst Gathering, Economic Outlook and publishes BNI Monthly Report.

BNI also participated in Non Deal Roadshows in Indonesia and abroad. In 2013, BNI undertook Non Deal Roadshows within Indonesia in Jakarta, Denpasar, and Mataram. In addition BNI had Non Deal Roadshow outside Indonesia in Asia, Europe, America in Singapore, Hong Kong, Bangkok, Tokyo, London, Boston, Chicago, New York, San Fransisco, and Toronto.

BNI's Code of Conduct

BNI continuously strives to conduct businesses in line with the principles of GCG. To realize this, BNI has developed a BNI Code of Conduct, the ethical guidelines containing systems of values, business ethics, work ethic, commitment, and enforcement of company regulations for BNI Employee in conducting business and other activities, as well as in interacting with stakeholders. The BNI Code of Conduct is in effect since 1 December 2010, as a result from

revitalizing the previous Code of Conduct (2001). The BNI Code of Conduct is imperative for all BNI Employee (Board of Commissioners, Directors, BNI Employees) and signed by all employees on BNI Employee Statement Letter as a tangible proof of commitment to adhere BNI Code of Conduct.

Set forth in 14 items, BNI Code Conduct requires all BNI Employee to:

1. Uphold professional conduct by adhering to the values of Principle 46.
2. Become role models and to constantly remind each other, to subordinates, to supervisors, colleagues, and business partners to uphold BNI Code of Conduct.
3. Maintain harmonious relations among BNI personnel.
4. Maintain the Banks and office confidentiality.
5. Maintain work security.
6. Protect health, natural resources and environment.
7. Keeping honest, and accurate records, reports and administration.
8. Prevent conflict of interest that might adversely affect BNI interest.
9. Prohibition from offering and accepting gifts or souvenirs in any forms, directly and indirectly, from other parties, related to duties and responsibilities.
10. Serve as resource persons, for the interest of the Bank.
11. Prohibition to serve as a political party member and donor.
12. Prohibition to impart untruthful information on BNI.
13. Prohibition to utilize BNI's assets for personal interest.
14. Prohibition to abuse corporate identity for personal interest

Socialization of BNI Code of Conduct

For the socialization and internalization of BNI Code of Conducts, the Bank has published BNI's Book of Code of Conduct and has distributed to all BNI Employee. In addition, the socialization of the Code of Conduct is implemented on a periodic basis, through BNI internal seminars, BNI internal media

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(Synergy magazine and BNI Forum website) which can be accessed by all employees of BNI, the sharing session in quality month which is held every month in each organizational unit as well as through training GCG and BNI Code of Conduct for both new and existing employees, and coaching by supervisors. A breach of the Code of Conduct shall be liable to sanction in accordance with existing BNI's regulations and policies.

Monitoring of BNI Business Ethics Implementation

Overseeing the implementation of BNI Code of Conduct is carried out by the Corporate Communications Division & Secretariat, under the GCG Monitoring Group and Secretariat; whose one of its functions is to monitor GCG implementation. Overseeing GCG implementation is also performed by the Compliance Division to ensure a full compliance and obligations of BNI Code of Conduct, as well as the compliance enforcement on cases related to violations of BNI Code of Conduct.

Prinsip 46

Prinsip 46 is the work culture value system of BNI as milestones in the exemplary behaviour that applies in BNI to all BNI's personnel from the Board of Commissioners, Board of Directors, the leader to the lowest ranks of employees in the organizational structure, including partner staffs assigned to BNI. Prinsip 46 is an acronym of 4 Core Values and 6 Core Behaviours for employees. The word "Prinsip" is an acronym of the 4 (four) Core Values and also means "truth which becomes the principal basis of thinking and acting".

4 Values of Work Culture	6 Core Behaviors
Professionalism	<ul style="list-style-type: none"> To improve work competencies and deliver the best result
Integrity	<ul style="list-style-type: none"> To be honest, sincere, and whole-hearted Disciplined, consistent and responsible
Customer Oriented	<ul style="list-style-type: none"> To provide the best services through synergistic partnership
Continuous Improvement	<ul style="list-style-type: none"> Constantly strive for improvement Creative and innovative

BNI's work culture is the foundation of how BNI achieve the vision "To be a Bank and Pride of the nation that is Superior, Prominent and Advanced in Service and Performance." Values embedded in the new work culture are expected to support the accomplishment of BNI's vision and mission to remain at the forefront of services and performance at all times as reflected in the genuine aspirations and sound commitment of BNI's employees in presenting the best for all Stakeholders both internally and externally.

Internal Complaint Mechanism

Whistle Blowing System (WBS)

The implementation of Whistle Blowing System (WBS) under the name "WBS to CEO" is one of the early detection mechanisms for identifying the occurrence of violation a criminal offense in BNI that may cause financial loss including things that can bring damage to BNI image. The management of WBS is conducted in collaboration with external parties, namely Deloitte.

Thus, WBS is BNI's commitment to create an ethical working environment and to uphold corporate integrity by encouraging active participation from BNI Employees in reporting any irregularities or violations in BNI.

Acts of violation which can be reported through are:

- a) Fraud;
 - Dishonest behaviour, including deception, extortion, forgery, concealment or destruction of documents/reports or the use of forged documents by an individual/group which may lead to potential or real losses to the Company.
- b) Violation;
 - Acts in violation of the law and liable to sanction according to existing laws and regulations applicable internally and externally.

- c) Conflict of interest;
Conflict of interest where members of the Board of Directors, Board of Commissioners and Committees, as well as permanent/non-permanent/outsourced employees (BNI personnel) due to their status, position, or authority within BNI advance their personal interests which may affect the implementation of duties mandated by BNI in an objective manner, thus escalating into collision between personal and/or group and/or family interests with BNI's economic interests.
- d) Bribery/gratification;
Bribery/gratification refers to the acceptance of some form of personal gain in any amount/value from another party related to the individual's position/authority/responsibility in BNI.
- e) Unethical behaviour;
Unethical behaviour refers to actions committed by a BNI employee which cannot be ethically justified such as a breach of BNI's Code of Conduct.

Reporting violations through the WBS can be done by means of:

- a. Phone :021-57853377
b. Email :bni-transparan@tipoffs.com.sg
c. Post :BNI Transparan PO BOX 2646/JKP 10026
d. Website :http://bni-transparan.tipoffs.com.sg

During 2012, WBS received 50 (fifty) reports of violations. The violation reports were followed up by an investigation conducted by the Compliance Officer (CO) who serves in the unit in which the violation was committed. Based on the results of the CO investigation the truth of the report will be revealed. Based on the investigation, the follow up progress on WBS reports are as follow:

The Progress of the Handling of Whistle Blowing System (WBS to CEO) Reports in 2013

No.	Type of Fraud	Status								
		Number of Report	In Progress	Settlement						Other*
				Proven				Not Enough Evidence for Conviction		
				Warning	Counselling	Administrative Sanction	Other			
1.	Conflict of Interest	7	1	-	-	-	-	4	2	
2.	Unethical Conduct	7	-	-	2	1	-	4	-	
3.	Frauds	13	1	-	1	1	-	7	3	
4.	Bribery/ Gratification	6	-	-	-	2	-	4	-	
5.	Law/ regulation violation	18	1	-	3	2	1	10	1	
Total		51	3	-	6	6	1	29	6	

Note : Others (*) = Ousted the scope of WBS

Corporate Governance Review

BNI constantly strives to improve the understanding and awareness among the employees in reporting violations through WBS in order to create an ethical working environment and to uphold integrity. Related to this, following steps have been taken:

- a. Internalizing through BNI internal magazine;
- b. Socializing WBS through in-class training for new employees and re-socializing for existing employees on regular bases;
- c. Submitting information to all Division/Unit on the follow-up of WBS reports.

External Complaints Suggestions

PO Box GCG BNI JKP 10000 and gcg@bni.co.id

To encourage awareness of BNI personnel to always behave in accordance with the principles of good corporate governance as a culture, BNI also involves public participation/ public as a supervisor in BNI's GCG implementation, among others, by providing a means for the general public to address grievance and the complaints of GCG violation committed by BNI employees through the PO Box GCG BNI JKP 10000 and gcg@bni.co.id JKP where people who have been disadvantaged by the action committed by BNI personnel or aware of any actions by BNI employees that deviate from the principles of good corporate governance can be informed through both means by clearly indicating the identity of the employee/ BNI personnel who commits the offense and the unit where the BNI employee /personnel perform their duties.

Complaints or grievances received through the GCG letter box and gcg@bni.co.id are intended to facilitate the process of resolving cases brought forward by the informer and also expected to serve as material/input for review and evaluation on continual improvements to BNI's implementation of GCG in order to curb the recurrence of inappropriate behaviour or violations of GCG principles committed by BNI personnel. There were 12 (twelve) complaints or grievances in 2013 and have been followed up to the related units for the settlement.

GCG Socialization to BNI Employee

Efforts to promote and disseminate information on GCG include the following:

1. Organizing of seminars on GCG for the Board of Directors, executives and employees within BNI's internal working environment in cooperation with the National Committee on Governance Policies (KNKG), Bapepam-LK, and the Indonesia Stock Exchange, as guest speaker.
2. The GCG campaign rolled out through BNI's in-house media on a periodic basis incorporates running texts displaying short messages on GCG implementation through BNI's intranet network.
3. Provide GCG e-learning integrated into BNI's Learning Management System Website to allow employees access to information related to GCG, enabling them to better understand the concept.
4. GCG becomes compulsory curriculum in training programs organized by BNI personnel (both newly recruited and existing employees). GCG curriculum for BNI's new recruits is aimed at ensuring the early introduction and understanding of GCG and its implementation particularly within the BNI working environment, and that the acquired knowledge in GCG can assist them in effectively carrying out their duties in their respective units. For existing employees, this will prompt them to remain consistent in abiding by GCG principles in performing their responsibilities with the Company. Through this curriculum, employees will gain a better understanding of the entire breadth of GCG along with its basic principles, BNI's Code of Conduct, examples of violations to GCG policies, GCG implementation in the Company, as well as consequences and repercussions in the event of a breach of GCG policies for individuals and the Company as a whole.

Anti Gratification

As one of the efforts to prevent the practice of gratification as prohibited in prevailing regulations, BNI has a work culture in place that eschews the acceptance of gifts or reward from customers, debtors, vendors, business partners, colleagues and other third parties for services rendered by a

BNI Employee in the discharging of duties. This, among others, is ensured particularly as the religious celebration approaches (Idul Fitri, Christmas/New Year), BNI consistently places an announcement on national dailies with widespread circulation aimed at informing the public at large that BNI's Board of Commissioners, Board of Directors and all employees have the unswerving commitment to refrain from accepting and/or soliciting for gifts or parcels in any form from customers, debtors, business associates, vendors, colleagues and other third parties, and appeal to all customers, debtors, business partners, vendors, colleagues and other third parties with business ties or intend to establish business ties with BNI to support the commitment by not offering gifts or parcels in any form either directly or indirectly to all BNI employees, including but not limited to Idul Fitri celebrations.

Parties aware of any violation to the foregoing prohibition, are expected to cooperate and report to BNI management through available complaint mechanisms including the GCG-BNI PO Box or email: gcg@bni.co.id by at least mentioning the identity of the BNI employee soliciting or accepting gifts.

The announcement from BNI is also circulated in written form to all customers, debtors, vendors, business partners, colleagues and other third parties having business ties with BNI

Self-Assessment Results on the Bank's Implementation of GCG

Pursuant to the Article 65 paragraph (1) of Bank Indonesia Regulation (PBI) No. 8/4/PBI/2006 pertaining to GCG Implementation for Commercial Banks, PBI No. 13/1/PBI/2011 on assessment of the Bank Level of Health, and Bank Indonesia Circular Letter No. 15/15/DPNP dated 29 April 2013 on the Implementation of GCG for Commercial Banks, the Bank is required to prepare a self-assessment on the implementation of corporate governance principles, at least every semester, for the position of end of June and December.

Results of Self Assessment on the Implementation of GCG as of 31 December 2013

	Rating	Rating Definition
Individual	2	Reflecting that the Bank's management has implemented good corporate governance, which in general is Good. This is reflected in an adequate governance structure in accordance with applicable regulations, but there are still weaknesses in the governance process that affect the governance outcomes, but in general, such weaknesses can be solved by the Management's normal action. Currently, the Bank is continuously making corrective action to follow up on the findings from Bank Indonesia related to Governance Process

Corporate Governance Review

Based on the result of Self Assessment on 11 (eleven) aspects of evaluation of GCG implementation in the period up to 31 December 2013, can be summarized as follow:

1. The duties and responsibilities of the Board of Commissioners
 - a. Structure of the Board of Commissioners is in accordance with applicable regulations of which 51 % came from members of the Board of Commissioners independent party.
 - b. None of the members of the Board of Commissioners violate the provision on concurrent position as defined in the Regulation of Bank Indonesia and other statutory provisions;
 - c. All members of the Board of Commissioners have no financial, management, ownership and family ties with fellow members of the Board of Commissioners , Directors and/ or Controlling Shareholders;
 - d. BOC has established a Manual for Board of Commissioners and Board of Directors;
 - e. BOC has and continues ensuring the implementation of corporate governance principles in all of the Bank's activities at all levels of the organization, among others through BoC meetings or joint meeting between BoC and BoD or Sector Directors on a regular basis, on average every week, to ensure that the Bank's operations have been conducted in accordance with the principles of good corporate governance. Results from the meetings are set forth in the minutes of meetings and well documented;
 - f. BOC was held accountable for their performance of duties to shareholders and has been accepted by the shareholders in the Annual General Meeting of Fiscal Year 2012.
2. The duties and responsibilities of the Board of Directors
 - a. Structure of the Board of Directors is compatible with the size and complexity of the Bank's business and has complied with applicable provisions requiring the number of Directors as many as 10 (ten) and in carrying out their duties and responsibilities. The Directors demonstrate integrity, competence and adequate knowledge.
 - b. None of the members of the Board of Directors violate the provision on concurrent position as defined in the Regulation of Bank Indonesia and other statutory provisions;
 - c. All members of the Board of Directors have no financial, management, ownership and family ties with fellow members of the Board of Commissioners , Directors and/ or Controlling Shareholders;
 - d. BOD has established a Manual for Board of Commissioners and Board of Directors;
 - e. The Board of Directors has established policies and strategic decisions through Board of Directors meetings, effectively and efficiently, and all decisions of the Board of Directors Meeting have been set forth in the Minutes of Meeting of the Board of Directors along with the obligation to submit report of follow up from the units.
 - f. The Board of Directors have been held accountable for their performance of duties to shareholders and has been accepted by the shareholders in the Annual General Meeting of Fiscal Year 2012.
3. Totality and implementation of Committee Duties
 - a. The Bank has established the Audit Committee, Risk Monitoring Committee and Remuneration & Nomination Committee, with structure and independence of the member in accordance with the prevailing rules. The Committees have established Charter as manual in performing their duties and responsibilities.
 - b. All Committees have performed their duty independently and effectively through regular meeting (once a week in average) involving/inviting related divisions or units to gain comprehensive and detailed input on operational problems and conditions.
 - c. The Committees have performed their functions in accordance with the prevailing rules by submitting report or recommendation on regular basis according to their respective task to the Board of Commissioners.
4. Conflict of Interest Handling
 - a. The Bank has established comprehensive policies, system and procedures on handling conflict of interests set forth in Manual of BNI Code of Conducts, Prinsip 46 Work Culture, Collective Labour Agreement, Articles of Association, and BNI Manual/SOP.

- b. Conflicts of interest are disclosed in every decision and has been well administered and documented. Reasons for diverting loan approval processes or decision making due to the presence of conflict of interest are informed through the Loan Application Tool (LAT). LAT together with data and documents on credit approvals are held/documentated in accordance with existing policies.
 - c. Internal policies concerning conflict of interest applied by the Bank can effectively prevent the occurrence of conflict of interest that may adversely affect or lower Bank's profitability.
5. Implementation of the compliance function
- a. Director of Compliance has met the requirements of independence and is not holding concurrent position as President Director or Vice President Director, and is not in charge of business and operational functions, risk management, treasury, finance and accounting, logistics and procurement of goods/services, information technology, and internal audit. The compliance unit, in this case, the Division of Compliance is independent of the operational unit and is directly accountable to the Director of Compliance.
 - b. Director of Compliance and Compliance Unit have performed their duties and responsibilities consistent in compliance with the applicable regulations and performed other tasks related to the compliance function.
 - c. The Bank has no policies, SOPs and products that are conflicting with external provisions or applicable law.
 - d. The Bank has submitted report on the implementation of main duties of the Director overseeing the Compliance Function and special reports to Bank Indonesia and other related parties in a timely manner. The coverage of the said report has complied with in Bank Indonesia regulations.
6. Implementation of the internal audit function
- a. Pertaining to the aspect of Governance Structure, internal audit function is adequate, as reflected by:
 - 1) BNI has established Internal Audit Unit (formerly SPI), directly responsible to the Director (solid line) and in term of functional is under Commissioner (dotted line);
 - 2) BNI has also established the Internal Audit Charter, the Company Manual (BPP) Internal Audit, SPI Organizational Structure, along with the duties and functions;
 - 3) Fulfilment and enhancement of the quality of IAU human resources in coordination with the Division of Human Capital Management (HCT) and Organizational Learning Management Division (ONL).
 - b. Effectiveness of GCG implementation, related to the internal audit function, is adequate, reflected by:
 - 1) The Board of Directors and IAU seek to ensure the implementation of internal audit at all level of management through inspection and actively promoting the settlement of follow-up on IAU findings;
 - 2) IAU performance in discharging their duties is reviewed every 3 years by an external party.
 - 3) In discharging their duties, IAU performs the following:
 - Preparing risk-based Annual Audit and Consultancy Plan (RAT);
 - Undertaking audit using adequate audit program with the scope of the examination include assessing the adequacy and effectiveness of the Bank's Internal Control System as well as the quality of performance;
 - IAU works independently according to the code of conduct set forth in the Internal Audit Charter;
 - All results from the audit shall be reported to President Director and Commissioner.
 - IAU monitors the follow-up of findings from the audit and reports to the Board of Directors and Commissioners of each quarter.
 - c. The outcome quality of the implementation of internal audit function is adequate and has met the expectations of stakeholders (i.e.. Commissioners), as reflected in the report submitted by IAU to the Board of Commissioners on a regular basis, namely the Review Reports/Business Plan (each semester), report on the settlement of the follow-ups of the findings, BOD Decisions and recommendations, as well as significant issues (every quarter).

Corporate Governance Review

7. Implementing external audit function
 - a. The audit has been conducted effectively by the public firm and has met the criteria.
 - b. The appointment of Public Accountant Firm has been performed in accordance with the minimum requirements set forth in the provisions. The audit was conducted independently.
 - c. The quality and scope of the audit is very good.
 8. Implementation of risk management including internal control system
 - a. The Bank has established an organizational structure and infrastructure (policies, procedures, and limits) for the implementation of Risk Management.
 - b. Bank has already had division of duties and responsibilities of the Board of Commissioners and the Board of Directors, pertaining to the implementation of the Risk Management, and has implemented Internal Control System.
 - c. Implementing effective Risk Management and no businesses conducted are beyond the ability of bank capital to absorb risk.
 9. Provision of funds for related party and provision of substantial funds (large exposure)
 - a. The Bank has established up-to-date and comprehensive written policies, system and procedures regarding the provision of funds for related party and the provision of substantial funds. The Bank has also undertaken regular evaluation, improvement, and review on Internal Rating System, Loan Portfolio Management, Recovery Rate and Loan Exposure Limit for each segment, economic sector and region.
 - b. Lending decisions have been conducted independently in a committee comprising the Business Unit and Risk Unit, and the approval of the BOC for loans to related parties.
 - c. There is no breach and violation of the legal lending limit and prudent banking principles, and as an anticipative measure, consultations for the approval of substantial loans to related parties have been effectively carried out.
 10. Transparency of the Bank's financial and non financial, Good Corporate Governance implementation report and internal reporting
 - a. The Bank's Management Information System particularly with regard to its Internal Reporting System is capable of providing timely, accurate, comprehensive, reliable, and effective data and information for management decision making, supported by the Bank's IT Security System related to the maintenance of adequate assets and information.
 - b. The Bank has been exceptionally transparent in publishing financial and non-financial information to the public through its homepage and media. Information in the form of financial and non-financial reports has also been submitted to Bank Indonesia and stakeholders in compliance with existing policies.
 - c. The Bank has been highly transparent in delivering information on products and services through channels such as the print media, electronic media, BNI website, brochures/leaflets, advertisements and announcements in branch offices.
 - d. The Bank also effectively handles customer complaints in accordance with existing regulations/ policies, among others through the Online Customer Complaint (OCC) system to expedite the handling of customer complaints and allows for the monitoring of resolving these grievances by the relevant competent units, and also serves as a database for customer complaints. The Bank sufficiently maintains customer personal data and information.
 - e. Financial and non-financial information is available in a timely, comprehensive, accurate, updated, and integrated manner.
 - f. GCG implementation report has reflected the genuine condition of the Bank and has been submitted in comprehensive and timely manner according to the prevailing rules.
11. The Bank strategic plan
 - a. The strategic plan is consistent with the Bank's vision and mission and is supported by the shareholders.
 - b. Corporate Plan and Business Plan (RBB) has been prepared in a realistic and comprehensive manner and is approved by the Commissioner.
 - c. Commissioners have overseen the execution of RBB.
 - d. The corporate plan and Bank's business plan, as well as its results have been communicated by BoD to Controlling Shareholders and to all levels of organization;
 - e. The Bank's strategic plan is prepared based on comprehensive review by taking into consideration the business opportunity and the strength possessed by the Bank and by identifying the weakness and the threat (SWOT Analysis).

Identification of Problems and Causes

Based on the paperwork of Self Assessment on GCG Implementation for the period of 31 December 2013, there were several shortcomings in the implementation of GCG, but in general such shortcomings were not significant and can be solved through normal course taken by the Bank's management, as follow:

1. The Bank has established comprehensive policies, system and procedures regarding conflict of interest, but need to be equipped with General Policy on Conflicts of Interest as the umbrella of the existing policies governing the definition, form, cause, preventive measures and sanction. Currently, the General Policy on Conflicts of Interest is still in the process of drafting.
2. The Bank's compliance is quite satisfactory, the provisions of Prudential Banking (CAR, NPL, BMPK, GWM, and NOP) in general have been complied/in accordance with the provisions, but there were some delays in submitting reports.
3. The quality of risk management and internal control systems need some improvement.
4. The provision of funds is not as proportionately diversified or the amount of substantial funds/core debtors compared to total provision of funds is significant. The Bank needs to diversify the provision of funds to lower the ratio of the provision of substantial funds/core debtor to total provision of funds.
5. There were still some BI audit findings in 2013 pertaining to BNI Reformasi, which is still undergoing settlement process.

The Strength in GCG Implementation

Based on the paperwork of Self Assessment on GCG Implementation for the period of 31 December 2013, there were several strengths in the implementation of GCG, as follow:

1. BoC and BoD have strong commitment in implementing the principles of GCG in every business conduct at all levels of organisation.
2. The Bank has established sufficient structure and infrastructure of GCG.
3. Socialization and internalization of the principles of good corporate governance has been carried out continuously and consistently among others by signing the Letter of Statement of the Commitment to implement GCG, by all members of Board of Commissioners, Board of Directors, and employees at the beginning of each year, recitation of Prinsip 46 and BNI Code of Conduct in every BNI Quality Day held each month by each unit of organization.
4. The Bank has transparently conveyed information to the public via homepage and adequate media. Financial and non-financial information, as well as new products and activities have been reported to Bank Indonesia and stakeholders in accordance with applicable regulations.
5. In general, the implementation of good corporate governance is excellent, supported by the rating provided by independent party. BNI's purpose of conducting a rating audit on the implementation of GCG, performed by an independent party, is to get feedback in order to improve the implementation of corporate governance practices in accordance with applicable regulations and best practice.

Audit Committee Report

For the purpose of the implementation of good corporate governance, the Board of Commissioners has established an Audit Committee with due observance of the following provisions:

- a. BAPEPAM LK Chairman Decree No. KEP-643/BL/2012 dated 7 December 2012 on Audit Committee Formation and Work Procedures.
- b. Bank Indonesia's Regulation No. 8/4/PBI/2006 dated 30 January 2006, as subsequently amended by Regulation No. 8/14/2006 dated October 5, 2006 on Amendments of Regulation No. 8/4/2006 on GCG Implementation for Commercial Banks.
- c. The State Minister of State Owned Enterprise Regulation No. PER-12/MBU/2012 on the Supporting Organs for BOC/ BUMN Supervisory.

Pertaining to the publication of BAPEPAM LK Chairman Decree No. KEP-643/BL/2012 dated 7 December 2012, on Audit Committee Formation and Work Procedures, the Bank has revised the Audit Committee Charter and Code of Ethics, as decided by the Board of Commissioners. To comply with the BAPEPAM LK Chairman Decree No. KEP-643/BL/2012 dated December 7, 2012, the bank has made public the Audit Committee Charter and other information required by the said Decree through the website of the Company.

Pursuant to the Audit Committee Charter, the duties and responsibilities of the Audit Committee include:

- a. Review of the Bank's financial information to be published, including financial statements, financial projections and other financial information.
- b. Review of the Company's compliance to other regulations related to the Company's activity.
- c. Offering independent opinion in the event of:
 1. Dissenting opinion between the management and Accountant concerning the services provided; and/or
 2. Discrepancies between the audit conducted by the Public Accounting Firm and the prevailing audit standard;

- d. Providing recommendations to the Board of Commissioners on the appointment of Public Accountants and Public Accounting Firm to be submitted to the General Meeting of Shareholders. Recommendations are provided on the basis of aspects of independence, scope of the assignment, and fees;
- e. Review on the implementation of audit conducted by both internal auditor and external auditor, and oversee the follow-ups on the findings undertaken by BoD, in order to provide recommendation to the Board of Commissioners;
- f. Review on complaints relating to the accounting and financial reporting processes;
- g. Review and provide advice to the Board of Commercial relating to the potential conflict of interest at the Company, and
- h. Maintain confidentiality of documents, data and information of the Company.

Code of Conduct of the Audit Committee include:

- a. Integrity
Members of the Audit Committee are committed to maintain consistency of thoughts, words and actions, based on principles and belief in the truth. In discharging their duties, member of the Audit Committee shall:
 1. Perform their duties honestly, diligently, and responsible;
 2. Comply with the law and provide disclosures in accordance with the laws and professional regulations;
 3. Practice and encourage others to act in a professional manner;
 4. Appreciate and support BNI vision and mission;
 5. Refrain from knowingly being part of illegal activities, or in acts that undermine the credibility of the Audit Committee;
 6. Refrain from knowingly making mistakes or manipulations in carrying out their duties, responsibilities, and authority given.
- b. Objective and Independent
Members of the Audit Committee provide fair and balanced assessment of all relevant conditions and shall not be affected by personal interests or others in delivering opinions. In performing their duties, members of the Audit Committee shall:

1. Take into account balance and prioritization of stakeholders interest above others;
 2. Disclose all material facts, which otherwise might affect the report;
 3. Disclose any relationship that could potentially affect firm valuation and cause conflict of interest;
 4. Refrain from receiving anything that could potentially affect professional assessments.
- c. Confidentiality
- Members of the Audit Committee always maintain confidential information which is part of the Bank's confidentiality and Position confidentiality in accordance with the Bank's policies and prevailing rules. In discharging duties, members of the Audit Committee shall:
1. Be prudent in using and protecting the information in their hands;
 2. Refrain from using such information for personal interest or other interests, apart from the legally or professionally obliged.
- d. Competence
- Members of Audit Committee use knowledge, expertise, and experience needed in discharging duties, responsibilities, and authorities. In discharging duties, members of the Audit Committee shall:
1. Discharging duties, responsibilities, and authorities in accordance with their competence;
 2. Maintaining and improving knowledge and expertise continuously.

During the fiscal year 2013, the Audit Committee has convened meetings of the Committee to discuss the following issues with related parties:

a. Management

The Audit Committee reviewed the unaudited financial statement to be published in Quarter 1, Quarter 2, and Quarter 3, to ensure that the content and information disclosure has complied with the accounting standards and prevailing rules. Evaluation of the effectiveness of the audit performed by external auditor, the independence, the objectivity, and the adequacy of the scope of the examination also performed by the Audit Committee through discussion with the Management. In addition, discussions with the management are also conducted by the Audit Committee together with the Risk Monitoring Committee to ensure the adequacy of internal control system including risk control system.

The Audit Committee also discussed self assessment of GCG implementation, monitoring the follow-ups of the settlement of internal and external cases to expedite the settlement process and the necessary administrative sanctions.

b. External Auditor

For the purpose of the audit of the Company's financial statements as of December 31, 2013, the Audit Committee has reviewed the audit plan, monitoring audit progress, which includes findings that need adjustments, evaluation on internal control, including internal control on financial reporting and overall financial reporting quality.

In discharging its monitoring function on audit results performed by the external auditor, the Audit Committee performed evaluation of the follow ups of audit results from BI, Supreme Audit Agency, INTRAC, and Public Accountant Office. Review and Evaluation on external audit results as performed by the Audit Committee as of the end of 2013 are as follow:

- Based on Bank Indonesia audit results, there were 604 (six hundred and four) findings need to be followed up, among them 507 (five hundred and seven) have been followed up.
- Based on audit results from the Supreme Audit Board there were 119 (one hundred and nineteen) findings, and 25 (twenty five) of them have been followed up.
- Based on audit results from INTRAC there were 28 (twenty eight) findings, and all of which have been followed up.
- Based on audit results from KAP Tanudiredja Wibisana dan Rekan, in the form of Internal Control Report (Management Report), there were 22 (twenty two) findings, and 12 (twelve) of them have been followed up.

c. Internal Audit Unit

The Audit Committee reviewed the risk-based annual plan for internal audit, monitored the audit results and the follow-up to audit findings conducted by the management. The Audit Committee also held discussions in order to promote the effectiveness and strengthening the role of IAU. Based on the IAU's Annual Plan and Budget 2013, IAU prepared 125 (one hundred

Audit Committee Report

and twenty five) audit plan, while in realization IAU conducted 147 (one hundred forty seven) audit assignments, comprising general audit on 110 (one hundred and ten) offices, information technology audits on 6 (fifteen) assignments, issue audit on 4 (four) assignment, in-depth audits on 11 (eleven) assignments, consultation on 1(one) assignments, and surprise audit on 6 (six) assignments. From above reviews and evaluations on follow-ups of IAU findings up to the end of 2013, there were 212 (two hundred and twelve) findings that are still in progress, comprising 27 (twenty seven) findings in 2012, and 185 (one hundred and eighty five) findings in 2013.

- d. Director of Legal & Compliance
Based on the review on the Report of Compliance to banking regulations and other relevant legislations, the Audit Committee submitted the Report of Legal & Compliance Director. During 2013, the Company regularly submitted such reports to Bank Indonesia to comply with Bank Indonesia's Regulation No. 1/6/PBI/1999 dated September 20, 2007. In addition, the Audit Committee also reviewed and held discussions on policies and the implementation of the Whistle Blowing System (WBS), and Anti Fraud Program Strategy.

The discussion of the work plan of the Compliance Division was also conducted in order to encourage effective synergy between the Compliance Division and IAU in performing internal control functions, particularly of the Company's compliance with regulations..

Based on the review and evaluation on the settlement process of employee cases in 2013, the number of cases was higher than in 2012, from 128 (one hundred and twenty eight) cases in 2012 to 133 (one hundred thirty three) cases in 2013. All employee cases from 2012 have been settled. 103 (one hundred and two) cases in 2013 have been settled, while 31 (thirty one) cases were in progress.

From the review and evaluation of WBS report, during the year 2013 there were 51 (fifty-one) reports submitted through WBS, comprising 6 (six) reports that did not fall into the WBS criteria, 27 (twenty seven) reports were declared having insufficient evidence/not true, 18 (eighteen) reports were proven. Out of 18 (eighteen) proved cases, 10 (ten) has been followed up and 8 (eight) cases were still under process of completion.

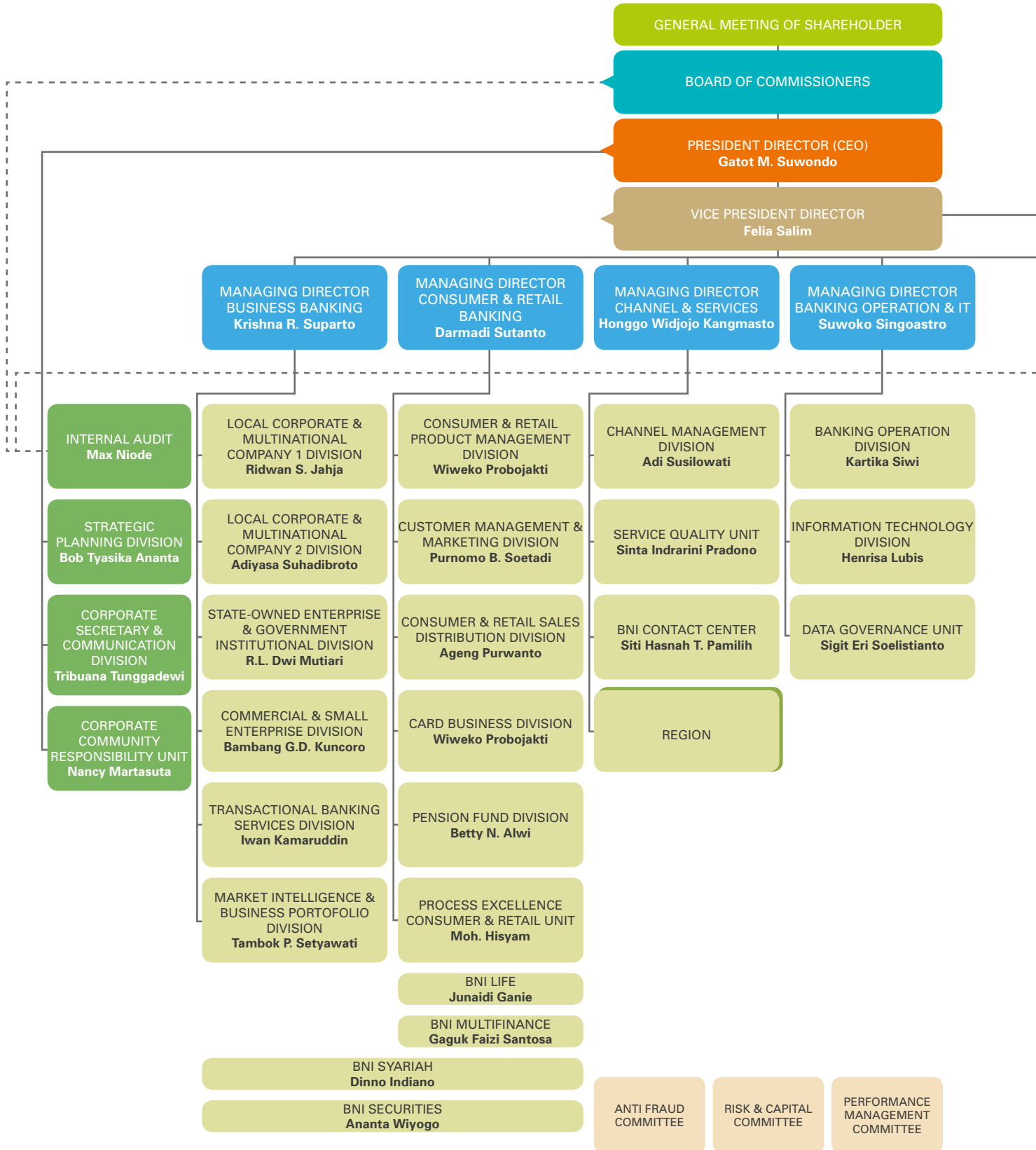
The implementation of the Anti Fraud Strategy in Semester I year 2013 has been reported to Bank Indonesia in July 2013, while Semester II year 2013 has been reported to the Financial Service Authority (OJK) in January 2014. On October 2013, there was 1 (one) case of fraud reported in an incidental report to the Bank Indonesia. Based on the review and evaluation of the application of the Anti-Fraud Strategy, the number of internal fraud cases that occurred in 2013 was 36 (thirty six) cases, while the number of external fraud cases was 16 (sixteen) cases. For employees convicted of fraud, termination has been imposed on 12 (twelve) employees, SPT has been imposed on 5 (five) employees, SPTK has been imposed on 6 (six) employees, and SPP has been imposed on 5 (five) employees.

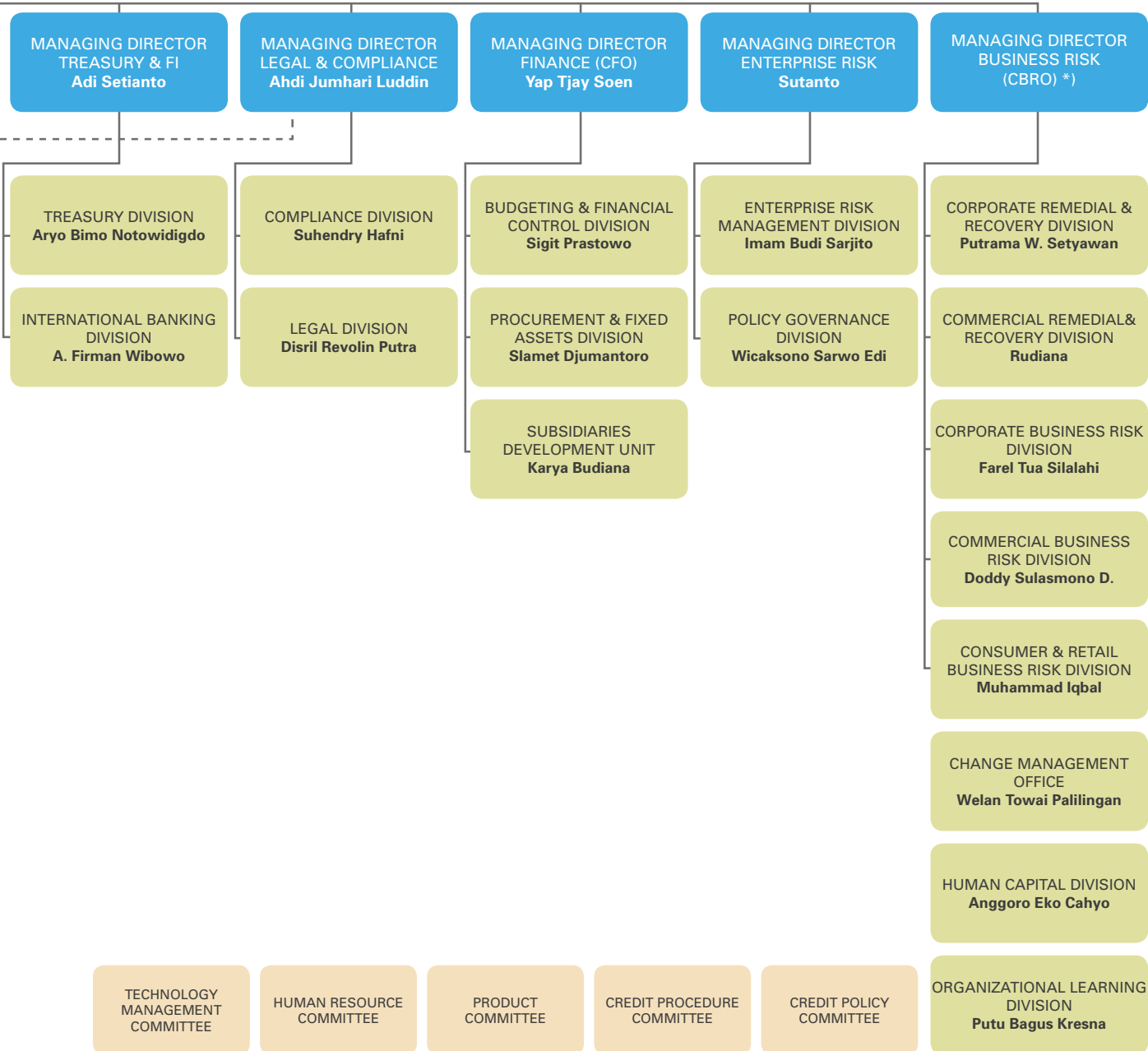
- e. Board of Commissioners
The Audit Committee periodically reports the implementation of its duties and responsibilities to the Board of Commissioners. Concerning the appointment of the Public Accountant Firm, the Audit Committee held discussions with management to evaluate the performance of the external auditor, based on criteria set by the Audit Committee. For fiscal year 2013, the Public Accountant Selection Team conducted activities to select the Public Accountant to audit the Bank's Consolidated Financial Statements, Financial Report for Partnership Program for Small Enterprises and Community Development, Financial and Portfolio Report for DPLK Investments, Custodian Operation Report, and Performance Evaluation for the year ended on December 31, 2013. Based on recommendation of the team, the Board of Commissioners has appointed Public Accountant Firm of Tanudiredja Wibisana dan Rekan (PricewaterhouseCoopers). The Public Accountant Firm is appointed in accordance with the prevailing rules and regulations.



Corporate Data

Organization Structure





*) Temporarily served by Managing Director - Enterprise Risk

Profile of the Board of Commissioners



Peter B. Stok
President Commissioner/
Independent Commissioner

Age 63, President Commissioner/ Independent Commissioner of BNI. Appointed at the GMS on 27 May 2009 and approved by Bank Indonesia on 4 August 2009. Previously served as Independent Commissioner of PT Bank Permata Tbk (2008-2009), President Director of PT Bank Niaga Tbk (2000-2006), Executive Vice President PT Bank Mandiri Tbk (1999-2000), President Director PT Bank Dagang Negara (1998-1999), President Commissioner of PT Danamon (1998-1999), President Director of PT Aerowisata (1998), Vice President Director PT Bank Pelita (1997-1998), Commissioner of PT Niaga Aset Manajemen (1995-1998) and Director and Vice President Director of Bank Niaga (1991-1997).

Earned his Degree in Economics from Padjadjaran University, Bandung (1989).

Special Assignment:

Chairman of the Remuneration and Nomination Committee since June 2010.



Tirta Hidayat
Vice President Commissioner

Age 53, Vice President Commissioner of BNI. Appointed at the GMS on 12 May 2010 and approved by Bank Indonesia on 12 July 2010. Currently, Deputy Vice President Secretary in Economy & Government Institutions/ Vice President Secretariat (2007-present) and lecturer Economic Faculty of Universitas Indonesia (1986-present). Previously, Commissioner of PT Bank Permata Tbk (2002-2006), Commissioner of PT Angkasa Pura II (2007-October 2011), Commissioner of PT Pelabuhan Indonesia III (1998-2007) and PT Pelabuhan Indonesia IV (1996-1998).

Earned his Bachelor Degree in Economics from Indonesia University (1985), Master Degree in Regional Economics at Cornell University, USA (1987) and Doctorate Degree in Regional Economics at Cornell University, USA (1991).

Special Assignment:

Member of the Remuneration and Nomination Committee since July 2010.



Achil Ridwan Djayadiningrat
Independent Commissioner

Age 64, Independent Commissioner of BNI. Appointed at the GMS on 6 February 2008 and approved by Bank Indonesia on 24 March 2008. President Commissioner of PT Aplikanusa Lintasarta (2009-present). Previously, Managing Director - Compliance, Legal and Human Resources (2007-2008), Managing Director - Legal and Compliance (2003-2007). Expert Staff to the Board of Bank Indonesia (2000-2003), Commissioner of Indover Bank, Amsterdam (2000-2003) and Head of Bank Indonesia, Yogyakarta (1998-2000).

Earned a Bachelor Degree in Economics from the University of Indonesia (1979), and an MA from the Arthur D. Little School of Management Education Institute, Boston, USA (1983).

Special Assignment:

- Chairman of the Audit Committee since May 2009.
- Member of the Remuneration & Nomination Committee since June 2010.



Fero Poerbonegoro
Independent Commissioner

Age 58, Independent Commissioner of BNI. Appointed at the GMS on 6 February 2008, approved by Bank Indonesia as Commissioner on 6 March 2008, approved by Bank Indonesia as a Independent Commissioner on 1 July 2010. President Commissioner of PT Swadharma Kerry Satya (2010-present). Managing Director - Treasury & Private Banking of BNI (2003-2008), Project Manager of New Core Banking System of BNI (2002-2003) and Managing Director - Treasury & International of PT Bank Central Asia (1998-2002).

Earned a Bachelor Degree in Economics from Brawijaya University (1981) and a Master of Management in Finance from Gadjah Mada University (1995).

Special Assignment:

- Chairman of the Risk Monitoring Committee since July 2010.
- Member of the Remuneration & Nomination Committee since June 2010.



B.S. Kusmuljono
Independent Commissioner

Age 70, Independent Commissioner of BNI. Appointed at the GMS on 12 May 2010 and approved by Bank Indonesia on 12 July 2010. Currently also serves as Lecturer at Post Graduate Program in Institut Pertanian Bogor, Universitas Muhammadiyah and Universitas Islam Negeri (UIN) Jakarta, Chairman of National Committee for Micro Finance Empowerment in Indonesia (2005- present), Advisory Council of Indonesian Chamber of Commerce (2004-present) and Board of Trustee of Institut Pertanian Bogor (2007-present). Previously, Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk (2005-2010), President Director of PT Permodalan Nasional Madani (1999- 2005), Commissioner of PT Bank Niaga Tbk (1999-2002) and President Director of Bank Nusa (19990-1998). Guest Lecturer at University Queensland Brisbane (2009), University Maribor Slovenia (2008) and Tokyo Institute of Technology & Kansai University Japan (2007).

Earned his Degree in Chemical Engineering from Institut Teknologi Bandung (1970), MBA from University of Southern California Los Angeles, USA (1974) and PhD from Institut Pertanian Bogor (2007).

Special Assignment:

- Member of the Risk Monitoring Committee since July 2010
- Member of the Remuneration and Nomination Committee since July 2010.

Profile of the Board of Commissioners



Daniel T. Sparringa
Commissioner

Age 54, Commissioner of BNI. Appointed at the GMS on 18 April 2012 and approved by Bank Indonesia on 10 September 2012. Currently, also serves as Special Staff of the President of Republic of Indonesia in Political Communications. Previously, lecturer at Universitas Airlangga (1983-present), Commissioner of Indonesia Power (2010-present) and member of Perum Perhutani Supervisory Board (2011- 2012). Prior to appointment as Special Staff to the President, active in Civil Society Organizations forums as keynote speaker, facilitator for peace building, observer and independent analyst for social and politics issues.

Earned his Bachelor Degree in Sociology from Universitas Airlangga, and Master and Ph.D degrees in Sociology from Flinders University of South Australia.

Special Assignment:

Member of Remuneration and Nomination Committee since 2012.



A. Pandu Djajanto
Commissioner

Age 55. Commissioner of BNI. Appointed at the GMS on March 28, 2013 and approved by Bank Indonesia on 25 October 2013. Currently, also serves as Special Staff of the Minister of SOE for Human Resources and Technology (March 2013 - present). Previously, he served as the Deputy for Restructuring and Strategic Planning at the Ministry of SOE (2010 - March 2013); Vice President Commissioner of PT Perkebunan Nusantara III (Persero) (2012 - 2013); and President Commissioner of PT Pupuk Kaltim (2009 - 2011).

Earned his Bachelor Degree in Law from Universitas Gadjah Mada (1983), and Master degree in Management from STIE-IPWI Jakarta (1997).

Special Assignment:

Member of Remuneration and Nomination Committee since 2013.

Profile of the Board of Directors



Gatot M. Suwondo
President Director (Chief
Executive Officer/CEO)

Age 59, President Director of BNI. Appointed at the GMS on 6 February 2008 and approved by Bank Indonesia on 6 February 2008. Previously served as Vice President Director of BNI (2005-2008), Managing Director of Bank Danamon (2001- 2005), Group Head Credit Restructuring & Settlement of Bank Duta (1999), and Group Head Corporate & Merchant Banking of Bank Duta (1998).

Earned a Bachelor Degree in Accounting from Mindanao State University, Marawi City, Philippines (1979) and Master of Business Administration from International University, Manila, Philippines (1982).



Felia Salim
Vice President Director

Age 56, Vice President Director of BNI. Appointed at the GMS on February 6, 2008 and approved by Bank Indonesia on April 11, 2008. Previously served as Independent Commissioner of Bank BNI (2004-2008), the Acting Executive Director of Tifa Foundation (2003), Acting Executive Director of Partnership for Governance Reform (2002), Deputy Chairman of the Indonesian Bank Restructuring Agency (2001), Chairman of the Secretariat at the Financial Sector Policy Committee (2000- 2001) and Director of PT Bursa Efek Jakarta (1994-1999). Currently also serves as Vice Chairwoman of Indonesian Public Listed Companies Association (AEI) (since 2008), Advisory Board – Financial Governance Technical Support AUSAID (since 2004) and Management Member of Indonesian Banks Association (Perbanas) (since 2007). Earned a Bachelor of Arts from Carleton University, Ottawa, Canada (1983).



Yap Tjay Soen
Managing Director - Finance
(CFO)

Age 60, Director of BNI. Appointed at the GMS on February 6, 2008 and approved by Bank Indonesia on May 17, 2008. Previously served as Independent Commissioner of Bank Mandiri (2005-2008), Commissioner of BNI (2004-2005), Independent Commissioner of PT Aneka Tambang (2007), President Director of PT Tuban Petrochemical Industries (2007), Deputy President Director of Bank Internasional Indonesia (2001), COO Asia Food & Properties Ltd (1998-1999), CEO of Auto 2000 Group PT Astra International (1988) and Vice President of Citibank (1988).

Earned Bachelor of Engineering, McGill University (1976), Master of Business Administration, McGill University (1980).

Profile of the Board of Commissioners



Krishna R. Suparto
Managing Director –
Business Banking

Age 58, Director of BNI. Appointed at the GMS on February 6, 2008 and approved by Bank Indonesia on March 12, 2008. Previously served as Senior Advisor PT Amaco Asia (2007), President Director of PT Barclays Capital Securities Indonesia (2003-2006). Director of Bank Danamon (2000-2003) and Director of Bank Bumiputera (1995-1999).

Earned a Bachelor Degree in Business Administration from the University of Indonesia (1982).



Ahdi Jumhari Luddin
Managing Director – Legal &
Compliance

Age 59, Director of BNI. Appointed at the GMS on 6 February 2008 and approved by Bank Indonesia on 24 March 2008. Previously held various positions at Bank Indonesia, as Director Banking Supervisory 1, Bank Indonesia (2006-2008) and as Director Banking Supervisory 2, Bank Indonesia (2004-2006).

Earned a Bachelor Degree in Economics, majoring in Accountancy from the University of Indonesia (1982) and a Master of Science in Policy Economics, University of Illinois, USA (1989).



Suwoko Singoastro
Managing Director – Operation
& IT

Age 60, Director of BNI. Appointed at the GMS on February 6, 2008 and approved by Bank Indonesia on March 11, 2008. Previously held various positions at BNI as Executive Vice President in Network and Operations (2007), as General Manager of Network Division (2006) General Manager of Operation Division (2004-2006) and Branch Manager Singapore (2000-2004).

Earned a Bachelor Degree in Economics from Jember University (1980). Master Business Administration in Finance from Virginia Polytechnic Institute & State University, USA (1987).



Honggo Widjojo Kangmasto
Managing Director – Channel &
Services

Age 47, Director of BNI. Appointed at the GMS on May 12, 2010 and approved by Bank Indonesia on July 12, 2010. Previously, served as Managing Director of PT Bank Permata Tbk (2008-2010), Managing Director of PT Indofood Sukses Makmur Tbk (2006-2007) and EVP Coordinator Commercial Banking of PT Bank Mandiri (Persero) Tbk (2005).

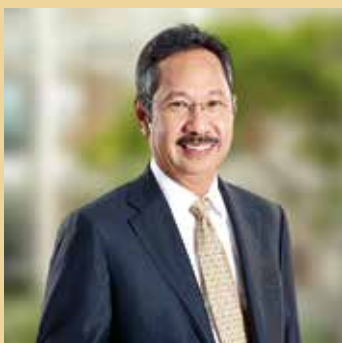
Graduated from Faculty of Fisheries University of Sam Ratulangi (1988) and Master of Business Administration from Royal Melbourne Institute of Technology, Australia (1992).



Sutanto
Managing Director –
Enterprise Risk

Age 57, Director of BNI. Appointed at the GMS on May 12, 2010 and approved by Bank Indonesia on July 12, 2010. Previously, served as Head Division of Risk Management Policy of BNI (2009-2010), Head Division of Education & Training (2008-2009) and Head of Training and Human Resources Development project (2005-2008).

Earned an Economics degree from Universitas Islam Indonesia (1981) and Master of Management from Drake University, Des Moines, Iowa, USA (1992).



Adi Setianto
Managing Director –
Treasury & FI

Age 52, Director of BNI. Appointed at the GMS on May 12, 2010 and approved by Bank Indonesia on July 12, 2010. Previously, served as Head Division of financial Services and Fund Institution (Executive Staff) (2008-2010), Head Division of Networking (Executive Staff) (2007-2008) and Head of Regional 04 Branch, Bandung (Executive Staff) (2006-2007).

Earned an Accountancy Degree from University of Narotama, Surabaya (1985- 1989) and Master degree in Finance/Banking from University of Drexel, USA (1991-1992).

Profile of the Board of Commissioners



Darmadi Sutanto
Managing Director –
Consumer & Retail Banking

Age 50, Director of BNI. Appointed at the GMS on May 12, 2010 and approved by Bank Indonesia on July 12, 2010. Previously, Director of Retail Banking ABN Amro/RBS (2007-2010), Head of Branch Banking PT Bank Permata Tbk (2007) and EVP Sales and Distribution Standard Chartered Bank (2006-2007). Chairman Certified Wealth Managers' Association (CWMA), (2011- now).

Earned a Civil Engineering Degree from Trisakti University, Jakarta (1988) and MBA from University of Western Illinois, Macomb Illinois, USA (1991).

Profile of Chief Business Risk Officer



Sutirta Budiman, CFA
Chief Business Risk Officer

Age 55. Chief Business Risk Officer of BNI since August 24, 2010. Previously, Independent Commissioner of PT BNI Securities (2008-present), President Director of PT Daiva Asia (2000-2010), Member of BNI Risk Management Committee (2005-2007) and Member of Risk Management Committee of PT Aneka Tambang (Persero) Tbk (2004-2008). Corporate Finance Consultant PT Corfina Mitrakreasi (1999-2000), President Director of PT Asiana Multikreasi Tbk (1997-1998), Director of Finance of PT Aneka Kimia Raya Tbk (1993-1997), Director of Risk Management of PT Bank Sampoerna Internasional (1989-1992), Vice President Citibank (1989).

Earned a Bachelor of Science (Honours) Degree in Electrical Engineering and Associateship of the City and Guilds of London Institute from Imperial College of Science, Technology and Medicine, University of London, England (1981).

Profile of the Committees

Audit Committee

Achil Ridwan Djayadiningrat
Chairman

Bagus Rumbogo
Member

Profiles refer to profiles
of the Board of Commissioners



Bambang Hendrajatin
Member/Independent Party

Age 69, Member of the Audit Committee of BNI since October 2010. Currently, President Commissioner of PT Tanjung Enim Lestari Pulp and Paper (2005-present). Previously, Supervisory Board member of Indonesian Risk Professional Association (2002-2004) and Finance Director of PT Bank Dagang Negara (1997-1999), Managing Director Staco International Finance Hongkong (1992-1995), and Chief Representative Office Bank Dagang Negara Hongkong (1992-1995).

Earned a Bachelor Degree in Management from Universitas Lampung (1965).



Darminto
Member/Independent Party

Age 59, Member of the Audit Committee of BNI since July 2008. Currently also Lecturer at Undergraduate and Graduate programs of Accounting, Faculty of Economics, Universitas Indonesia (1981-present). Previously, Deputy Rector II - Non Academic of Universitas Indonesia (2006-2007), Member of the Audit Committee of PT Garuda Indonesia (2000-2003), Director of Public Accountant Firm Deloitte Touche Tohmatsu-Hans Tuanakotta Mustofa (1999-2002), Director of PT Kasnic Duff and Phelps Credit Rating Indonesia (1997-1999) and Commissioner of PT Djakarta Lloyd (1988-1990).

Earned a Bachelor in Accounting from Universitas Indonesia (1982), Master of Business Administration in Corporate Finance and in Management Information Systems from State University of New York, USA (1987), and a PhD in Finance Management from Universitas Indonesia (2010).

Risk Monitoring Committee

Fero Poerbonegoro
Chairman

B.S. Kusmuljono
Member

Profiles refer to profiles of the Board of Commissioners



Subardiah
Member/Independent Party

Age 60, Member of Risk Monitoring BNI since October 2009. Currently serves as Risk Management Certification Lecturer at BNI and Bank Indonesia (2006-present). Previously, held various positions at BNI until retirement in 2008 as Deputy Head Division of Risk Management (2006-2008).

Earned a Bachelor degree in Management from Universitas Riau (1978) and Master in Management from Universitas Gadjah Mada, Yogyakarta (1966).



Ancella Anitawati Hermawan
Member/Independent Party

Age 50, Member of Risk Monitoring BNI since April 2013. Currently serves as lecturer staff at Economic Faculty, Universitas Indonesia (1986-present). Previously, auditor at Public Accountant Firm KPMG (1985-1987), Deputy Director of Master degree program at Economic Faculty, Universitas Indonesia for Administration and Finance (1997-2000), Member of the Audit Committee of PT Bank Permata Tbk (2001-2005), Member of the Audit Committee of PT Ekadharna International Tbk (2000-2004), as well as trainer and consultant in a number of leading private and state-owned banks.

Earned an Economic degree in Accountancy from Universitas Indonesia (1986), Master of Business Administration in Finance and Accounting from Washington University, St. Louis, USA (1989), and PhD in Accountancy from Universitas Indonesia (2009).

Remuneration and Nomination Committee

Peter B. Stok
Chairman

Tirta Hidayat
Member

Daniel T. Sparringa
Member

B.S. Kusmuljono
Member

Fero Poerbonegoro
Member

Achil Ridwan Djayadiningrat
Member

A. Pandu Djajanto
Member

Profiles refer to profiles of the Board of Commissioners



Anggoro Eko Cahyo
Member/HCT Executive Officer

Age 45, Member of Remuneration and Nomination Committee of BNI since held the position as Head of Human Capital Division in June 2012. Career with BNI since 1993.

Earned a Bachelor of Technology degree in Industrial Management from Institut Teknologi Indonesia Banten (1992) and Master degree in Agribusiness at Institut Pertanian Bogor (2002).

Profile of Internal Audit & Corporate Secretary



Max Niode
Head of Internal Audit

Age 56, Head of Internal Audit Unit of BNI since August 2011. Previously he was Head of Legal Division (2004-2011), Deputy Head of BNI Regional Office 04 Bandung (2003-2004), Deputy Head of Legal and Compliance Division (2002- 2003), Deputy Head of Law Division (1999-2002), Head of Litigation Group Law Division (1997-1999). Graduated with a degree in Law from Universitas Hasanuddin (1983), Master degree in Law from Universitas Indonesia (1998).



Tribuana Tunggadewi
Corporate Secretary

Age 46, Head of Corporate Communication Division and Secretariat of BNI since August 2011. Previously she was the Deputy Head of Corporate Communication Division and Secretariat (2009-2011), Head of GCG and Secretariat Group, Corporate Communication Division and Secretariat (2005-2009). Graduated with a Bachelor degree in Law from Universitas Indonesia (1990), Master degree in Law, Universitas Indonesia (2002).

Senior Officers

Division Heads



Max Niode
Internal Audit



Bob Tyasika Ananta
Strategic Planning Division



Tribuana Tunggadewi
Corporate Communication Division



Ridwan S. Jahja
Local Corporate & Multinational
Company 1 Division



Adiyasa Suhadibroto
Local Corporate & Multinational
Company 2 Division



R.L. Dwi Mutiari
Stated-Owned Enterprise &
Government Institution Division



Bambang G.D. Kuncoro
Commercial & Small Enterprise
Division



Iwan Kamaruddin
Transactional Banking & Financial
Services Division



Tambok P. Setyawati
Market Intelligent & Business
Portfolio Division



Purnomo B. Soetadi
Customer Management & Marketing
Division



Ageng Purwanto
Consumer & Retail Sales
Distribution Division



Wiweko Probojakti
Card Business, Consumer &
Retail Product Management
Division



Betty N. Alwi
Financial Institution Pension Fund
Division



Adi Susilowati
Channel Management Division



Kartika Siwi
Banking Operation Division



Henrisa Lubis
Information Technology Division

Senior Officers



Aryo Bimo Notowidigdo
Treasury Division



A. Firman Wibowo
International Division



Suhendry Hafni
Compliance Division



Disril Revolin Putra
Legal Division



Sigit Prastowo
Financial Planning & Control
Division



Slamet Djumantoro
Procurement & Fixed Assets
Division



Imam Budi Sarjito
Enterprise Risk Management
Division



Wicaksono Sarwo Edi
Policy Governance Unit



Putrama W. Setyawan
Corporate Remedial & Recovery
Division



Rudiana
Commercial Remedial & Recovery
Division



Farel Tua Silalahi
Corporate Business Risk Division



Muhammad Iqbal
Consumer & Retail Business Risk
Division



Doddy Sulasmono D.
Commercial Business Risk Division



Anggoro Eko Cahyo
Human Capital Division



Putu Bagus Kresna
Organizational Learning Division

Regional Head



Jhonny R. Tampubolon
Regional Head Medan



Anang Basuki
Regional Head Padang



Siwi Peni
Regional Head Palembang



Rudi Harjito
Regional Head Bandung



Iwan Abdi
Regional Head Semarang



Dasuki Amsir
Regional Head Surabaya



Mucharom
Regional Head Makassar



Suwaluyo
Regional Head Denpasar



Gatoet Gembro Noegroho
Regional Head Banjarmasin



Hermita
Regional Head Manado



Shadiq Akasya
Regional Head Jakarta Senayan



F. Zendarto
Regional Head Jakarta Kota



Anton Fadjar A. Siregar
Regional Head Jakarta Kemayoran



Dias Widhiyati
Regional Head Jakarta BSD



Lodewyck Z. S. Pattihahuan
Regional Head Papua

Senior Officers

Unit Heads



Karya Budiana
Subsidiaries Development Unit



Sigit Eri Soelistianto
Policy Governance Unit



Nancy Martasuta
Corporate Community
Responsibility Unit



Moh. Hisyam
Process Excellence Consumer & Retail
Unit



Sinta Indrarini Pradono
Service Quality Unit



Siti Hasnah T. Pamilih
BNI Contact Center Unit



Welan Towai Palilingan
Change Management Office

Subsidiary Heads



Junaidi Ganie
BNI Life



Gaguk Faizi Santosa
BNI Multifinance



Dinno Indiano
BNI Syariah



Ananta Wiyogo
BNI Securities



Agus Prasetyo
BNI Remittance

Overseas Branch Manager



Wahyu Purwandaka
Branch Manager Singapore



Henry Panjaitan
Branch Manager Hong Kong



Afien Y. Yahya
Branch Manager Tokyo



Nungki Indriaty
Branch Manager London



Mohammad Yudayat
Branch Manager New York

Products and Services

INDIVIDUAL

Loans

Mortgage Loan
Auto Loan
Multi purpose Loan
Unsecured Loan
Cash Collateral Loan
Credit Card
Entrepreneurship Loan

Savings

Current Account
Deposits
Savings
Business Savings
Educational Savings
Children Savings
Youth Savings
Employee Savings
Student College Savings
Emerald Savings
Indonesian Migrant
Workers Savings
Hajj Savings
Debit Card

Treasury

Foreign Exchange (Tod,
Tom, Spot)
Deposit On Call
Money Market Account
Bond Investment
Money Changer

Services

ATM
Phone Banking
SMS Banking
Internet Banking
Emerald Banking
Payment Services (Kliring,
RTGS)
Domestic Remittance
Overseas Remittance
Rupiah Traveller's Cheque
Traveller's Cheque
Collections
Haj Pilgrim Payment
Bank Reference
Safe Deposits Box
Mobile Outlet
Weekend Banking
BNI Call
BNI Drive Thru

BUSINESS

Loans

Cash Collateral Credit
Credit Card
Export Facility
Import Facility
Investment Loan
Prime Cooperatives Loan
Working Capital Loans
Syndicated Loan
Small Scale Business
Program
Two Step Loan

Savings

Debit Card
Pension Fund
Current Account

Treasury

Foreign Exchange (Tod,
Tom, Spot)
Currency Forward, Swap,
Option
Interest Rate Swap
Cross Currency Swap
Deposit On Call
Money Market Account
Bond Investment
Money Changer

Services

Advisory
Paying Agent
Arranger for Syndicated
Loan
Collection
Commercial Paper
Export
Escrow Agent
Facility Agent
Bank Guarantees
Import
Cash Management
Investment Services
Custodian Services
Payment Centre
Wali Amanat
Repo & Reverse Repo

Security Agent
Bank Settlements
Sinking Fund
Domestic L/C

Trade Finance

Services

Transfer
Settlement/RTGS
Banknotes
Remittance
Draft
ATM
Internet Banking
SMS Banking
Phone Banking
Payroll Center
Cash Management
Virtual Account
Cash Pickup
Student Payment Center
Remittance
Collection
Bank Guarantee

Office Network

HEAD OFFICE

Gedung BNI
Jl. Jend. Sudirman Kav. 1
Jakarta 10220
PO Box 1946
Jakarta Mampang 12700
Tel. : +62 21 2511946
(140 lines)
I-Telex : 765185BNI DLN IA
765186BNI DLN IA
Fax. : +62 21 2511214
E-mail : bni@bni.co.id
www.bni.co.id

DIVISION/UNIT

Change Management Office

Gedung BNI Lt. 21
Jl. Jend Sudirman Kav. 1
Jakarta 10220
Tel. : (021) 5728311, 5728747
Fax. : (021) 5703225

Internal Audit

Gd. BNI Lantai 27
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728873
Fax. : (021) 5728877

Corporate Function Audit

Gedung BNI Lantai 27
Jl. Jend. Sudirman Kav. 1
Jakarta 10220
Tel. : (021) 5729414
Fax. : (021) 2511123

Business Banking Audit

Gedung BNI Lantai 27
Jl. Jend. Sudirman Kav. 1
Jakarta 10220
Tel. : (021) 5729917
Fax. : (021) 5729795

Consumer & Retail Audit

Gd. Landmark Tower I, Lantai 19
Jl. Jend Sudirman
Jakarta Pusat 10220
Tel. : (021) 5729917
Fax. : (021) 5729795

Strategic Planning Division

Gd. BNI Lantai 14
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728708, 5728709
Fax. : (021) 2510029, 5728456

Corporate Secretary & Communication Division

Gd. BNI Lantai 24
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728387
Fax. : (021) 5728295, 5728053

Corporate Community Responsibility

Gd. BNI Lantai 31
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728387
Fax. : (021) 5728053

Change Management Office Division

Gd. BNI Lantai 21
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728311, 5728450
Fax. : (021) 5703225

Human Capital Division

Jl. S. Parman Kav. 55-56, Slipi
Jakarta 10260
Tel. : (021) 53677255, 53651262
Fax. : (021) 53651263, 53677264

Organizational Learning Division

Jl. Lada No. 1, Lantai 1 & 4
Jakarta Pusat 11110
Tel. : (021) 69837222, 2601177
Fax. : (021) 69837051, 2601225

Local Corporate & Multinational Company 1 Division

Gd. BNI Lantai 16
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728601
Fax. : (021) 5740279

Local Corporate & Multinational Company 2 Division

Gd. BNI Lantai 3
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729671, 5728272
Fax. : (021) 2511130, 5729567

State-Owned Enterprise & Government Institutional Division

Gd. BNI Lantai 3
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728264, 5728141
Fax. : (021) 2511130

Transactional Banking & Services Division

Gd. Wisma 46 Lantai 3
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 29946077, 29946046
Fax. : (021) 5702843, 5728874

Market Intelligence & Business Portfolio Division

Gd. BNI Lantai 9
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728323
Fax. : (021) 5729859

Commercial & Small Division

Gd. BNI Lantai 11
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728614, 5728632
Fax. : (021) 2511162, 2510523

Product Management Division

Gd. BNI Lantai 18 & 23
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729228, 5728899
Fax. : (021) 57900967, 5703242

Customer Management & Marketing Division

Gd. Wisma 46 Lantai 43
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729681
Fax. : (021) 5721871, 5790029

Consumer & Retail Sales Distribution Division

Gd. Wisma 46 Lantai 31
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728552
Fax. : (021) 5702816

Card Business Division

Gd. Wisma 46 Lantai 37, 38, 39, 42,
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729601, 5729609
Fax. : (021) 5729607, 5707398

Pension Fund Division

Gd. BNI Lantai 24
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729960, 5728254
Fax. : (021) 2510175

Process Excellence Unit

Gd. Wisma 46 Lantai 40
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729046
Fax. : (021) 5729216

Channel Management Division

Gd. BNI Lantai 4
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728201
Fax. : (021) 2510176, 2510177

Service Quality Unit

Gd. BNI Lantai 4
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729893
Fax. : (021) 5703220

BNI Contact Center & Complain Management

Gd. Wisma 46 Lantai 38
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729411, 5729920
Fax. : (021) 5728800

Banking Operation Division

Gd. BNI Lantai 17, 19 & 21
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 579968, 5729099
Fax. : (021) 5702351, 5733708

Information Technology Division

Gd. Landmark Tower I
Lantai 11, 12 & 14
Jl. Jend. Sudirman No. 1
Jakarta Pusat 12910
Tel. : (021) 5213717, 5728422
Fax. : (021) 5209210, 5213728

Treasury Division

Gd. BNI Lantai 6 & 9
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728360, 5728365
Fax. : (021) 5739918

International Banking Division

Gd. BNI Lantai 7 & 8
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728470, 5728477
Fax. : (021) 2511103

Trade Processing Centre

Gedung Wisma 46 Lantai 5 & 6
Jl. Jend. Sudirman Kav. 1
Jakarta 10220
Tel. : (021) 5728464
Fax. : (021) 2510164

Compliance Division

Gd. BNI Lantai 10
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728401, 5728591
Fax. : (021) 5703436

Legal Division

Gd. BNI Lantai 10
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728575, 5728583
Fax. : (021) 2511081, 2511190

Budgeting & Financial Control Division

Gd. BNI Lantai 12
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728680, 5728681
Fax. : (021) 5749257, 2511193

**Procurement & Fixed Assets
Division**

Gd. Landmark Tower I, Lantai 8
Jl. Jend. Sudirman
Jakarta Pusat 10220
Tel. : (021) 52963237 ext 8110
Fax. : (021) 52963220

Subsidiaries Development Unit

Gd. BNI Lantai 14
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728861,5728077
Fax. : (021) 5728838

**Enterprise Risk Management
Division**

Gd. BNI Lantai 26
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728530,5728544
Fax. : (021) 2511148

Policy Governance Unit

Gd. BNI Lantai 26
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728530
Fax. : (021) 2511148

**Corporate Remedial & Recovery
Division**

Gd. BNI Lantai 15
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729259
Fax. : (021) 5701273, 5733486

**Commercial Remedial & Recovery
Division**

Gd. BNI Lantai 15
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5729883
Fax. : (021) 5729587

Corporate Business Risk Division

Gd. BNI Lantai 20
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728143, 5728167
Fax. : (021) 5763836

**Commercial Business Risk
Division**

Gd. BNI Lantai 20
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728164
Fax. : (021) 5763836

**Consumer & Retail Business Risk
Division**

Gd. Wisma 46 Lantai 40
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 2511946 ext 2637
Fax. : (021) 5702837

SUBSIDIARIES**PT BNI Life Insurance**

BNI Life Tower Lantai 21
The Landmark Center
Jl. Jend. Sudirman No. 1
Jakarta 12910
Tel. : (021) 2953 9999
Fax. : (021) 2953 9998
www.bni-life.co.id
Email: customer-care@bni-life.co.id
Customer Care: (021) 5021 7626
SMS Center: 0811117626

PT BNI Multifinance

Gedung BNI Life Insurance Lantai 5
Jl. Aipda K.S. Tubun No. 67
Petamburan, Jakarta Pusat 10260
Hotline: (021) 290 22555
Fax. (021) 290 22146
www.bnimultifinance.co.id

PT BNI Syariah

Gedung Bank BNI Lantai 22
Jl. Jend. Sudirman Kav. 1
Jakarta Pusat 10220
Tel. : (021) 5728773
Fax. : (021) 2511153
Email: info@bnisyariah.co.id
www.bnisyariah.co.id

PT BNI Securities

Sudirman Plaza Indofood Tower
Lantai 16
Jl. Jend. Sudirman Kav. 76 - 78
Jakarta 12910
Tel./Call Center : (021) 2554 3946
Fax. : (021) 5793 5831
Email: bnisec@bnisecurities.co.id
www.bnisecurities.co.id

BNI Remittance

BNI Remittance Limited
Flat/RM5 on GF, Nos 1-7
Keswick Street, Causeway Bay
Hong Kong
Tel. : +852 28908082
Fax. : +852 28908122

REGIONAL OFFICE**Regional Office Medan**

Jl. Pemuda No. 12, Lantai 4
Medan 20151
Tel. : (061) 4567110, 4567002
Fax. : (061) 4567105, 4515754

Regional Office Padang

Jl. Dobi No. 1 Lantai 3
Padang 25138
Tel. : (0751) 890005-08
Fax. : (0751) 890010-11

Regional Office Palembang

Jl. Jend. Sudirman No. 132
Palembang 30126
Tel. : (0711) 361961-65, 321046
Fax. : (0711) 361966, 374160

Regional Office Bandung

Jl. Perintis Kemerdekaan No. 3
Bandung 40117
Tel. : (022) 4240431-34, 4240457
Fax. : (022) 4240432 - 4214926-
4213107

Regional Office Semarang

Jl. Letjen. MT. Haryono No. 16
Semarang 50122
Tel. : (024) 3556747, 3556746
Fax. : (024) 3547686, 3520636

Regional Office Surabaya

Jl. Jend. A. Yani No. 286
Gedung Graha Pangeran Lt. 3-4
Surabaya 60292
Tel. : (031) 8292820 - 26
Fax. : (031) 8292805, 8292841

Regional Office Makassar

Jl. Jend. Sudirman No. 1
Makassar 90115
Tel. : (0411) 3620355-56,
3621926
Fax. : (0411) 3619562, 3625395

Regional Office Denpasar

Jl. Raya Puputan Renon
No. 27 - Lantai 2, Renon
Denpasar 82265
Tel. : (0361) 263304 - 08
Fax. : (0361) 227874, 263319

Regional Office Banjarmasin

Jl. Lambung Mangkurat No. 30
Banjarmasin 70111
Tel. : (0511) 3353689, 3357063
Fax. : (0511) 3354409, 3357066

Regional Office Manado

Jl. Dotulolong Lasut No. 1
Manado 95122
Tel. : (0431) 868019, 862777
Fax. : (0431) 851852 / 865458

Regional Office Papua

Jl. Kelapa II Entrop
Kota Jayapura
Papua 99224
Tel. : (0967) 5355311, 522364
Fax. : (0967) 533316

Regional Office Jakarta Senayan

Jl. Jend. Gatot Subroto No. 55
Jakarta Pusat 10210
Tel. : (021) 2500025,
5706057 (Hunting)
Fax. : (021) 2500033

Regional Office Jakarta Kota

Jl. Lada No. 1 - Jakarta 11110
Tel. : (021) 6901131- 2601090,
2601148
Fax. : (021) 6901131, 6901182,
2601165, 2601179

Regional Office Jakarta BSD

Jl. Lada No. 1 - Jakarta 11110
Tel. : (021) 6901131- 2601090,
2601148, 2601165
Fax. : (021) 6901131, 6901182,
2601165, 2601179

**Regional Office Jakarta
Kemayoran**

Jl. Lada No. 1 - Jakarta 11110
Tel. : (021) 6901131- 2601090,
2601148, 2601165
Fax. : (021) 6901131, 6901182,
2601165, 2601179

**OVERSEAS BRANCHES/
REPRESENTATIVES****Branch Office Singapore**

39 Robinson Road
#01-02, 02-02 and 06-01/04
Robinson Point
Singapore 068911
Tel. : +65 6225 7755
Fax. : +65 6225 4757

Branch Office Hong Kong

G/F Far East Finance Center,
16 Hartcourt Road
Hong Kong
Tel. : +852 25299871, 28618600
Fax. : +852 28656500

Branch Office Tokyo

Kokusai Bld 1st Floor 3-1-1
Marunouchi Chiyoda-Ku
Tokyo 100-0005, Japan
Tel. : +81 3 3214 6565,
3214 5621
Fax. : +81 3 3212 6428,
3201 2633

Sub-Branch Office Osaka

Nakanoshima Festival Tower
17th Floor 2-3-18
Nakanoshima Kita-ku
Osaka 530-0005, Japan
Tel. : +81 6470 83823
Fax. : +81 6470 83823

Branch Office London

30 King Street,
London EC2V 8AG
Tel. : +44 (0) 20 7776 4646
Fax. : +44 (0) 20 7776 4699

Representative New York

One Exchange Plaza 5th Floor
Broadway
New York NY. 10006 USA
Tel. : +1 212 943 4750
+1 212 943 4760
Fax. : +1 212 344 5723

BNI Outlets

Outlet	Regional	Branch	Sub-Branch	Cash Offices	Payment Point	Mobile Outlet	Total
Conventional	15	168	912	442	74	76	1,687
Overseas	-	-	-	-	-	-	6
Total	15	168	912	442	74	76	1,693

BNI Weekend Banking

BNI has 81 outlets in its weekend banking network and 27 Emerald service outlets spread throughout Indonesia.



BNI Call 24 Hours Services

24-hours banking services information can be accessed through BNI Call at **(021) 500046 or (021) 500098 for Emerald or 68888 through cellular phone.**

Fax. : Banking Services (021) 570 9502, 570 9503
 Credit Card Services (021) 572 8800

E-mail : Banking Services bnicall@bni.co.id

Premium Services:

BNI Premium Call 24 Hours Services

24-hours banking services information for regular customer and card holder of BNI Platinum and Titanium as well as for BNI Emerald Customer.

Phone : (021) 500046 for regular customer and
 (021)500098 for Emerald customer or
 68888 through mobile phone

Fax. : (021) 572 8800

E-mail : bnicall@bni.co.id

Corporate Information

Name of Company

PT Bank Negara Indonesia (Persero) Tbk

Company Address

Head Office

Gedung BNI
 Jl. Jend. Sudirman Kav. 1
 Jakarta 10220
 PO Box 1946
 Jakarta Mampang 12700
 Tel. : +62 21 2511946
 (140 lines)
 I-Telex : 765185BNI DLN IA
 765186BNI DLN IA
 Fax. : +62 21 2511214
 E-mail : bni@bni.co.id
 www.bni.co.id

Establishment Date

July 5, 1946

The Ownership Composition

(as of December 31, 2013)

- Republic of Indonesia 60%
- Public 40%

Listing

Bursa Efek Indonesia

Line of Business

Perbankan

Ticker Code

BBNI

Public Accountant

Kantor Akuntan Publik Tanudiredja, Wibisana & Rekan/
 PT Prima Wahana Caraka/
 PT PricewaterhouseCoopers Indonesia Advisory
 Plaza 89
 Jl. HR. Rasuna Said Kav. X-7 No. 6
 Jakarta 12940
 Indonesia
 Telephone: [62] (21) 521 2901
 Telecopier: [62] (21) 5290 5555, (21) 5290 5050

Share Registrar

PT Datindo Entrycom
 Puri Datindo
 Wisma Diners Club Annex
 Jl. Jend. Sudirman Kav. 34
 Jakarta 10220
 Tel. (62-21) 5709009
 Fax. (62-21) 5709026

Rating Companies

Standard & Poor's

30 Cecil Street
 Prudential Tower 17th floor
 Singapore 049712
 Phone : (65) 6438 2881
 Website : www.standardandpoors.com

Moody's Singapore Pte Ltd

50 Raffles Place #23-06
 Singapore Land Tower 048623
 Phone : (65) 6398-8300
 Fax : (65) 6398-8301
 Website : www.moody.com

PT Fitch Ratings Indonesia

Prudential Tower 20th floor
 Jl. Jend. Sudirman Kav. 79
 Jakarta Selatan 12910 – Indonesia
 Phone : (62-21) 57957755
 Fax : (62-21) 57957750
 Website : www.fitchratings.com

PT Pemeringkat Efek Indonesia (Pefindo)

Panin Tower Senayan City 17th Floor
 Jalan Asia Afrika Lot 19
 Jakarta 10270, INDONESIA
 Tel. (62-21) 7278 2380
 Fax. (62-21) 7278 2370
 www.pefindo.com

Investor Relations

Corporate Communications Division
 Gedung BNI, Lt. 24
 Jl. Jend. Sudirman Kav. 1
 Jakarta 10220
 Tel. (62-21) 2511946, 5728387, 5728037
 Fax. (62-21) 5728295, 5728053
 E-mail: investor.relations@bni.co.id
 Website: www.bni.co.id

Consolidated Financial Statements

**SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL
31 DESEMBER 2013 DAN 2012
SERTA UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL-TANGGAL
31 DESEMBER 2013 DAN 2012
PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK**

**DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT
31 DECEMBER 2013 AND 2012
AND FOR THE YEARS ENDED
31 DECEMBER 2013 AND 2012
PT BANK NEGARA INDONESIA (PERSERO) Tbk
AND SUBSIDIARIES**

Kami yang bertanda tangan di bawah ini:

1. Nama : Gatot Mudiantoro Suwondo
Alamat kantor : Jl. Jend. Sudirman Kav. 1, Jakarta 10220, Indonesia
Nomor telepon : 5728043
Alamat rumah : Jl. Brawidjaya VIII No. 22 RT 002 RW 003 Kebayoran Baru, Jakarta Selatan
Jabatan : Direktur Utama
2. Nama : Yap Tjay Soen
Alamat kantor : Jl. Jend. Sudirman Kav. 1, Jakarta 10220, Indonesia
Nomor telepon : 5728948
Alamat rumah : Jl. Pakubuwono VI/19 Kebayoran Baru, Jakarta Selatan
Jabatan : Direktur

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak;
2. Laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak telah dimuat secara lengkap dan benar;
b. Laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned:

1. Name : Gatot Mudiantoro Suwondo
Office address : Jl. Jend. Sudirman Kav. 1, Jakarta 10220, Indonesia
Telephone : 5728043
Residential address: Jl. Brawidjaya VIII No. 22 RT 002 RW 003 Kebayoran Baru, Jakarta Selatan
Title : President Director
2. Name : Yap Tjay Soen
Office address : Jl. Jend. Sudirman Kav. 1, Jakarta 10220, Indonesia
Telephone : 5728948
Residential address : Jl. Pakubuwono VI/19 Kebayoran Baru, Jakarta Selatan
Title : Director

declare that:

1. We are responsible for the preparation and the presentation of the of PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements;
2. PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information in the PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries consolidated financial statements has been disclosed in a complete and truthful manner;
b. PT Bank Negara Indonesia (Persero) Tbk and subsidiaries' consolidated financial statements do not contain any incorrect information or material facts, nor do they omit material information or material facts;
4. We are responsible for PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' internal control system

We certify the accuracy of this statement.

Atas nama dan mewakili Direksi/For and on behalf of Board of Directors

Jakarta, 17 FEB 2014


Gatot Mudiantoro Suwondo
 Direktur Utama/President Director




Yap Tjay Soen
 Direktur / Director



**LAPORAN AUDITOR INDEPENDEN
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDERS OF**

PT BANK NEGARA INDONESIA (PERSERO) Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk ("BNI" atau "Bank") dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2013, serta laporan laba-rugi komprehensif, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

We have audited the accompanying consolidated financial statements of PT Bank Negara Indonesia (Persero) Tbk ("BNI" or the "Bank") and its subsidiaries, which comprise the consolidated statement of financial position as at 31 December 2013, and the consolidated statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Management's responsibility for the consolidated financial statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Tanggung jawab auditor

Auditor's responsibility

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

Kantor Akuntan Publik Tanudiredja, Wibisana & Rekan

Plaza 89, Jl. H.R. Rasuna Said Kav. X-7 No.6 Jakarta 12940 - INDONESIA, P.O. Box 2473 JKP 10001

T: +62 21 5212901, F: + 62 21 52905555 / 52905050, www.pwc.com/id



Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2013, kinerja keuangan, serta arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Negara Indonesia (Persero) Tbk and its subsidiaries as at 31 December 2013, the consolidated financial performance, and their cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.



Hal lain

Audit kami atas laporan keuangan konsolidasian Bank dan entitas anaknya pada tanggal 31 Desember 2013 dan untuk tahun yang berakhir pada tanggal tersebut dilaksanakan dengan tujuan merumuskan suatu opini atas laporan keuangan konsolidasian secara keseluruhan. Informasi keuangan tambahan PT Bank Negara Indonesia (Persero) Tbk (entitas induk saja) yang terdiri dari laporan posisi keuangan pada tanggal 31 Desember 2013, serta laporan laba-rugi komprehensif, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian yang diharuskan dari laporan keuangan konsolidasian berdasarkan Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar dalam semua hal yang material, dalam hubungannya dengan laporan keuangan konsolidasian secara keseluruhan.

Other matter

Our audit of the accompanying consolidated financial statements of the Bank and its subsidiaries as at 31 December 2013 and for the year then ended was conducted to form an opinion on the consolidated financial statements taken as a whole. The supplementary financial information of PT Bank Negara Indonesia (Persero) Tbk (parent entity only) which comprises the statement of financial position as at 31 December 2013, and the statement of comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended (collectively referred to as "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purpose of additional analysis and is not a required part of the consolidated financial statements prepared in accordance with the Indonesian Financial Accounting Standards. Management is responsible for the Parent Entity Financial Information, which was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to auditing procedures applied in the audit of the consolidated financial statements in accordance with the Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated in all material respects in relation to the consolidated financial statements taken as a whole.

JAKARTA
17 Februari/February 2014

Drs. Haryanto Sahari, CPA

Surat Ijin Akuntan Publik/License of Public Accountant No. AP.0223

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**

31 DESEMBER 2013 DAN 2012

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION**

31 DECEMBER 2013 AND 2012

(Expressed in millions of Rupiah,
unless otherwise stated)

ASET	Catatan/ Notes	2013	2012	ASSETS
Kas	4	10,089,927	7,969,378	Cash
Giro pada Bank Indonesia	5	23,130,059	22,422,083	Current accounts with Bank Indonesia
Giro pada bank lain		4,103,838	5,844,375	Current accounts with other banks
Dikurangi: Cadangan kerugian penurunan nilai		(1,709)	(3,369)	Less: Allowance for impairment losses
	6	4,102,129	5,841,006	
Penempatan pada bank lain dan Bank Indonesia		23,474,807	32,621,101	Placements with other banks and Bank Indonesia
Dikurangi: Cadangan kerugian penurunan nilai		(2,105)	(4,439)	Less: Allowance for impairment losses
	7	23,472,702	32,616,662	
Efek-efek		11,980,133	9,816,541	Marketable securities
Dikurangi: Cadangan kerugian penurunan nilai		(14,435)	(15,571)	Less: Allowance for impairment losses
	8	11,965,698	9,800,970	
Efek-efek yang dibeli dengan janji dijual kembali		1,896,556	-	Securities purchased under agreements to resell
Dikurangi: Cadangan kerugian penurunan nilai		-	-	Less: Allowance for impairment losses
	14	1,896,556	-	
Wesel ekspor dan tagihan lainnya		3,422,363	2,842,311	Bills and other receivables
Dikurangi: Cadangan kerugian penurunan nilai		(5,484)	(2,812)	Less: Allowance for impairment losses
	9	3,416,879	2,839,499	
Tagihan akseptasi		11,548,946	10,171,575	Acceptances receivables
Dikurangi: Cadangan kerugian penurunan nilai		(70,093)	(94,421)	Less: Allowance for impairment losses
	10	11,478,853	10,077,154	
Tagihan derivatif		177,839	10,571	Derivatives receivables
Dikurangi: Cadangan kerugian penurunan nilai		-	-	Less: Allowance for impairment losses
	11	177,839	10,571	

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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**PT BANK NEGARA INDONESIA (PERSERO) Tbk
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**LAPORAN POSISI KEUANGAN
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(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
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(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2013	2012	
ASET (lanjutan)				ASSETS (continued)
Pinjaman yang diberikan Dikurangi: Cadangan kerugian penurunan nilai		250,637,843 (6,880,036)	200,742,305 (6,907,635)	<i>Loans Less: Allowance for impairment losses</i>
	12,41	<u>243,757,807</u>	<u>193,834,670</u>	
Obligasi Pemerintah setelah penyesuaian amortisasi diskonto dan premi	13	41,431,956	38,561,005	<i>Government bonds adjusted for amortization of discount and premium</i>
Pajak dibayar dimuka	26a	816,858	29,365	<i>Prepaid taxes</i>
Beban dibayar dimuka	15	1,221,123	1,053,822	<i>Prepaid expenses</i>
Penyertaan saham Dikurangi: Cadangan kerugian penurunan nilai		61,501 (21,994)	44,097 (20,071)	<i>Equity investments Less: Allowance for impairment losses</i>
	16	<u>39,507</u>	<u>24,026</u>	
Aset lain-lain - neto	17	3,156,891	3,312,032	<i>Other assets - net</i>
Aset tetap Dikurangi: Akumulasi penyusutan		11,181,236 (5,667,667)	9,687,746 (5,096,158)	<i>Fixed assets Less: Accumulated depreciation</i>
	18	<u>5,513,569</u>	<u>4,591,588</u>	
Aset pajak tangguhan - neto	26d	986,462	319,675	<i>Deferred tax assets - net</i>
TOTAL ASET		<u>386,654,815</u>	<u>333,303,506</u>	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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	Catatan/ Notes	2013	2012	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
Liabilitas segera	19	1,759,870	2,725,597	<i>Obligations due immediately</i>
Simpanan nasabah	20,41	291,890,195	257,660,841	<i>Deposits from customers</i>
Simpanan dari bank lain	21	3,184,983	3,245,243	<i>Deposits from other banks</i>
Liabilitas derivatif	11	1,181,732	454,647	<i>Derivatives payable</i>
Liabilitas akseptasi	22	6,198,972	4,624,501	<i>Acceptances payable</i>
Beban yang masih harus dibayar	23	482,905	527,362	<i>Accrued expenses</i>
Utang pajak	26b			<i>Taxes payable</i>
- Pajak penghasilan badan		273,405	163,864	<i>Corporate income tax -</i>
- Pajak lainnya		50,552	78,519	<i>Other taxes -</i>
Imbalan kerja	38	3,149,697	2,565,874	<i>Employee benefits</i>
Penyisihan	24	104,092	54,774	<i>Provisions</i>
Liabilitas lain-lain	25	5,707,851	4,158,421	<i>Other liabilities</i>
Efek-efek yang diterbitkan	27	6,036,533	4,768,810	<i>Securities issued</i>
Pinjaman yang diterima	28	18,950,523	8,749,762	<i>Borrowings</i>
TOTAL LIABILITAS		338,971,310	289,778,215	TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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	Catatan/ Notes	2013	2012	
EKUITAS				EQUITY
Ekuitas diatribusikan kepada pemilik entitas induk				<i>Equity attributable to equity holders of the parent entity</i>
Modal saham:				<i>Share capital:</i>
- Seri A Dwiwarna - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)				<i>Class A Dwiwarna - Rp7,500 par value per share (in full Rupiah amount)</i>
- Seri B - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)				<i>Class B - Rp7,500 par value per share (in full Rupiah amount)</i>
- Seri C - nilai nominal Rp375 per saham (dalam Rupiah penuh)				<i>Class C - Rp375 par value per share (in full Rupiah amount)</i>
Modal dasar:				<i>Authorized:</i>
- Seri A Dwiwarna - 1 saham				<i>Class A Dwiwarna - 1 share -</i>
- Seri B - 289.341.866 saham				<i>Class B - 289,341,866 shares -</i>
- Seri C - 34.213.162.660 saham				<i>Class C - 34,213,162,660 shares -</i>
Modal ditempatkan dan disetor penuh:				<i>Issued and fully paid:</i>
- Seri A Dwiwarna - 1 saham				<i>Class A Dwiwarna - 1 share -</i>
- Seri B - 289.341.866 saham				<i>Class B - 289,341,866 shares -</i>
- Seri C - 18.359.314.591 saham	29	9,054,807	9,054,807	<i>Class C - 18,359,314,591 shares -</i>
Tambahan modal disetor	29	14,568,468	14,568,468	<i>Additional paid-in capital</i>
Transaksi dengan kepentingan nonpengendali	1i	(62,862)	(62,862)	<i>Transactions with non-controlling interest</i>
Rugi yang belum direalisasi atas efek-efek dan Obligasi Pemerintah dalam kelompok tersedia untuk dijual, setelah pajak tangguhan	8,13	(2,933,465)	(129,680)	<i>Unrealized losses on available-for-sale marketable securities and Government Bonds, net of deferred tax</i>
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing		4,944	73,002	<i>Exchange difference on translation of foreign currency financial statements</i>
Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi lindung nilai arus kas	11	(43,492)	(101,248)	<i>Effective portion on fair value changes on derivatives instruments qualified as cash flow hedge</i>
Saldo laba				<i>Retained earnings</i>
Sudah ditentukan penggunaannya				<i>Appropriated</i>
Cadangan umum dan wajib	31	2,778,412	2,426,105	<i>General and legal reserves</i>
Cadangan khusus	32	2,868,474	2,163,168	<i>Specific reserves</i>
Tidak ditentukan penggunaannya		21,364,949	15,481,263	<i>Unappropriated</i>
Total saldo laba		27,011,835	20,070,536	<i>Total retained earnings</i>
Total ekuitas yang dapat diatribusikan kepada pemilik entitas induk		47,600,235	43,473,023	<i>Total equity attributable to equity holders of the parent entity</i>
Kepentingan Nonpengendali		83,270	52,268	<i>Non-controlling Interest</i>
TOTAL EKUITAS		47,683,505	43,525,291	<i>TOTAL EQUITY</i>
TOTAL LIABILITAS DAN EKUITAS		386,654,815	333,303,506	<i>TOTAL LIABILITIES AND EQUITY</i>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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**PT BANK NEGARA INDONESIA (PERSERO) Tbk
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**LAPORAN LABA RUGI KOMPREHENSIF
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UNTUK TAHUN YANG BERAKHIR PADA
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**CONSOLIDATED STATEMENTS OF
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(Expressed in millions of Rupiah,
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	Catatan/ Notes	2013	2012	
PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH	33	26,450,708	22,704,515	INTEREST INCOME AND SHARIA INCOME
BEBAN BUNGA DAN BEBAN SYARIAH	34	(7,392,427)	(7,245,524)	INTEREST EXPENSE AND SHARIA EXPENSE
PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH - NETO		19,058,281	15,458,991	INTEREST INCOME AND SHARIA INCOME - NET
PENDAPATAN OPERASIONAL LAINNYA				OTHER OPERATING INCOME
Provisi dan komisi lainnya		3,999,960	3,155,496	<i>Other fee and commission</i>
Penerimaan kembali aset yang telah dihapusbukukan		2,137,692	2,038,182	<i>Recovery of assets written off</i>
Pendapatan premi asuransi		1,582,106	1,190,476	<i>Insurance premium income</i>
Keuntungan dari aset keuangan yang dimiliki untuk diperdagangkan		39,566	56,679	<i>Gain from financial assets held for trading</i>
Keuntungan dari penjualan aset keuangan yang diklasifikasikan tersedia untuk dijual		496,747	1,134,158	<i>Gain on sale of financial assets classified as available for sale</i>
Laba selisih kurs - neto		530,731	204,690	<i>Foreign exchange gains - net</i>
Lain-lain	35	654,102	666,132	<i>Others</i>
TOTAL PENDAPATAN OPERASIONAL LAINNYA		9,440,904	8,445,813	TOTAL OTHER OPERATING INCOME
PEMBENTUKAN CADANGAN KERUGIAN PENURUNAN NILAI	6,7,8,9,10 12,16,17	(2,707,694)	(2,524,677)	ALLOWANCE FOR IMPAIRMENT LOSSES
BEBAN OPERASIONAL LAINNYA				OTHER OPERATING EXPENSES
Gaji dan tunjangan Umum dan administrasi	36,38 37	(6,083,876)	(5,577,867)	<i>Salaries and employees' benefits General and administrative</i>
<i>Underwriting</i> asuransi		(1,088,021)	(934,124)	<i>Underwriting insurance</i>
Beban promosi		(935,349)	(820,454)	<i>Promotion expense</i>
Premi penjaminan		(509,222)	(463,507)	<i>Guarantee premium</i>
Lain-lain		(1,416,521)	(1,022,581)	<i>Others</i>
TOTAL BEBAN OPERASIONAL LAINNYA		(14,572,688)	(12,739,104)	TOTAL OTHER OPERATING EXPENSES
LABA OPERASIONAL		11,218,803	8,641,023	OPERATING INCOME
PENDAPATAN BUKAN OPERASIONAL - NETO		59,362	258,539	NON-OPERATING INCOME - NET
LABA SEBELUM BEBAN PAJAK		11,278,165	8,899,562	INCOME BEFORE TAX EXPENSE
Beban Pajak Kini		(2,182,964)	(1,528,370)	<i>Tax expense Current</i>
Tangguhan		(37,260)	(322,830)	<i>Deferred</i>
Total beban pajak	26c	(2,220,224)	(1,851,200)	<i>Total tax expense</i>
LABA TAHUN BERJALAN		9,057,941	7,048,362	INCOME FOR THE YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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**PT BANK NEGARA INDONESIA (PERSERO) Tbk
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**LAPORAN LABA RUGI KOMPREHENSIF
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**CONSOLIDATED STATEMENTS OF
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	<u>Catatan/ Notes</u>	<u>2013</u>	<u>2012</u>	
LABA TAHUN BERJALAN		9,057,941	7,048,362	INCOME FOR THE YEAR
PENDAPATAN KOMPREHENSIF LAIN:				OTHER COMPREHENSIVE INCOME:
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing		(68,058)	24,910	<i>Exchange rate differences from translation of foreign currency financial statements</i>
Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi lindung nilai arus kas		57,756	42,501	<i>Effective portion on fair value changes from derivative instruments qualified as cash flow hedge</i>
Perubahan nilai wajar efek-efek dan Obligasi Pemerintah tersedia untuk dijual - neto		(3,504,731)	108,539	<i>Net changes in fair value of available-for-sale marketable securities and Government Bonds</i>
Pajak penghasilan terkait dengan komponen pendapatan komprehensif lainnya		700,946	(21,708)	<i>Income tax relating to components of other comprehensive income</i>
(KERUGIAN)/PENDAPATAN KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK		(2,814,087)	154,242	OTHER COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR AFTER TAXES
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN		6,243,854	7,202,604	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA TAHUN BERJALAN DIATRIBUSIKAN KEPADA:				INCOME FOR THE YEAR ATTRIBUTABLE TO:
Pemilik entitas induk		9,054,345	7,046,145	<i>Equity holders of the parent entity</i>
Kepentingan nonpengendali		3,596	2,217	<i>Non-controlling interest</i>
TOTAL		9,057,941	7,048,362	TOTAL
LABA KOMPREHENSIF TAHUN BERJALAN DIATRIBUSIKAN KEPADA:				TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:
Pemilik entitas induk		6,240,258	7,200,391	<i>Equity holders of the parent entity</i>
Kepentingan nonpengendali		3,596	2,213	<i>Non-controlling interest</i>
TOTAL		6,243,854	7,202,604	TOTAL
LABA PER SAHAM DASAR DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (DALAM RUPIAH PENUH)	39	486	378	BASIC EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (IN FULL RUPIAH AMOUNT)

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
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(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	Modal ditempatkan dan disetor penuh/ Issued and fully paid-up capital	Tambahan modal disetor/ Additional paid-in capital	Transaksi dengan kepentingan nonpengendali Transactions with non-controlling interest	Labai/(rugi) yang belum direalisasi atas derivatif keuangan/ Unrealized gains/losses on financial instruments 尚未实现的 金融资产 利得/损失	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ Currency translation of foreign currency financial statements	Saldo laba *)/Retained earnings *)	Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi lindung nilai arus kas/ Effective portion of derivatives instruments qualified as cash flow hedge	Dicadangkan/ Appropriated	Dicadangan dan wajib/ General and legal reserves	Tidak dicadangkan/ Unappropriated	Total ekuitas pemilik entitas induk/Total equity owners of parent	Kepentingan non-pengendali atas Entitas Anak/ Non-controlling interest of the net assets of Subsidiaries	Total ekuitas/ Total equity	Balance as of 31 December 2011
Saldo per 31 Desember 2011		9,054,807	14,588,468	-	(216,515)	48,092	1,408,994	10,999,098	1,933,959	1,408,994	10,999,098	37,733,154	109,970	37,843,024	Balance as of 31 December 2011
Labai komprehensif untuk tahun berjalan	8,11,13	-	-	-	86,835	24,910	-	7,046,145	-	-	7,046,145	7,200,391	2,213	7,202,604	Comprehensive income for the year
Pembentukan cadangan umum dan wajib	30,31	-	-	-	-	-	-	(582,590)	-	-	(582,590)	-	-	-	Appropriation for general and legal reserves
Pembentukan cadangan khusus	30,32	-	-	-	-	-	-	(582,590)	-	582,590	(582,590)	-	-	-	Appropriation for specific reserves
Pembentukan/(pembalkan) cadangan cabang luar negeri	32	-	-	-	-	-	-	(583)	(90,444)	91,584	(583)	557	-	557	Appropriation/(reversal) of overseas branch legal reserves
Dividen tunai	30	-	-	-	-	-	-	(1,165,181)	-	-	(1,165,181)	(1,165,181)	-	(1,165,181)	Cash dividends
Dana program bina lingkungan	30	-	-	-	-	-	-	(174,777)	-	-	(174,777)	(174,777)	-	(174,777)	Fund for environmental development program
Dana program kemitraan badan usaha milik negara dengan usaha kecil	30	-	-	-	-	-	-	(58,259)	-	-	(58,259)	(58,259)	-	(58,259)	Fund for partnership program between state-owned enterprises and small scale businesses
Transaksi dengan kepentingan non-pengendali	41	-	-	(62,862)	-	-	-	-	-	-	(62,862)	(62,862)	(30,468)	(83,330)	Transactions with non-controlling interests
Pendapatan dari Entitas Anak yang dapat diatribusikan untuk kepentingan non-pengendali		-	-	-	-	-	-	-	-	-	-	-	(29,347)	(29,347)	Income of Subsidiaries attributable to non-controlling interest
Saldo per 31 Desember 2012		9,054,807	14,588,468	(62,862)	(129,680)	73,002	2,163,168	15,481,263	2,426,105	2,163,168	15,481,263	43,473,023	52,268	43,525,291	Balance as of 31 December 2012

*) Saldo rugi sebesar Rp58.905.232 telah dieliminasi dengan lambaan modal disetor. Laba yang belum direalisasi atas efek-efek dalam kelompok tersedia untuk dijual, cadangan khusus dan cadangan umum dan wajib pada saat kuasi-reorganisasi BNI pada tanggal 30 Juni 2003 (lihat Catatan 1e).

*) Accumulated losses of Rp58,905,232 has been eliminated against additional paid-in capital, unrealized gains on available-for-sale securities, assets revaluation reserves, specific reserves and general and legal reserves during BNI's quasi-reorganization as of 30 June 2003 (refer to Note 1e).

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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Catatan/ Notes	Modal ditempatkan dan disetor penuh/ Issued and fully paid-up capital	Tambahkan modal disetor/ Additional paid-in capital	Transaksi dengan kepentingan nonpengendali/ Transactions with non-controlling interest	Labai/(rugi) yang belum direalisasi atas efek-efek dan Obligasi Pemerintah dalam kelompok tersedia untuk dijual neto setelah koreksi nilai Unrealized gains (losses) on available- for-sale securities and Government Bonds, net of tax	Selisih penjabaran kurs karena apapun keuntungan dalam mata uang asing/ Exchange difference on translation of foreign currency financial statements	Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi kriteria lulus kas/ Effective portion on fair value changes of derivative instruments qualified as cash flow hedge	Saldo laba *)/(Retained earnings *)	Diciptakan/Appropriated	Cadangan umum dan wajib/ General/ and legal reserves	Cadangan khusus/ Specific reserves	Tiak diciptakan/ Unappropriated	Total ekuitas pemilik entitas induk/Total equity owners of parent	Kepentingan nonpengendali atas kekayaan neto Entitas Anak/ Non-controlling Interest of the net assets of Subsidiaries	Total ekuitas/ Total equity	Balance as of 31 December 2012	Comprehensive income for the year		Income of Subsidiaries attributable to non-controlling interest	Balance as of 31 December 2013
																Appropriation for general and legal reserves	Appropriation for specific reserves		
Saldo per 31 Desember 2012	9,054,807	14,568,468	(62,862)	(129,680)	73,002	(101,248)	15,481,263	2,426,105	2,163,168	-	9,054,345	43,473,023	52,268	43,525,291	43,525,291	6,243,854	-	27,406	47,693,505
Labai komprehensif untuk tahun berjalan	8,11,13	-	-	(2,803,785)	(68,056)	57,756	-	-	-	-	(352,307)	6,240,258	3,596	6,243,854	6,243,854	-	-	-	-
Pembentukan cadangan umum dan wajib	30,31	-	-	-	-	-	-	352,307	-	-	(704,615)	-	-	-	-	-	-	-	-
Pembentukan cadangan khusus	30,32	-	-	-	-	-	-	-	704,615	-	-	-	-	-	-	-	-	-	-
Pembentukan/(membatalkan) cadangan cabang luar negeri	32	-	-	-	-	-	-	-	-	681	107	788	-	798	-	-	-	-	-
Dividen tunai	30	-	-	-	-	-	-	-	-	-	(2,113,844)	(2,113,844)	-	(2,113,844)	-	-	-	-	-
Pendapatan dari Entitas Anak yang dapat diambusikan untuk kepentingan nonpengendali	-	-	-	-	-	-	-	-	-	-	-	-	27,406	27,406	-	-	-	-	-
Saldo per 31 Desember 2013	9,054,807	14,568,468	(62,862)	(2,933,465)	4,944	(43,492)	21,364,949	2,778,412	2,868,474	-	(2,113,844)	47,600,235	83,270	47,693,505	47,693,505	-	-	27,406	47,693,505

*) Saldo rugi sebesar Rp58.905.232 telah dieliminasi dengan tambahan modal disetor, laba yang belum direalisasi atas efek-efek, dalam kelompok tersedia untuk dijual, cadangan khusus dan cadangan umum dan wajib pada saat kuasi-reorganisasi BNI pada tanggal 30 Juni 2003 (lihat Catatan 1e).

*) Accumulated losses of Rp58.905.232 has been eliminated against additional paid-in capital, unrealized gains on available-for-sale securities, assets revaluation reserves, specific reserves and general and legal reserves during BNI's quasi-reorganization as of 30 June 2003 (refer to Note 1e).

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

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**CONSOLIDATED STATEMENTS OF CASH FLOWS
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(Expressed in millions of Rupiah,
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	2013	2012	
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan bunga, provisi dan komisi	26,153,994	22,759,737	<i>Interest, fees and commissions received</i>
Bunga dan pembiayaan lainnya yang dibayar	(7,336,357)	(7,259,227)	<i>Interest and other financing charges paid</i>
Pendapatan operasional lainnya	9,388,349	8,241,122	<i>Other operating income</i>
Beban operasional lainnya	(15,598,666)	(12,827,026)	<i>Other operating expenses</i>
Pendapatan bukan operasional - bersih	53,382	258,614	<i>Non-operating income - net</i>
Pembayaran pajak penghasilan	(2,888,385)	(1,528,370)	<i>Payment of income tax</i>
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	9,772,317	9,644,850	Cash flows before changes in operating assets and liabilities
Perubahan dalam aset dan liabilitas operasi:			<i>Changes in operating assets and liabilities:</i>
Penurunan/(kenaikan) aset operasi:			<i>Decrease/(increase) in operating assets:</i>
Penempatan pada bank lain dan Bank Indonesia			<i>Placements with other banks and Bank Indonesia</i>
Efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui laporan laba rugi	101,932	13,580,209	<i>Marketable securities and Government Bond at fair value through profit or loss</i>
Wesel ekspor dan tagihan lainnya	(580,052)	(970,146)	<i>Bills and other receivables</i>
Pinjaman yang diberikan	(49,895,538)	(37,208,882)	<i>Loans/financing</i>
Tagihan akseptasi	(1,377,371)	(2,265,590)	<i>Acceptances receivable</i>
Beban dibayar di muka	(167,301)	(236,444)	<i>Prepaid expense</i>
Aset lain-lain	451,855	441,155	<i>Other assets</i>
Kenaikan/(penurunan) liabilitas operasi:			<i>Increase/(decrease) in operating liabilities:</i>
Liabilitas segera	(965,727)	564,398	<i>Obligations due immediately</i>
Simpanan nasabah	34,229,354	26,365,101	<i>Deposits from customers</i>
Simpanan dari bank lain	(60,260)	(3,773,286)	<i>Deposits from other banks</i>
Beban yang masih harus dibayar	(44,457)	580,876	<i>Accrued expense</i>
Imbalan kerja	136,911	14,419	<i>Employee benefits</i>
Liabilitas akseptasi	1,574,471	145,459	<i>Acceptances payable</i>
Utang pajak	(498)	128,750	<i>Taxes payable</i>
Liabilitas lain-lain	863,358	(26,089)	<i>Other liabilities</i>
Kas neto (digunakan untuk)/diperoleh dari kegiatan operasi	(5,006,646)	6,948,459	Net cash (used in)/provided from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
(Pembelian)/penjualan efek-efek yang tersedia untuk dijual dan dimiliki hingga jatuh tempo - neto	(2,572,021)	(2,351,395)	<i>(Purchases)/sales of marketable securities available-for-sale and held-to-maturity - net</i>
Pembelian Obligasi Pemerintah yang tersedia untuk dijual dan dimiliki hingga jatuh tempo - neto	(6,523,159)	(3,297,682)	<i>Purchases of available-for-sale and held-for-maturity Government Bonds - net</i>
Penambahan aset tetap	(1,582,456)	(1,134,112)	<i>Acquisition of fixed assets</i>
Hasil penjualan aset tetap	24,539	14,530	<i>Proceeds from sale of fixed assets</i>
Penjualan/(pembelian) efek-efek yang dibeli dengan janji dijual kembali	(1,896,556)	2,289,462	<i>Sale/(purchase) of securities purchased under agreements to resell</i>
Penambahan penyertaan pada PT Bank Mizuho Indonesia	(19,460)	-	<i>Increase in investment in PT Bank Mizuho Indonesia</i>
Kas neto digunakan untuk aktivitas investasi	(12,569,113)	(4,479,197)	Net cash used in investing activities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

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	<u>2013</u>	<u>2012</u>	
ARUS KAS DARI AKTIVITAS PENDANAAN			CASH FLOWS FROM FINANCING ACTIVITIES
Kenaikan pinjaman yang diterima	10,200,761	23,969	<i>Increase in borrowings</i>
Uang muka diterima dari Sumitomo Life Kenaikan/(penurunan) efek yang diterbitkan	630,000	-	<i>Advance payment received from Sumitomo Life</i>
Pembayaran dividen	1,267,723	4,504,188	<i>Increase/(decrease) in securities issued</i>
Transaksi dengan entitas nonpengendali	(2,113,844)	(1,398,217)	<i>Payment of dividends</i>
	-	(62,862)	<i>Transactions with non-controlling interests</i>
Kas neto diperoleh dari kegiatan pendanaan	9,984,640	3,067,078	Net cash provided from financing activities
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS	(7,591,119)	5,536,340	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS PADA AWAL PERIODE	68,618,532	63,082,192	CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD
Pengaruh perubahan kurs mata uang asing	33,197	-	<i>Effect of foreign currencies exchange rate changes</i>
KAS DAN SETARA KAS PADA AKHIR PERIODE	61,060,610	68,618,532	CASH AND CASH EQUIVALENTS AT END OF PERIOD
KAS DAN SETARA KAS TERDIRI DARI:			COMPONENTS OF CASH AND CASH EQUIVALENTS:
Kas	10,089,927	7,969,378	<i>Cash</i>
Giro pada Bank Indonesia	23,130,059	22,422,083	<i>Current accounts with Bank Indonesia</i>
Giro pada bank lain	4,103,838	5,844,375	<i>Current accounts with other banks</i>
Penempatan pada bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	23,338,334	32,382,696	<i>Placements with other banks - maturing within three months of acquisition date</i>
Sertifikat Bank Indonesia - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	398,452	-	<i>Certificates of Bank Indonesia - maturing within three months of acquisition date</i>
Total kas dan setara kas	61,060,610	68,618,532	Total cash and cash equivalents

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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1. INFORMASI UMUM

a. Pendirian Bank

PT Bank Negara Indonesia (Persero) Tbk ("BNI" atau "Bank") pada awalnya didirikan di Indonesia sebagai bank sentral dengan nama "Bank Negara Indonesia" berdasarkan Peraturan Pemerintah Pengganti Undang-undang No. 2 tahun 1946 tanggal 5 Juli 1946. Selanjutnya, berdasarkan Undang-undang No. 17 tahun 1968, BNI ditetapkan menjadi "Bank Negara Indonesia 1946", dan statusnya menjadi Bank Umum Milik Negara.

Berdasarkan Peraturan Pemerintah No. 19 tahun 1992, tanggal 29 April 1992, telah dilakukan penyesuaian bentuk hukum BNI menjadi perusahaan perseroan terbatas (Persero). Penyesuaian bentuk hukum menjadi Persero, dinyatakan dalam Akta No. 131, tanggal 31 Juli 1992, dibuat di hadapan Muhani Salim, S.H., yang telah diumumkan dalam Berita Negara Republik Indonesia No. 73 tanggal 11 September 1992 Tambahan No. 1A.

Untuk memenuhi ketentuan Undang-undang No. 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas, Anggaran Dasar BNI telah dilakukan penyesuaian. Penyesuaian tersebut dinyatakan dalam Akta No. 46 tanggal 13 Juni 2008 yang dibuat di hadapan Fathiah Helmi, S.H., notaris di Jakarta, berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 28 Mei 2008 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-AH.01.02-50609 tanggal 12 Agustus 2008 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 103 tanggal 23 Desember 2008 Tambahan No. 29015.

Perubahan terakhir Anggaran Dasar BNI dilakukan antara lain tentang penyusunan kembali seluruh Anggaran Dasar sesuai dengan Akta No. 48 tanggal 28 Maret 2013 Notaris Fathiah Helmi, S.H. dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan surat keputusan No. AHU-AH.01.10-19549 tanggal 21 Mei 2013.

Berdasarkan pasal 3 Anggaran Dasar BNI, ruang lingkup kegiatan BNI adalah melakukan usaha di bidang perbankan umum.

1. GENERAL INFORMATION

a. Establishment of the Bank

PT Bank Negara Indonesia (Persero) Tbk ("BNI" or "Bank") was originally established in Indonesia as the central bank under the name "Bank Negara Indonesia" based on Government Regulation in Lieu of Law No. 2 of 1946 dated 5 July 1946. Subsequently, by virtue of Law No. 17 of 1968, BNI became "Bank Negara Indonesia 1946", and changed its status to a state-owned commercial bank.

Based on Government Regulation No. 19 of 1992, dated 29 April 1992, BNI changed its legal status to a limited liability corporation (Persero). The change in legal status to become a limited liability corporation was covered by notarial deed No. 131, dated 31 July 1992 of Muhani Salim, S.H., and was published in Supplement No. 1A of the State Gazette No. 73 dated 11 September 1992.

In compliance with the Indonesian Limited Liability Company Law No. 40 Year 2007 dated 16 August 2007, BNI's Articles of Association has been amended. The amendment was covered by notarial deed No. 46 dated 13 June 2008 of Fathiah Helmi, S.H., a notary in Jakarta, as approved in the Extraordinary General Shareholders' Meeting on 28 May 2008 and approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its decision letter No. AHU-AH.01.02-50609 dated 12 August 2008 and published in Supplement No. 29015 of the State Gazette No. 103 dated 23 December 2008.

The latest amendment of BNI's Articles of Association was made regarding, among other matters, realignment of the entire Articles of Association based on notarial deed No. 48 dated 28 March 2013 of Fathiah Helmi, S.H. and approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its decision letter No. AHU-AH.01.10-19549 dated 21 May 2013.

According to Article 3 of BNI's Articles of Association, BNI's scope of activity is to engage in general banking services.

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1. INFORMASI UMUM (lanjutan)

b. Penawaran Umum Perdana Saham

Pada tanggal 28 Oktober 1996, BNI melakukan penawaran umum perdana atas 1.085.032.000 saham Seri B dengan nilai nominal sebesar Rp500 (nilai penuh) setiap saham dan harga penawaran setiap saham sebesar Rp850 (nilai penuh) kepada masyarakat di Indonesia. Saham yang ditawarkan tersebut mulai diperdagangkan di Bursa Efek Jakarta dan Surabaya (sekarang Bursa Efek Indonesia atau BEI) pada tanggal 25 November 1996.

c. Penawaran Umum Saham Terbatas I

Pada tanggal 30 Juni 1999, BNI melakukan Penawaran Umum Terbatas I dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 151.904.480.000 saham Seri C dengan nilai nominal sebesar Rp25 (nilai penuh) setiap saham. Setiap pemegang 1 saham lama berhak membeli 35 saham baru dengan harga Rp347,58 (nilai penuh) setiap saham. Dari penawaran umum ini, BNI meningkatkan modal sahamnya sebanyak 683.916.500 lembar saham Seri C yang diterbitkan kepada masyarakat umum pada tanggal 21 Juli 1999 dan terdaftar di Bursa Efek Jakarta dan Surabaya (sekarang BEI). BNI juga menerbitkan 151.220.563.500 lembar saham Seri C kepada Pemerintah Indonesia pada tanggal 7 April 2000 dan 30 Juni 2000 melalui program rekapitalisasi berdasarkan Peraturan Pemerintah No. 52 tahun 1999.

d. Rekapitalisasi

Pada tanggal 30 Maret 2000, Menteri Keuangan menyetujui rekapitalisasi BNI sebesar Rp61,8 triliun, yang meningkat sebesar Rp9 triliun dibandingkan dengan jumlah yang ditetapkan dalam Peraturan Pemerintah No. 52 tahun 1999. Sehubungan dengan peningkatan rekapitalisasi tersebut, yang telah disetujui melalui Peraturan Pemerintah No. 32 tahun 2000, BNI menerbitkan tambahan saham Seri C sebanyak 44.946.404.500 saham tanpa Hak Memesan Efek Terlebih Dahulu.

1. GENERAL INFORMATION(continued)

b. Initial Public Offering (IPO)

On 28 October 1996, BNI undertook an initial public offering of 1,085,032,000 Class B shares with a par value per share of Rp500 (full amount) and offering price per share of Rp850 (full amount) to the public in Indonesia. The shares began trading on the Jakarta and Surabaya Stock Exchanges (currently Indonesia Stock Exchange or IDX) on 25 November 1996.

c. Limited Public Offering I

On 30 June 1999, BNI undertook a Limited Public Offering I ("LPO I") through the issuance of pre-emptive rights of 151,904,480,000 Class C shares with a par value per share of Rp25 (full amount). Each holder of 1 share was entitled to buy 35 new shares for Rp347.58 (full amount) per share. As a result of LPO I, BNI increased its capital by 683,916,500 Class C shares to the public on 21 July 1999 and the LPO I listed in the Jakarta and Surabaya Stock Exchanges (currently IDX). On 7 April 2000 and 30 June 2000, BNI also issued 151,220,563,500 Class C shares to the Government of Indonesia through the recapitalization program under the Government Regulation No. 52 year 1999.

d. Recapitalization

On 30 March 2000, the Ministry of Finance approved BNI's recapitalization amounting to Rp61.8 trillion, which was Rp9 trillion higher than the amount stated in the Government Regulation No. 52 year 1999. In connection with the increase in the recapitalization amount, which was approved in the Government Regulation No. 32 year 2000, BNI issued additional 44,946,404,500 Class C shares without pre-emptive rights.

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1. INFORMASI UMUM (lanjutan)

d. Rekapitalisasi (lanjutan)

Pada tanggal 20 Juli 2001, modal saham BNI berkurang sebanyak 1.965.701.500 saham Seri C sehubungan dengan pengembalian kelebihan dana rekapitalisasi kepada Pemerintah Indonesia. Pengembalian tersebut telah disetujui oleh pemegang saham dalam Rapat Umum Pemegang Saham Luar Biasa pada tanggal 25 Juni 2001.

e. Kuasi-reorganisasi

Untuk menghilangkan konsekuensi negatif karena dibebani dengan saldo rugi, BNI melakukan kuasi-reorganisasi sesuai keputusan Rapat Umum Pemegang Saham Luar Biasa ("RUPS-LB") tanggal 15 Desember 2003.

Penyesuaian kuasi-reorganisasi yang telah dibukukan pada tanggal 30 Juni 2003 adalah sebagai berikut:

Akumulasi kerugian	(58,905,232)
Cadangan umum dan wajib	432,952
Cadangan khusus	382,541
Selisih penilaian kembali aktiva tetap	1,190,598
Laba yang belum direalisasi atas efek-efek dalam kelompok tersedia untuk dijual	58,660
Kenaikan penilaian kembali nilai wajar aktiva bersih	2,472,634
Tambahan modal disetor	54,367,847
	<hr/> <hr/>
	-

Anggaran Dasar BNI telah mengalami perubahan sehubungan dengan perubahan tambahan modal disetor karena adanya kuasi-reorganisasi sesuai dengan akta notaris Agung Prihatin, S.H., No. 42 tanggal 30 Desember 2003 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. C-29647.HT.01.07.TH.2003 tanggal 19 Desember 2003 dan diumumkan pada Berita Negara Republik Indonesia No. 1152 tanggal 30 Januari 2004, Tambahan No. 9.

f. Penawaran Umum Saham Terbatas II

Pada tanggal 30 Juli 2007, pada Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), Pemegang Saham telah memutuskan untuk melakukan Penawaran Umum Terbatas II kepada para pemegang saham dalam rangka penerbitan sampai dengan sejumlah 1.992.253.110 saham Seri C baru dengan nilai nominal Rp375 (nilai penuh) setiap lembar saham.

1. GENERAL INFORMATION (continued)

d. Recapitalization (continued)

On 20 July 2001, BNI's capital was reduced by 1,965,701,500 Class C shares in connection with the refund of excess recapitalization funds to the Government of Indonesia. The refund was approved by the shareholders at the Extraordinary General Shareholders' Meeting held on 25 June 2001.

e. Quasi-reorganisation

In order for BNI to eliminate the negative consequences of being burdened by accumulated losses, BNI undertook quasi-reorganisation as approved in the Extraordinary General Shareholders' Meeting ("RUPS-LB") on 15 December 2003.

The quasi-reorganisation adjustments which were booked on 30 June 2003 are as follows:

Accumulated losses
General and legal reserve
Specific reserve
Fixed assets revaluation reserve
Unrealize gain on available for sale securities
Revaluation uplift in the fair value of net assets
Additional paid in capital

BNI's Articles of Association were amended to reflect the changes in additional paid-in capital as a result of quasi-reorganisation, based on notarial deed of Agung Prihatin, S.H., No. 42 dated 30 December 2003 which was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its decision letter No. C-29647.HT.01.07.TH.2003 dated 19 December 2003 and was published in the State Gazette No. 1152, Supplement No. 9 dated 30 January 2004.

f. Limited Public Offering II

On 30 July 2007, the Extraordinary General Shareholders' Meeting approved the issuance up to 1,992,253,110 new Class C shares through Limited Public Offering II with a par value per share of Rp375 (full amount).

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1. INFORMASI UMUM (lanjutan)

**f. Penawaran Umum Saham Terbatas II
(lanjutan)**

Setiap pemegang 20 saham lama yang namanya tercatat dalam Daftar Pemegang Saham BNI pada tanggal 9 Agustus 2007 pukul 16.00 WIB mempunyai 3 HMETD, dimana setiap 1 HMETD memberikan hak kepada pemegangnya untuk membeli sebanyak 1 saham baru dengan harga pelaksanaan Rp2.025 (nilai penuh) setiap saham. Dari Penawaran Umum Terbatas II, BNI mendapatkan tambahan modal disetor sebesar Rp747.094 dan tambahan agio saham sebesar Rp3.287.218 dan biaya emisi penerbitan saham sebesar Rp195.280.

Perdagangan perdana dilaksanakan pada tanggal 13 Agustus 2007 di Bursa Efek Jakarta dan Bursa Efek Surabaya (sekarang BEI).

g. Penawaran Umum Saham Terbatas III

Pada tanggal 25 November 2010, dalam Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), Pemegang Saham telah memutuskan antara lain untuk menyetujui peningkatan modal ditempatkan dan disetor Perseroan melalui Penawaran Umum Terbatas III (PUT III) dengan penerbitan HMETD sebesar 3.374.715.948 saham Seri C baru dengan nilai nominal Rp375 (nilai penuh) setiap lembar saham. HMETD tersebut dapat diperdagangkan di dalam dan di luar Bursa Efek Indonesia (BEI) mulai tanggal 10 Desember 2010 sampai dengan 16 Desember 2010, dengan memperhatikan ketentuan yang berlaku di bidang pasar modal. Dari PUT III tersebut, BNI mendapatkan tambahan modal disetor sebesar Rp1.265.519 dan tambahan agio saham, bersih setelah dikurangkan dengan biaya emisi penerbitan saham, sebesar Rp8.950.869.

h. Organisasi dan Struktur Manajemen

Susunan Dewan Komisaris dan Direksi BNI pada tanggal 31 Desember 2013 dan 2012 yang ditetapkan berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan BNI tanggal 12 Mei 2010 yang dinyatakan dengan akta Notarial No. 14 tanggal 19 Juli 2010, berdasarkan RUPS Tahunan BNI tanggal 18 April 2012 yang dinyatakan dengan akta Notarial No. 53 tanggal 18 April 2012 dan berdasarkan RUPS Tahunan BNI tanggal 28 Maret 2013 yang dinyatakan dengan akta Notarial No. 7 tanggal 8 November 2013 dan akta Notarial No. 34 tanggal 29 November 2013 adalah sebagai berikut:

1. GENERAL INFORMATION (continued)

f. Limited Public Offering II (continued)

Each owner of 20 old shares whose name was registered in the List of Shareholders of BNI as of 9 August 2007 at 16.00 WIB was entitled to 3 pre-emptive rights where each right entitles the owner to buy a new share at the price of Rp2,025 (full amount) per share. From the Limited Public Offering II, BNI raised Rp747,094 additional share capital and Rp3,287,218 additional paid-in capital and Rp195,280 shares issuance cost.

The initial trading took place on 13 August 2007 at the Jakarta Stock Exchange and Surabaya Stock Exchange (currently IDX).

g. Limited Public Offering III

On 25 November 2010, at the Extraordinary General Shareholders' Meeting, the shareholders decided, among other matters, to increase the issued and paid-up capital through limited public offering with pre-emptive right (LPO III) to shareholders for the issuance of 3,374,715,948 new Class C shares with a par value per share of Rp375 (full amount). Such pre-emptive rights can be traded inside and outside the Indonesia Stock Exchange (IDX) starting 10 December 2010 until 16 December 2010, with consideration to the existing capital market regulation. From the LPO III, BNI obtained Rp1,265,519 additional share capital and Rp8,950,869 additional paid-in capital, net of shares issuance cost.

h. Organizational and Management Structure

The composition of the Boards of Commissioners and Directors of BNI as of 31 December 2013 and 2012 in which based on BNI's Annual Stockholders' General Meeting held on 12 May 2010, as stated under the notarial deed No. 14 dated 19 July 2010, based on BNI's Annual Stockholders' General Meeting held on 18 April 2012, as stated under the notarial deed No. 53 dated 18 April 2012 and based on BNI's Annual Stockholders' General Meeting held on 28 March 2013, as stated under the notarial deed No. 7 dated 8 November 2013 and notarial deed No. 34 dated 29 November 2013 are as follows:

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1. INFORMASI UMUM (lanjutan)

**h. Organisasi dan Struktur Manajemen
(lanjutan)**

	<u>2013</u>
<u>Dewan Komisaris</u>	
Komisaris Utama/Komisaris Independen	Peter B. Stok
Wakil Komisaris Utama	Tirta Hidayat
Komisaris Independen	Fero Poerbonegoro
Komisaris Independen	Achil R. Djayadiningrat
Komisaris Independen	B.S. Kusmuljono
Komisaris	Daniel Theodore Sparringa
Komisaris	A. Pandu Djajanto
<u>Direksi</u>	
Direktur Utama	Gatot M. Suwondo
Wakil Direktur Utama	Felia Salim
Direktur	Darmadi Sutanto
Direktur	Krishna R. Suparto
Direktur	Adi Setianto
Direktur	Yap Tjay Soen
Direktur	Honggo Widjojo Kangmasto
Direktur	Ahdi Jumhari Luddin
Direktur	Suwoko Singoastro
Direktur	Sutanto
<u>Komite Audit*)</u>	
Ketua	Achil R. Djayadiningrat
Anggota	Bambang Hendrajatin
Anggota	Darminto
Anggota	-

*) Pembentukan Komite Audit Bank telah dilakukan sesuai dengan peraturan Bapepam dan LK No. IX.1.5 tanggal 24 September 2004.

Susunan pengurus Dewan Komisaris dan Direksi telah mendapat persetujuan Bank Indonesia.

Sebagaimana diungkapkan dalam Catatan 52, Direksi dan Dewan Komisaris menerima program insentif pengganti *Management-Employee Stock Ownership Plan* (MESOP).

Jumlah pegawai BNI adalah sebagai berikut (tidak diaudit):

	<u>Tetap/ Permanent</u>	<u>Tidak tetap/ Non-permanent</u>	<u>Total</u>	
2013	22,477	3,623	26,100	2013
2012	19,260	5,601	24,861	2012

Kantor pusat BNI berlokasi di Jl. Jend. Sudirman Kav. 1, Jakarta. Pada tanggal 31 Desember 2013, BNI memiliki 168 kantor cabang, 912 kantor layanan serta 592 outlet lainnya (2012: 168 kantor cabang, 912 kantor layanan serta 429 outlet lainnya) (tidak diaudit). Selain itu, jaringan BNI juga meliputi 4 kantor cabang luar negeri yaitu Singapura, Hong Kong, Tokyo dan London serta 1 kantor perwakilan di New York.

1. GENERAL INFORMATION (continued)

**h. Organizational and Management Structure
(continued)**

	<u>2012</u>
<u>Board of Commissioners</u>	
	Peter B. Stok <i>President Commissioner/ Independent Commissioner</i>
	Tirta Hidayat <i>Vice President Commissioner</i>
	Fero Poerbonegoro <i>Independent Commissioner</i>
	Achil R. Djayadiningrat <i>Independent Commissioner</i>
	B.S. Kusmuljono <i>Independent Commissioner</i>
	Daniel Theodore Sparringa <i>Commissioner</i>
	Bagus Rumbogo <i>Commissioner</i>
<u>Board of Directors</u>	
	Gatot M. Suwondo <i>President Director</i>
	Felia Salim <i>Vice President Director</i>
	Darmadi Sutanto <i>Director</i>
	Krishna R. Suparto <i>Director</i>
	Adi Setianto <i>Director</i>
	Yap Tjay Soen <i>Director</i>
	Honggo Widjojo Kangmasto <i>Director</i>
	Ahdi Jumhari Luddin <i>Director</i>
	Suwoko Singoastro <i>Director</i>
	Sutanto <i>Director</i>
<u>Audit Committee*)</u>	
	Achil R. Djayadiningrat <i>Chairman</i>
	Bambang Hendrajatin <i>Member</i>
	Darminto <i>Member</i>
	Bagus Rumbogo <i>Member</i>

*) The formation of Audit Committee is in accordance with Bapepam and LK rule No. IX.1.5 dated 24 September 2004.

The composition of the Boards of Commissioners and Directors was approved by Bank Indonesia.

As disclosed in Note 52, the Boards of Directors and Commissioners participate in an incentive program for Management-Employee Stock Ownership Plan (MESOP).

The number of employees of BNI are as follows (unaudited):

BNI's head office is located at Jl. Jend. Sudirman Kav. 1, Jakarta. As of 31 December 2013, BNI has 168 domestic branches, 912 sub-branches and 592 other outlets (2012: 168 domestic branches, 912 sub-branches and 429 other outlets) (unaudited). In addition, BNI's network also includes 4 overseas branches located in Singapore, Hong Kong, Tokyo and London and 1 agency in New York.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak

BNI mempunyai kepemilikan langsung pada Entitas Anak berikut:

Nama Perusahaan/ Company Name	Kegiatan Usaha/ Business Activity	Tahun Mulai Beroperasi Komersial/ Year Started Commercial Operations	Persentase Kepemilikan/ Percentage of Ownership		Total Aset/ Total Assets	
			2013	2012	2013	2012
PT BNI Life Insurance	Asuransi jiwa/ Life insurance	1997	99.99%	99.99%	3,928,135	2,800,668
PT BNI Multifinance	Pembiayaan/ Financing	1983	99.98%	99.98%	152,939	134,148
PT BNI Securities dan Entitas Anak/and Subsidiary	Sekuritas/Securities	1995	75.00%	75.00%	453,872	497,199
BNI Remittance Ltd.	Jasa keuangan/ Financing services	1998	100.00%	100.00%	4,537	3,556
PT Bank BNI Syariah	Perbankan/Banking	2010	99.90%	99.90%	14,752,267	10,640,032

Semua Entitas Anak BNI berkedudukan di Jakarta, kecuali BNI Remittance Ltd. berkedudukan di Hong Kong.

PT BNI Life Insurance (“BNI Life”)

BNI Life didirikan dengan nama PT Asuransi Jiwasraya berdasarkan Akta Notaris No. 24 tanggal 28 November 1996. Pada tanggal 26 November 2004, PT Asuransi Jiwasraya telah mengubah nama menjadi PT BNI Life Insurance.

Sesuai dengan pasal 3 Anggaran Dasar BNI Life, ruang lingkup kegiatan BNI Life adalah menjalankan usaha-usaha dalam bidang asuransi jiwa termasuk usaha asuransi jiwa dengan prinsip syariah. BNI Life memperoleh izin usaha sebagai perusahaan asuransi jiwa berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. Kep-305/KMK.01/7/1997 tanggal 7 Juli 1997.

Pada bulan Desember 2007, BNI telah meningkatkan penyetuannya pada BNI Life dari 59,78% menjadi 69,11%.

Pada tanggal 29 Juli 2008, BNI memberikan pinjaman subordinasi kepada BNI Life sebesar Rp50.000 yang dapat dikonversikan menjadi modal saham. Pada tahun 2008, BNI juga memberikan tambahan setoran modal kepada BNI Life sebesar Rp50.000.

1. GENERAL INFORMATION (continued)

i. Subsidiaries

BNI has direct ownership in the following Subsidiaries:

All of the Subsidiaries of BNI are domiciled in Jakarta, except for BNI Remittance Ltd. which is domiciled in Hong Kong.

PT BNI Life Insurance (“BNI Life”)

BNI Life was founded under the name PT Asuransi Jiwasraya based on Notarial Deed No. 24 dated 28 November 1996. On 26 November 2004, PT Asuransi Jiwasraya changed its name to PT BNI Life Insurance.

In accordance with article 3 of BNI Life’s Articles of Association, the scope of BNI Life’s activities is to engage in life insurance business including life insurance business under sharia principle. BNI Life obtained its operating license as a life insurance company based on the Ministry of Finance of the Republic of Indonesia Decree No. Kep-305/KMK.017/1997 dated 7 July 1997.

In December 2007, BNI increased its investment in BNI Life from 59.78% to 69.11%.

On 29 July 2008, BNI granted subordinated loan to BNI Life amounting to Rp50,000 which can be converted to capital stock. In 2008, BNI also injected additional paid-up capital to BNI Life amounting to Rp50,000.

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i. Entitas Anak (lanjutan)

PT BNI Life Insurance (“BNI Life”) (lanjutan)

Pada bulan Januari 2009, pinjaman subordinasi tersebut dikonversikan menjadi modal saham yang secara efektif meningkatkan investasi BNI dari 69,11% menjadi 85,11%. Tambahan investasi telah diaktakan dengan Akta Notaris Fathiah Helmi, S.H., No. 3 tanggal 6 Januari 2009 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU.07779.AH.01.02.Tahun 2009 tanggal 16 Maret 2009.

Pada 9 Desember 2011, BNI meningkatkan investasi yang dimiliki pada BNI Life senilai Rp149.999 yang meningkatkan kepemilikan BNI dari 85,11% menjadi 91,52%.

Pada bulan September 2012 BNI mengakuisisi 8,47% saham yang dimiliki oleh kepentingan nonpengendali dengan imbalan pembelian sebesar Rp93.330. Saat ini BNI memiliki 99,99% modal saham BNI Life. Selisih antara nilai pembayaran dan nilai buku BNI Life pada tanggal transaksi sebesar Rp62.862 disajikan dalam ekuitas sebagai akun “Transaksi dengan kepentingan nonpengendali”.

Pada tahun 2013, BNI mengumumkan kemitraan strategis dengan Sumitomo Life Insurance Company (“Sumitomo Life”). Kemitraan strategis ini dilakukan melalui akuisisi 40% saham BNI Life oleh Sumitomo Life senilai Rp4,2 triliun. Transaksi ini akan berlaku efektif setelah mendapat persetujuan dari pihak yang berwenang.

Pada tanggal 4 Desember 2013, BNI Life telah menerima uang muka sebesar 15% dari nilai akuisisi saham atau ekuivalen sebesar Rp630.000 yang dicatat dalam akun “Liabilitas lain-lain” (lihat Catatan 25).

Kantor pusat BNI Life berlokasi di BNI Life Tower, The Land Mark Center Lantai 21 Jl. Jenderal Sudirman No. 1, Jakarta 12910. Pada tanggal 31 Desember 2013, BNI Life memiliki 19 kantor pemasaran dan 23 kantor pemasaran mandiri yang tersebar di beberapa kota di Indonesia dan memiliki karyawan sebanyak 492 orang pada tanggal 31 Desember 2013 (2012: 328 karyawan) (tidak diaudit).

PT BNI Multifinance (“BNI Multifinance”)

Sesuai dengan Pasal 3 Anggaran Dasar BNI Multifinance, ruang lingkup kegiatan Perusahaan adalah menjalankan kegiatan dalam bidang sewa pembiayaan, pembiayaan konsumen dan anjak piutang.

1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

PT BNI Life Insurance (“BNI Life”) (continued)

In January 2009, the subordinated loan was converted to capital stock which effectively increased BNI's investment from 69.11% to 85.11%. The additional investment was notarized by Notarial Deed No.3 dated 6 January 2009 of Fathiah Helmi, S.H., and has been approved by the Ministry of Laws and Human Right of the Republic of Indonesia in its Decision Letter No. AHU.07779.AH.01.02.Tahun 2009 dated 16 March 2009.

On 9 December 2011, BNI increased its investment in BNI Life by Rp149,999 which increased BNI's ownership from 85.11% to 91.52%.

In September 2012, BNI acquired 8.47% of shares owned by a non-controlling interest for a purchase consideration of Rp93,330. BNI now holds 99.99% of the equity share capital of BNI Life. The difference between the consideration paid and the book value of BNI Life at the transaction date amounted to Rp62,862 was presented in equity as “Transactions with non-controlling interest”.

In 2013, BNI announced a new strategic partnership with Sumitomo Life Insurance Company (“Sumitomo Life”). The new strategic partnership is through acquisition of 40% shares of BNI Life by Sumitomo Life amounted to Rp4.2 trillion. This transaction will become effective after receiving approval from the authority.

On 4 December 2013, BNI Life has received advance payment of 15% from the total shares value or equivalent to Rp630,000 which was recorded as “Other liabilities” (refer to Note 25).

BNI Life head office is located in BNI Life Tower, The Land Mark Center 21st Jl. Jenderal Sudirman No. 1, Jakarta 12910. As of 31 December 2013, BNI Life has 19 marketing offices and 23 personal marketing offices located in various cities in Indonesia and has 492 employees as of 31 December 2013 (2012: 328 employees) (unaudited).

PT BNI Multifinance (“BNI Multifinance”)

In accordance with Article 3 of BNI Multifinance's Articles of Association, the scope of the Company's activities involves finance leases, consumer financing and factoring.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

**PT BNI Multifinance (“BNI Multifinance”)
(lanjutan)**

Dalam Rapat Umum Pemegang Saham tanggal 19 Juni 2008, yang telah diaktakan dengan Akta Notaris Ariani Lakshmijati Rachim, S.H., No. 20 tanggal 23 Desember 2008, pemegang saham telah memberikan persetujuan atas rencana kuasi-reorganisasi BNI Multifinance per tanggal 31 Juli 2008 yang efektif berlaku sejak tanggal 7 Juli 2008.

Sebagai hasil dari kuasi-reorganisasi, saldo defisit BNI Multifinance sebesar Rp370.033, koreksi atas pajak tangguhan sebesar Rp15.208 dan selisih negatif sebesar Rp1.473 atas penilaian kembali aset dan liabilitas dieliminasi ke akun tambahan modal disetor sebesar Rp387.939.

Pelaksanaan kuasi-reorganisasi ini berdampak pada penurunan nominal penyertaan BNI kepada BNI Multifinance, dengan perincian sebagai berikut:

	Sebelum kuasi- reorganisasi/ Beforequasi- reorganization	Setelah kuasi- reorganisasi/ Afterquasi- reorganization	
Modal disetor per 31 Desember 2008	Rp408,357	Rp20,418	<i>Paid-in capital as of 31 December 2008</i>
Persentase kepemilikan BNI	99.98%	99.98%	<i>Percentage of BNI Ownership</i>

Sesuai keputusan pemegang saham BNI Multifinance tanggal 7 Juni 2013, telah disetujui penambahan penyertaan BNI di BNI Multifinance dengan mengkonversi pinjaman subordinasi menjadi penyertaan sebesar Rp75.000.

Atas konversi pinjaman subordinasi tersebut menyebabkan penyertaan BNI pada BNI Multifinance menjadi sebesar Rp95.414 (1.908.279.707 lembar saham dengan nilai nominal Rp50 (nilai penuh) per lembar saham).

Kantor pusat BNI Multifinance berlokasi di Gedung BNI Life Insurance, lantai 5, Jl. Aipda KS. Tubun No. 67, Jakarta 10260. Pada tanggal 31 Desember 2013, BNI Multifinance memiliki 9 outlet cabang tersebar di beberapa kota di Indonesia dan memiliki karyawan sebanyak 88 orang pada tanggal 31 Desember 2013 (2012: 102 karyawan) (tidak diaudit).

1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

**PT BNI Multifinance (“BNI Multifinance”)
(continued)**

In the General Shareholders’ Meeting on 19 June 2008, as covered in the Notarial Deed No. 20 dated 23 December 2008 of Ariani Lakshmijati Rachim, S.H., the shareholders approved the planned quasi-reorganization of BNI Multifinance as of 31 July 2008 which became effective on 7 July 2008.

As a result of the quasi-reorganization, the deficit of BNI Multifinance amounting to Rp370,033, correction on deferred tax of Rp15,208 and negative revaluation of assets and liabilities of Rp1,473 were eliminated against additional paid-in capital amounting to Rp387,939.

The quasi-reorganization resulted in the decrease in investment of BNI in BNI Multifinance, with details as follows:

In accordance with decisions of BNI Multifinance’s shareholders on 7 June 2013, it was approved to increase BNI’s investment in BNI Multifinance by converting subordinated loans into equity amounting to Rp75,000.

As a result of the above subordinated loans conversion, BNI’s investment in BNI Multifinance becoming Rp95,414 (1,908,279,707 shares with a nominal value of Rp50 (full amount) per share).

BNI Multifinance head office is located in Gedung BNI Life Insurance, 5th floor, Jl. Aipda KS. Tubun No. 67, Jakarta 10260. As of 31 December 2013, BNI Multifinance has 9 counters located in various cities in Indonesia and has 88 employees as of 31 December 2013 (2012: 102 employees) (unaudited).

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT BNI Securities (“BNI Securities”) dan Entitas Anak

BNI Securities didirikan berdasarkan akta notaris No. 22 tanggal 12 April 1995 dari Koesbiono Sarmanhadi, S.H., di Jakarta. Akta tersebut kemudian diubah dengan akta No. 39 dari notaris yang sama tanggal 3 Mei 1995. Akta pendirian dan perubahannya disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-6278.HT.01.01.Th.95 tanggal 19 Mei 1995, serta diumumkan dalam Berita Negara Republik Indonesia No. 55 tanggal 11 Juli 1995, Tambahan No. 5804.

Berdasarkan Pasal 3 dari Anggaran Dasar BNI Securities, ruang lingkup kegiatan usahanya meliputi perdagangan efek, termasuk didalamnya bertindak sebagai penjamin dan penasehat investasi dan kegiatan lain yang berhubungan dengan kegiatan tersebut dengan memperhatikan peraturan Otoritas Jasa Keuangan (OJK), dahulu Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) dan peraturan perundang-undangan lain yang berlaku.

Kantor pusat BNI Securities berlokasi di Sudirman Plaza Indofood Tower, lantai 16, Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia. Pada tanggal 31 Desember 2013, BNI Securities memiliki 26 outlet cabang dan 40 galeri investasi yang tersebar di beberapa kota di Indonesia dan memiliki karyawan sebanyak 279 orang pada tanggal 31 Desember 2013 (2012: 271 karyawan) (tidak diaudit).

BNI Securities telah melakukan penawaran umum Obligasi I BNI Securities tahun 2007 yang diterbitkan pada tanggal 10 Mei 2007, dengan nilai nominal sebesar Rp300.000. Jangka waktu obligasi selama 5 tahun dan jatuh tempo pada tanggal 10 Mei 2012. Pembayaran bunga dilakukan setiap 3 bulan sekali dengan tingkat suku bunga 12%. Obligasi ditawarkan sebesar nilai nominal, dinyatakan efektif oleh OJK, dahulu Bapepam dan LK pada tanggal 27 April 2007, dan dicatat di Bursa Efek Indonesia pada tanggal 11 Mei 2007. Seluruh obligasi telah dilunasi pada tanggal 10 Mei 2012.

1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

PT BNI Securities (“BNI Securities”) and Subsidiary

BNI Securities was established by virtue of notarial deed No. 22 dated 12 April 1995 of Koesbiono Sarmanhadi, S.H., in Jakarta. The deed was amended by notarial deed No. 39 dated 3 May 1995 of the same notary. The deeds of establishment and amendment thereon were approved by the Decision Letter of the Ministry of Justice of the Republic of Indonesia No. C2-6278.HT.01.01.Th.95 dated 19 May 1995 and was published in Supplement No. 5804 of the State Gazette No. 55 dated 11 July 1995.

In accordance with Article 3 of BNI Securities' Articles of Association, the scope of its business activities comprises securities trading, including underwriting and advisory investment and other related activities allowed by Financial Service Authority (OJK), previously the Capital Market and Financial Institutions Supervisory Agency (Bapepam and LK) and other regulations.

BNI Securities head office is located in Sudirman Plaza Indofood Tower, 16th floor, Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia. As of 31 December 2013, BNI Securities has 26 counters and 40 investment galleries located in various cities in Indonesia and has 279 employees as of 31 December 2013 (2012: 271 employees) (unaudited).

On 10 May 2007, BNI Securities undertook a public offering of BNI Securities Bond I year 2007 with a nominal value of Rp300,000. The bond has a 5 year term and is due on 10 May 2012. Interest payments are quarterly with an interest rate of 12%. The bond was offered at its nominal value, and was approved by OJK, previously Bapepam and LK on 27 April 2007, and registered at the Indonesian Stock Exchange on 11 May 2007. The bond has been fully paid on 10 May 2012.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT BNI Securities (“BNI Securities”) dan Entitas Anak (lanjutan)

Pada bulan Juli 2011, SBI Securities Co. Ltd. memberikan dana untuk penanaman modal di BNI Securities yang mengurangi kepemilikan BNI di BNI Securities dari 99,85% menjadi 75%.

BNI Securities memiliki 99,90% dari jumlah saham PT BNI Asset Management (“BNI Asset Management”), entitas anak yang didirikan tanggal 28 Maret 2011 dan bergerak di bidang manajemen dan penasehat investasi.

BNI Asset Management merupakan hasil pemekaran usaha (*spin-off*) Divisi Manajemen Investasi BNI Securities. Proses pendiriannya telah disetujui dalam Rapat Umum Pemegang Saham Luar Biasa BNI Securities tanggal 1 Maret 2011. Pemekaran usaha tersebut dilakukan dengan mengacu kepada Peraturan Bapepam dan LK No. V.D.11 sebagai lampiran dalam surat keputusan Ketua Bapepam dan LK No. Kep-480/BL/2009 tentang Pedoman Pelaksanaan Fungsi-fungsi Manajer Investasi.

BNI Remittance Ltd. (dahulu BNI Nakertrans)

BNI telah menambah modalnya sebesar HKD7.434.944 (nilai penuh) setara dengan Rp10.000 pada tanggal 11 Juni 2009 yang dicatat menggunakan metode biaya. Kantor pusat BNI Remittance Ltd berada di Causeway Bay, Hong Kong dan memiliki karyawan sebanyak 7 orang pada tanggal 31 Desember 2013 dan 2012 (tidak diaudit).

PT Bank BNI Syariah (“BNI Syariah”)

BNI Syariah didirikan dengan Akta Pendirian Nomor 160 tanggal 22 Maret 2010 yang dibuat di hadapan Aulia Taufani, S.H., sebagai Pengganti Sutjipto, S.H., notaris di Jakarta. Akta Pendirian tersebut telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat No. AHU-15574.AH.01.01.Tahun 2010 tanggal 25 Maret 2010.

1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

PT BNI Securities (“BNI Securities”) and Subsidiary (continued)

In July 2011, SBI Securities Co. Ltd. made an equity investment in BNI Securities which reduced BNI ownership in BNI Securities from 99.85% to 75%.

BNI Securities owns 99.90% of the total share capital of PT BNI Asset Management (“BNI Asset Management”), a subsidiary established on 28 March 2011 and engaged in investment management and advisory activities.

BNI Asset Management was established from the spin-off of the Investment Management Division of BNI Securities. The spin-off was approved during BNI Securities Shareholders’ Extraordinary General Meeting dated 1 March 2011. The spin-off was conducted in accordance with Bapepam and LK Regulation No. V.D.11 as attached in the decree of the Chairman of Bapepam and LK No. Kep-480/BL/2009 regarding the Guidelines for Investment Manager’s Functions.

BNI Remittance Ltd. (formerly BNI Nakertrans)

On 11 June 2009 BNI increased its capital by HKD7,434,944 (full amount) equivalent to Rp10,000, which was recorded using the cost method. The main office of BNI Remittance Ltd is located in Causeway Bay, Hong Kong and has 7 employees as of 31 December 2013 and 2012 (unaudited).

PT Bank BNI Syariah (“BNI Syariah”)

BNI Syariah was established based on Establishment Deed No. 160 dated 22 March 2010 which was notarized by Aulia Taufani, S.H., as the substitute of Sutjipto, S.H., notary in Jakarta. The Establishment Deed was approved by the Ministry of Laws and Human Rights of the Republic of Indonesia through Letter No. AHU-15574.AH.01.01.Tahun 2010 dated 25 March 2010.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

**PT Bank BNI Syariah (“BNI Syariah”)
(lanjutan)**

BNI Syariah adalah bank umum syariah yang merupakan hasil pemekaran usaha (*spin-off*) Unit Usaha Syariah BNI (“UUS BNI”). Proses pendiriannya telah disetujui oleh Rapat Umum Pemegang Saham Luar Biasa BNI tanggal 5 Oktober 2009 sesuai akta No. 37 Notaris Fathiah Helmi, S.H. Pemekaran usaha dilakukan dengan mengacu kepada PBI No.11/10/PBI/2009 tentang Unit Usaha Syariah dengan cara mendirikan bank umum syariah baru.

Pemberitahuan atas rancangan *spin-off* kepada karyawan, nasabah dan pihak ketiga telah diumumkan di surat kabar nasional pada tanggal 12 Agustus 2009 sedangkan pemberitahuan atas rencana pengalihan hak dan liabilitas UUS BNI telah diumumkan di surat kabar nasional pada tanggal 15 Februari 2010. Pendirian tersebut dilakukan dengan izin Bank Indonesia melalui dua tahap yaitu persetujuan izin prinsip usaha dan izin usaha. Pada tanggal 8 Februari 2010 BNI Syariah telah mendapatkan izin prinsip dari Bank Indonesia untuk melaksanakan pemisahan UUS Bank BNI berdasarkan surat No. 12/2/DpG/Dpbs. Pemisahan UUS BNI dilakukan dengan Akta Pemisahan Nomor 159 tanggal 22 Maret 2010 yang dibuat di hadapan Aulia Taufani, S.H. sebagai pengganti Sutjipto, S.H., notaris di Jakarta.

Pada tanggal 21 Mei 2010, BNI Syariah memperoleh izin usaha dari Bank Indonesia, berdasarkan Keputusan Gubernur Bank Indonesia No. 12/41/KEP.GBI/2010 tentang Pemberian Izin Usaha PT Bank BNI Syariah. Selanjutnya pemisahan terjadi secara efektif pada tanggal 19 Juni 2010, yakni saat pertama kalinya BNI Syariah melakukan kegiatan usaha, sebagaimana yang dilaporkan kepada Bank Indonesia dengan surat No. Dir/1/03 tanggal 19 Juni 2010 perihal Laporan Pelaksanaan Pembukaan Bank Umum Syariah Hasil Pemisahan.

BNI Syariah menjalankan operasional sebagai bank devisa dimulai pada tanggal 9 Juli 2010 berdasarkan Salinan Surat Keputusan Deputi Gubernur Bank Indonesia No. 12/5/KEP.DpG/2010 tertanggal 9 Juli 2010.

1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

**PT Bank BNI Syariah (“BNI Syariah”)
(continued)**

BNI Syariah is a general sharia bank as a result of the spin-off of the Sharia Business Unit of BNI (“UUS BNI”). The establishment process was approved at the Stockholders’ Extraordinary General Meeting of BNI held on 5 October 2009 in accordance with the deed No. 37 of Notary Fathiah Helmi, S.H. The separation was made with reference to PBI No. 11/10/PBI/2009 regarding Sharia Business Unit by establishing a new general sharia bank.

The announcement to the employees, debtors and third parties regarding the planned spin-off was made through a national newspaper on 12 August 2009 while the announcement regarding the transfer of the rights and obligations of UUS BNI was made through a national newspaper on 15 February 2010. The establishment was approved by Bank Indonesia in two stages, which are the approval of the business license in principle and the business license. On 8 February 2010, BNI Syariah received its license in principle from Bank Indonesia to conduct the separation of UUS BNI based on Bank Indonesia letter No. 12/2/DpG.Dpbs. The separation of UUS BNI was made under Separation Deed No. 159 dated 22 March 2010 which was notarized by Aulia Taufani, S.H., as the substitute of Sutjipto, S.H., notary in Jakarta.

On 21 May 2010, BNI Syariah received its business license from Bank Indonesia, based on the Decision Letter No. 12/41/KEP.GBI/2010 of the Governor of Bank Indonesia regarding the approval of the business license of PT Bank BNI Syariah. The separation became effective on 19 June 2010, in which BNI Syariah started its operational activity, as reported to Bank Indonesia under letter No. Dir/1/03 dated 19 June 2010 regarding the Report on the Implementation of the Opening of General Sharia Bank Resulting from the Spin-Off.

BNI Syariah started its operational activities as a foreign exchange bank on 9 July 2010 based on the Copy of the Decision Letter No. 12/5/KEP.DpG/2010 of the Governor of Bank Indonesia dated 9 July 2010.

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i. Entitas Anak (lanjutan)

**PT Bank BNI Syariah (“BNI Syariah”)
(lanjutan)**

Sehubungan dengan telah beroperasinya BNI Syariah, maka Bank Indonesia pada tanggal 27 Agustus 2010 mencabut izin usaha UUS Bank BNI melalui keputusan Deputi Gubernur Bank Indonesia No.12/7/KEP.DpG/2010 tentang pencabutan izin usaha Unit Usaha Syariah PT Bank Negara Indonesia (Persero) Tbk.

Kantor pusat BNI Syariah berlokasi di Gedung Tempo Pavillion 1, Jl. HR Rasuna Said Kav, 11, Kuningan, Jakarta 12950. Pada tanggal 31 Desember 2013, BNI Syariah memiliki 49 kantor cabang dan 95 kantor cabang pembantu yang tersebar di beberapa kota di Indonesia dan memiliki karyawan sebanyak 3.841 orang pada tanggal 31 Desember 2013 (2012: 2.967 karyawan) (tidak diaudit).

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING

Laporan keuangan konsolidasian BNI dan Entitas Anak (“Grup”) ini diselesaikan dan diotorisasi untuk terbit oleh Direksi pada tanggal 17 Februari 2014.

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan konsolidasian BNI dan Entitas Anak (“Grup”) adalah seperti dijabarkan dibawah ini:

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan Peraturan Bapepam dan LK No. VIII.G.7 Lampiran Keputusan Ketua Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

**PT Bank BNI Syariah (“BNI Syariah”)
(continued)**

As BNI Syariah has commenced its operations, UUS BNI’s business license was revoked pursuant to the Decision Letter No.12/7/KEP.DpG/2010 of the Deputy Governor of Bank Indonesia dated 27 August 2010 regarding the revocation of the business license of the Sharia Business Unit of PT Bank Negara Indonesia (Persero) Tbk.

BNI Syariah’s head office is located in Gedung Tempo Pavillion 1, Jl. HR Rasuna Said Kav. 11, Kuningan, Jakarta 12950. As of 31 December 2013, BNI Syariah has 49 branches and 95 sub-branches located in various cities in Indonesia and has 3,841 employees as of 31 December 2013 (2012: 2,967 employees) (unaudited).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of BNI and Subsidiaries (“Group”) were completed and authorised for issuance by the Board of Directors on 17 February 2014.

The principal accounting policies adopted in preparing the consolidated financial statements of BNI and Subsidiaries (“Group”) are set out below:

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards, and Bapepam and LK regulation No. VIII.G.7 Attachment of the Chairman of Bapepam and LK’s decree No. KEP-347/BL/2012 dated 25 June 2012, “Guidelines for Financial Statements Presentation and Disclosure for Issuer or Public Companies”.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING(lanjutan)**

**a. Dasar penyusunan laporan keuangan
konsolidasian (lanjutan)**

Entitas Anak, BNI Syariah, yang beroperasi dalam bidang perbankan dengan prinsip syariah menyajikan laporan keuangan sesuai dengan prinsip akuntansi syariah sesuai dengan PSAK No. 101 "Penyajian Laporan Keuangan Syariah", PSAK No. 102 "Akuntansi Murabahah", PSAK No. 105 "Akuntansi Mudharabah", PSAK No. 106 "Akuntansi Musyarakah", PSAK No. 107 "Akuntansi Ijarah" dan PSAK No. 110 "Akuntansi Sukuk", Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI) 2003 dan standar akuntansi keuangan lain yang ditetapkan Ikatan Akuntan Indonesia, mencakup pula pedoman akuntansi dan pelaporan yang ditetapkan oleh otoritas perbankan Indonesia.

Laporan keuangan konsolidasian telah disajikan berdasarkan nilai historis, kecuali disebutkan lain, dan disusun dengan dasar akrual, kecuali bagi hasil dari pembiayaan *mudharabah* dan *musyarakah* dan laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada bank lain dan Sertifikat Bank Indonesia yang jatuh tempo dalam waktu 3 bulan atau kurang sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

Mata uang pelaporan yang digunakan dalam laporan keuangan konsolidasian adalah mata uang Rupiah (Rp). Angka-angka yang disajikan dalam laporan keuangan konsolidasian, kecuali bila dinyatakan secara khusus, adalah dibulatkan dalam jutaan Rupiah.

b. Perubahan kebijakan akuntansi

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah melakukan revisi atas beberapa standar akuntansi yang berlaku efektif pada tanggal 1 Januari 2013 sebagai berikut:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**a. Basis of preparation of the consolidated
financial statements (continued)**

A Subsidiary, BNI Syariah, which is engaged in sharia banking presents financial statements in conformity with sharia accounting principles in accordance with SFAS No. 101, "Presentation of Sharia Financial Statements", SFAS No. 102 "Accounting for Murabahah", SFAS No. 105 "Accounting for Mudharabah", SFAS No. 106 "Accounting for Musyarakah", SFAS No. 107 "Accounting for Ijarah" and SFAS No. 110 "Accounting for Sukuk", Accounting Guidelines for Indonesian Sharia Banking (PAPSI) 2003 and other Statements of Financial Accounting Standards established by the Indonesian Institute of Accountants and also accounting and reporting guidelines prescribed by the Indonesian banking regulatory authority.

The consolidated financial statements have been prepared on a historical cost basis, unless otherwise stated, and under the accrual basis of accounting, except for profit sharing for mudharabah and musyarakah financing and consolidated statements of cash flows.

The consolidated statements of cash flows are prepared in the direct method with cash flows classified into operating, investing and financing activities. Cash and cash equivalents consist of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with other banks and Certificates of Bank Indonesia maturing within 3 months from the date of acquisition, provided they are not pledged as collateral for borrowings nor restricted.

The reporting currency used for the consolidated financial statements is the Indonesian Rupiah (Rp). Unless otherwise stated, all figures presented in the consolidated financial statements are rounded off to millions of Rupiah.

b. Changes in accounting policies

Financial Accounting Standard Board of Indonesian Institute of Accountants (DSAK-IAI) has issued revisions of the following accounting standards which were effective as of 1 January 2013:

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

b. Perubahan kebijakan akuntansi (lanjutan)

- Revisi PSAK 38 - Kombinasi Bisnis entitas Sepengendali,
- Revisi PSAK 60 - Instrumen Keuangan: Pengungkapan,
- Pencabutan PSAK 51 (Revisi 2003) - Akuntansi Kuasi Reorganisasi.

Berikut ini adalah penerapan PSAK baru yang relevan dengan operasi Grup dan memberikan dampak signifikan pada laporan keuangan konsolidasian.

PSAK 60: "Instrumen Keuangan: Pengungkapan"

Pada tanggal 19 Oktober 2012, DSAK-IAI mengeluarkan penyesuaian atas PSAK 60 di atas yang efektif pada tanggal 1 Januari 2013. Penerapan dini atas penyesuaian tersebut diperkenankan. Penyesuaian tersebut terutama terkait dengan pengungkapan atas aset keuangan, termasuk pencabutan atas ketentuan penyajian untuk:

- Nilai wajar atas agunan yang digunakan sebagai jaminan; dan
- Nilai tercatat atas aset keuangan yang belum jatuh tempo dan tidak mengalami penurunan nilai yang telah dinegosiasi ulang.

Grup telah memutuskan untuk melakukan penerapan dini atas penyesuaian PSAK 60 tersebut sejak 1 Januari 2012.

c. Aset dan liabilitas keuangan

(i) Klasifikasi

Grup mengklasifikasikan aset keuangannya berdasarkan kategori sebagai berikut pada saat pengakuan awal:

- Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu aset keuangan yang ditetapkan demikian pada saat pengakuan awal dan aset keuangan yang diklasifikasikan dalam kelompok yang diperdagangkan;
- Pinjaman yang diberikan dan piutang;
- Aset keuangan dimiliki hingga jatuh tempo;
- Aset keuangan tersedia untuk dijual.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Changes in accounting policies (continued)

- Revision to SFAS 38 - Business Combination of Entities Under Common Control,
- Revision to SFAS 60 - Financial Instrument: Disclosures
- Withdrawal of SFAS 51 (Revised 2003) - Accounting for Quasi Reorganisation.

The following is the new SFAS which relevant to the Group's operations and have a significant impact to the consolidated financial statements.

SFAS 60: "Financial Instruments: Disclosures"

On 19 October 2012, DSAK-IAI issued improvements to the above SFAS 60 which was effective 1 January 2013. Early adoption of the improvements is permitted. The improvements mainly relate to the disclosure of financial assets; including the removal of the requirement to disclose:

- Fair value of collateral held as security; and
- Carrying amount of financial asset that are neither past due nor impaired whose terms have been renegotiated.

The Group has decided to early adopt the improvements made to SFAS 60 above starting 1 January 2012.

c. Financial assets and liabilities

(i) Classification

The Group classifies its financial assets in the following categories at initial recognition:

- Financial assets at fair value through profit or loss, which has 2 (two) sub-classifications, i.e. financial assets designated as such upon initial recognition and financial assets held for trading;
- Loans and receivables;
- Held-to-maturity financial assets;
- Available-for-sale financial assets.

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PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Liabilitas keuangan diklasifikasikan ke dalam kategori sebagai berikut pada saat pengakuan awal:

- Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu liabilitas keuangan yang ditetapkan demikian pada saat pengakuan awal dan liabilitas keuangan yang telah diklasifikasikan dalam kelompok diperdagangkan;
- Liabilitas keuangan lain.

Aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi

Kelompok aset dan liabilitas diukur pada nilai wajar melalui laporan laba rugi adalah aset dan liabilitas keuangan dimiliki untuk diperdagangkan yang diperoleh atau dimiliki Grup terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat, atau dimiliki sebagai bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama untuk memperoleh laba jangka pendek atau *position taking*.

Derivatif juga dikategorikan dalam kelompok ini, kecuali derivatif yang ditetapkan sebagai instrumen lindung nilai efektif. Aset dan liabilitas dalam kelompok ini dicatat pada nilai wajar dalam laporan posisi keuangan konsolidasian dengan keuntungan atau kerugian diakui pada laporan laba rugi.

Pinjaman yang diberikan dan piutang

Pinjaman yang diberikan dan piutang adalah aset keuangan non derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:

- yang dimaksudkan oleh Grup untuk dijual segera dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laporan laba rugi;
- yang pada saat pengakuan awal ditetapkan dalam kelompok investasi tersedia untuk dijual; atau

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(i) Classification (continued)

Financial liabilities are classified into the following categories at initial recognition:

- *Liabilities at fair value through profit or loss, which has 2 (two) sub-classifications, i.e. those designated as such upon initial recognition and those classified as held for trading;*
- *Other financial liabilities.*

Financial assets and liabilities at fair value through profit or loss

The sub-classification of financial assets and liabilities at fair value through profit or loss consists of financial assets or liabilities held for trading which the Group acquires or incurs principally for the purpose of selling or repurchasing in the near term, or holds as part of a portfolio that is managed together for short-term profit or position taking.

Derivatives are also categorised under this sub-classification unless they are designated as effective hedging instruments. Assets and liabilities classified under this category are carried at fair value in the consolidated statements of financial position, with any gains or losses being recognized in the profit or loss.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

- *those that the Group intends to sell immediately or in the short term, which are classified as held for trading, and those that the Group upon initial recognition designates as of fair value through profit or loss;*
- *those that the Group upon initial recognition designates as available-for-sale investments; or*

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PENTING (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Pinjaman yang diberikan dan piutang
(lanjutan)

- dalam hal Grup mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang, yang diklasifikasikan dalam kelompok tersedia untuk dijual.

Aset keuangan dimiliki hingga jatuh tempo

Investasi dimiliki hingga jatuh tempo terdiri dari aset keuangan nonderivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan dimana Grup mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo. Investasi yang dimiliki untuk periode yang tidak dapat ditentukan tidak dikategorikan dalam klasifikasi ini.

Aset keuangan tersedia untuk dijual

Kategori tersedia untuk dijual terdiri dari aset keuangan non derivatif yang ditentukan sebagai tersedia untuk dijual atau tidak diklasifikasikan sebagai salah satu dari kategori aset keuangan lain. Setelah pengukuran awal, investasi tersedia untuk dijual diukur menggunakan nilai wajar dengan keuntungan atau kerugian diakui pada laba rugi komprehensif (yang merupakan bagian dari ekuitas) sampai dengan investasi dihentikan pengakuannya atau sampai investasi dinyatakan mengalami penurunan nilai dimana akumulasi laba atau rugi sebelumnya dilaporkan dalam ekuitas dilaporkan dalam laporan laba rugi.

Hasil bunga efektif dan hasil dari nilai tukar dinyatakan kembali untuk investasi tersedia dijual dan dilaporkan pada laporan laba rugi.

Liabilitas keuangan lain

Liabilitas keuangan lainnya merupakan liabilitas keuangan yang tidak dimiliki untuk dijual atau ditentukan sebagai nilai wajar melalui laporan laba rugi saat pengakuan liabilitas.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

c. Financial assets and liabilities (continued)

(i) Classification (continued)

Loans and receivables (continued)

- those for which the Group may not recover substantially all of its initial investment, other than because of loans and receivables deterioration, which shall be classified as available-for-sale.

Held-to-maturity financial assets

Held-to-maturity investments consist of quoted non-derivative financial assets with fixed or determinable payments and fixed maturity that the Group has the positive intention and ability to hold to maturity. Investments intended to be held for an undetermined period are not included in this classification.

Available-for-sale-financial assets

The available-for-sale category consists of non-derivative financial assets that are designated as available-for-sale or are not classified in one of the other categories of financial assets. After initial recognition, available-for-sale investments are measured at fair value with gains or losses being recognized in other comprehensive income (as part of equity) until the investment is derecognized or until the investment is determined to be impaired at which time the cumulative gain or loss previously reported in equity is included in the profit or loss.

The effective yield and results of foreign exchange translation of monetary available-for-sale investments are reported in the profit or loss.

Other financial liabilities

Other financial liabilities pertain to financial liabilities that are not held for trading nor designated as fair value through profit or loss upon recognition of the liability.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Aset dan liabilitas keuangan (lanjutan)

c. Financial assets and liabilities (continued)

(i) Klasifikasi (lanjutan)

(i) Classification (continued)

Kategori yang didefinisikan oleh PSAK 55 (Revisi 2011)/ <i>Category as defined by SFAS 55 (Revised 2011)</i>		Golongan (ditentukan oleh Grup)/ <i>Class (as determined by the Group)</i>	Subgolongan/ <i>Subclasses</i>		
Aset keuangan/ <i>Financial assets</i>	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/ <i>Financial assets at fair value through profit or loss</i>	Aset keuangan dalam kelompok diperdagangkan/ <i>Financial assets held for trading</i>	Efek-efek/ <i>Marketable securities</i>		
			Obligasi Pemerintah/ <i>Government Bonds</i>		
			Tagihan derivatif - Tidak terkait lindung nilai/ <i>Derivative receivables – Non hedging related</i>		
	Pinjaman yang diberikan dan piutang/ <i>Loans and receivables</i>	Kas/ <i>Cash</i>	Kas pada vendor/ <i>Cash in vendor</i>		
				Giro pada Bank Indonesia/ <i>Current accounts with Bank Indonesia</i>	
				Giro pada bank lain/ <i>Current accounts with other banks</i>	
				Penempatan pada bank lain dan Bank Indonesia/ <i>Placements with other banks and Bank Indonesia</i>	
				Efek-efek yang dibeli dengan janji dijual kembali/ <i>Securities purchased under agreements to resell</i>	
				Wesel ekspor dan tagihan lainnya/ <i>Bills and other receivables</i>	
				Tagihan akseptasi/ <i>Acceptance receivables</i>	
				Pinjaman yang diberikan/ <i>Loans</i>	
				Aset lain-lain/ <i>Other assets</i>	Piutang lain-lain/ <i>Other receivables</i>
					Piutang bunga/ <i>Interest receivables</i>
	Aset keuangan dimiliki hingga jatuh tempo/ <i>Held-to-maturity investments</i>	Efek-efek/ <i>Marketable securities</i>	Obligasi Pemerintah/ <i>Government Bonds</i>		
Aset keuangan tersedia untuk dijual/ <i>Available-for-sale financial assets</i>	Efek-efek/ <i>Marketable securities</i>	Obligasi Pemerintah/ <i>Government Bonds</i>			
			Penyertaan saham/ <i>Equity investments</i>		
Derivatif lindung nilai/ <i>Hedging derivatives</i>	Lindung nilai atas nilai arus kas/ <i>Hedging instruments in cash flow hedges</i>	Tagihan derivatif - Terkait lindung nilai atas arus kas/ <i>Derivative receivables - Hedging instruments in cash flow hedges related</i>			

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Aset dan liabilitas keuangan (lanjutan)

c. Financial assets and liabilities (continued)

(i) Klasifikasi (lanjutan)

(i) Classification (continued)

Kategori yang didefinisikan oleh PSAK 55 (Revisi 2011)/ <i>Category as defined by SFAS 55 (Revised 2011)</i>		Golongan (ditentukan oleh Grup)/ <i>Class (as determined by the Group)</i>	Subgolongan/ <i>Subclasses</i>
	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/ <i>Financial liabilities at fair value through profit or loss</i>	Liabilitas keuangan dalam kelompok diperdagangkan/ <i>Financial liabilities held for trading</i>	Liabilitas derivatif - Tidak terkait lindung nilai/ <i>Derivative payables - Non hedging related</i>
Liabilitas keuangan/ <i>Financial liabilities</i>	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/ <i>Financial liabilities at amortised cost</i>	Liabilitas segera/ <i>Obligation due immediately</i>	
		Simpanan nasabah/ <i>Deposits from customers</i>	
		Simpanan dari bank lain/ <i>Deposits from other banks</i>	
		Liabilitas akseptasi/ <i>Acceptance payables</i>	
		Pinjaman yang diterima/ <i>Borrowings</i>	
		Beban yang masih harus dibayar/ <i>Accrued expenses</i>	
		Efek-efek yang diterbitkan/ <i>Marketable securities issued</i>	
		Liabilitas lain-lain/ <i>Other liabilities</i>	Setoran jaminan/ <i>Security deposit</i>
	Utang bunga/ <i>Interest payable</i>		
	Utang nasabah/ <i>Payable to customers</i>		
	Lain-lain/ <i>Others</i>		
	Derivatif lindung nilai/ <i>Hedging derivatives</i>	Lindung nilai atas nilai arus kas/ <i>Hedging instruments in cash flow hedges</i>	Liabilitas derivatif - Terkait lindung nilai atas arus kas/ <i>Derivative payables - Hedging instruments in cash flow hedges related</i>
Komitmen dan kontinjensi/ <i>Commitment and contingency financial instruments</i>	Fasilitas pinjaman yang diberikan yang belum digunakan/ <i>Unused loan facilities granted</i>		
	Letters of credit yang tidak dapat dibatalkan/ <i>Irrevocable letters of credit</i>		
	Garansi yang diberikan/ <i>Guarantees issued</i>		
	Standby letters of credit		

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
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c. Aset dan liabilitas keuangan (lanjutan)

(ii) Pengakuan awal

- a. Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang telah ditetapkan oleh peraturan dan kebiasaan yang berlaku di pasar (pembelian secara reguler) diakui pada tanggal perdagangan, yaitu tanggal Grup berkomitmen untuk membeli atau menjual aset.
- b. Aset keuangan dan liabilitas keuangan pada awalnya diukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diklasifikasikan sebagai pada nilai wajar melalui laporan laba rugi, nilai wajar tersebut ditambah biaya transaksi yang dapat diatribusikan secara langsung. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasinya.

Grup, pada pengakuan awal, dapat menetapkan aset keuangan dan liabilitas keuangan tertentu sebagai nilai wajar melalui laporan laba rugi (opsi nilai wajar). Selanjutnya, penetapan ini dapat diubah menjadi pinjaman yang diberikan dan piutang apabila memenuhi ketentuan sebagai pinjaman yang diberikan serta terdapat intensi dan kemampuan memiliki untuk masa mendatang yang dapat diperkirakan atau hingga jatuh tempo. Opsi nilai wajar dapat digunakan hanya bila memenuhi ketentuan sebagai berikut:

- penetapan sebagai opsi nilai wajar mengurangi atau mengeliminasi ketidak-konsistenan pengukuran dan pengakuan (*accounting mismatch*) yang dapat timbul; atau
- aset keuangan dan liabilitas keuangan merupakan bagian dari portofolio instrumen keuangan yang risikonya dikelola dan dilaporkan kepada manajemen kunci berdasarkan nilai wajar; atau
- aset keuangan dan liabilitas keuangan terdiri dari kontrak utama dan derivatif melekat yang harus dipisahkan, tetapi tidak dapat mengukur derivatif melekat secara terpisah.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(ii) Initial recognition

- a. Purchase or sale of financial assets that requires delivery of assets within a time frame established by regulation or convention in the market (regular purchases) is recognized on the trade date, i.e., the date that the Group commits to purchase or sell the assets.
- b. Financial assets and financial liabilities are initially recognized at fair value. For those financial assets or financial liabilities not classified as fair value through profit or loss, the fair value is added with directly attributable transaction costs. The subsequent measurement of financial assets and financial liabilities depends on their classification.

The Group, upon initial recognition, may designate certain financial assets and liabilities, at fair value through profit or loss (fair value option). Subsequently, this designation can be changed into loans and receivables if they meet the terms of the loans and there is intention and ability to hold for the foreseeable future or until maturity. The fair value option is only applied when the following conditions are met:

- the application of the fair value option reduces or eliminates an accounting mismatch that would otherwise arise; or
- the financial assets and liabilities are part of a portfolio of financial instruments, the risks of which are managed and reported to key management on a fair value basis; or
- the financial assets and liabilities consist of a host contract and an embedded derivative that must be bifurcated, but unable to measure the embedded derivative separately.

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c. Aset dan liabilitas keuangan (lanjutan)

(iii) Pengukuran setelah pengakuan awal

Aset keuangan dalam kelompok tersedia untuk dijual dan aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi diukur pada nilai wajarnya.

Pinjaman yang diberikan dan piutang serta aset keuangan dimiliki hingga jatuh tempo dan liabilitas keuangan lainnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

(iv) Penghentian pengakuan

a. Aset keuangan dihentikan pengakuannya jika:

- Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau
- Grup telah mentransfer haknya untuk menerima arus kas yang berasal dari aset tersebut atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga dibawah kesepakatan pelepasan, dan antara (a) Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, tetapi telah mentransfer kendali atas aset.

Ketika Grup telah mentransfer hak untuk menerima arus kas dari aset atau telah memasuki kesepakatan pelepasan dan tidak mentransfer serta tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset atau tidak mentransfer kendali atas aset, aset diakui sebesar keterlibatan Grup yang berkelanjutan atas aset tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(iii) Subsequent measurement

Available-for-sale financial assets and financial assets and liabilities held at fair value through profit or loss are subsequently measured at fair value.

Loans and receivables and held-to-maturity financial assets and other financial liabilities are measured at amortized cost using the effective interest rate method.

(iv) Derecognition

a. Financial assets are derecognized when:

- *the contractual rights to receive cash flows from the financial assets have expired; or*
- *the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flow in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Group's continuing involvement in the asset.

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c. Aset dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

- a. Aset keuangan dihentikan pengakuannya jika: (lanjutan)

Pinjaman yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian pinjaman atau hubungan normal antara Grup dan debitur telah berakhir. Pinjaman yang tidak dapat dilunasi tersebut dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai.

- b. Liabilitas keuangan dihentikan pengakuannya jika liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan liabilitas yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru, dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi.

(v) Pengakuan pendapatan dan beban

- a. Pendapatan dan beban bunga atas aset tersedia untuk dijual serta aset keuangan dan liabilitas keuangan yang dicatat berdasarkan biaya perolehan diamortisasi, diakui pada laporan laba rugi dengan menggunakan metode suku bunga efektif.

- b. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar aset keuangan dan liabilitas keuangan yang diklasifikasikan sebagai diukur pada nilai wajar melalui laporan laba rugi diakui pada laporan laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(iv) Derecognition (continued)

- a. Financial assets are derecognized when: (continued)

Loans are written off when there is no realistic prospect of collection in the near future or the normal relationship between the Group and the borrowers have ceased to exist. When a loan is deemed uncollectible, it is written off against the related allowance for impairment losses.

- b. Financial liabilities are derecognized when the obligation under the liability is discharged or cancelled or expired.

Where an existing financial liability is replaced by another liability from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

(v) Income and expense recognition

- a. Interest income and expense on available-for-sale assets and financial assets and liabilities measured at amortized cost, are recognized in the profit or loss using the effective interest rate method.

- b. Gains and losses arising from changes in the fair value of the financial assets and liabilities classified as fair value through profit or loss are included in the profit or loss.

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c. Aset dan liabilitas keuangan (lanjutan)

- (v) Pengakuan pendapatan dan beban (lanjutan)

Keuntungan dan kerugian yang timbul dari perubahan nilai wajar atas aset keuangan yang diklasifikasikan dalam kelompok tersedia untuk dijual diakui secara langsung dalam laporan laba rugi komprehensif (merupakan bagian dari ekuitas) sampai aset keuangan tersebut dihentikan pengakuannya atau adanya penurunan nilai, kecuali keuntungan atau kerugian akibat perubahan nilai tukar untuk instrumen utang.

Pada saat aset keuangan dihentikan pengakuannya atau dilakukan penurunan nilai, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus diakui pada laporan laba rugi.

- (vi) Reklasifikasi aset keuangan

Aset keuangan yang tidak lagi dimiliki untuk tujuan penjualan atau pembelian kembali aset keuangan dalam waktu dekat (jika aset keuangan tidak disyaratkan untuk diklasifikasikan sebagai diperdagangkan pada saat pengakuan awal) dapat direklasifikasikan ke pinjaman yang diberikan dan piutang jika memenuhi definisi pinjaman yang diberikan dan piutang dan entitas memiliki intensi dan kemampuan memiliki aset keuangan untuk masa mendatang yang dapat diperkirakan atau hingga jatuh tempo.

Grup tidak boleh mengklasifikasikan aset keuangan sebagai investasi dimiliki hingga jatuh tempo, jika dalam tahun berjalan atau dalam kurun waktu 2 tahun sebelumnya, telah menjual atau mereklasifikasi investasi dimiliki hingga jatuh tempo dalam jumlah yang lebih dari jumlah yang tidak signifikan sebelum jatuh tempo (lebih dari jumlah yang tidak signifikan dibandingkan dengan jumlah nilai investasi dimiliki hingga jatuh tempo), kecuali penjualan atau reklasifikasi tersebut dimana:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

- (v) Income and expense recognition (continued)

Gains and losses arising from changes in the fair value of available-for-sale financial assets other than foreign exchange gains or losses on debt instrument are recognized directly in other comprehensive income (as part of equity), until the financial asset is derecognized or impaired.

When a financial asset is derecognized or impaired, the cumulative gains or losses previously recognized in equity are recognized in profit or loss.

- (vi) Reclassification of financial assets

Financial assets that are no longer-held for the purpose of selling or repurchasing in the near term (and have not been required to be classified as held for trading at initial recognition) could be reclassified as loans and receivables if they meet the definition of loans and receivables and the Group has the intention and ability to hold the financial assets for foreseeable future or until maturity date.

The Group cannot classify any financial assets as held-to-maturity investments, if the entity has, during the current financial year or during the 2 preceding financial years, sold or reclassified a significant amount of held-to-maturity investments before maturity (more than insignificant in relation to the total amount of held-to-maturity investments) other than sales or reclassifications that:

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
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c. Aset dan liabilitas keuangan (lanjutan)

(vi) Reklasifikasi aset keuangan (lanjutan)

- a. dilakukan ketika aset keuangan sudah mendekati jatuh tempo atau tanggal pembelian kembali di mana perubahan suku bunga tidak akan berpengaruh secara signifikan terhadap nilai wajar aset keuangan tersebut;
- b. terjadi setelah Grup telah memperoleh secara substansial seluruh jumlah pokok aset keuangan tersebut sesuai jadwal pembayaran atau Grup telah memperoleh pelunasan dipercepat; atau
- c. terkait dengan kejadian tertentu yang berada di luar kendali Grup, tidak berulang, dan tidak dapat diantisipasi secara wajar oleh Grup.

Reklasifikasi aset keuangan dari kelompok dimiliki hingga jatuh tempo ke kelompok tersedia untuk dijual dicatat sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi tetap dilaporkan dalam komponen ekuitas sampai aset keuangan tersebut dihentikan pengakuannya, dan pada saat itu keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus diakui sebagai laba/rugi tahun berjalan.

Reklasifikasi aset keuangan dari kelompok tersedia untuk dijual ke kelompok dimiliki hingga jatuh tempo dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi harus diamortisasi menggunakan suku bunga efektif sampai dengan tanggal jatuh tempo instrumen tersebut.

(vii) Saling hapus

Aset keuangan dan liabilitas keuangan saling hapus buku dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika Grup memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(vi) *Reclassification of financial assets (continued)*

- a. *are so close to maturity or the financial asset's repurchase date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;*
- b. *occur after the Group has collected substantially all of the original principal of the financial assets through scheduled payments or prepayments; or*
- c. *are attributable to an isolated event that is beyond the Group's control, is non-recurring and could not have been reasonably anticipated by the Group.*

Reclassifications of financial assets from held-to-maturity classification to available-for-sale are recorded at fair value. The unrealized gains or losses are recorded in equity section until the financial assets are derecognized, at which time the accumulative gain or loss previously recognized in equity shall be recognized as current year profit/loss.

Reclassification of financial assets from available for sale to held to maturity classification are recorded at carrying amount. The unrealised gains or losses is amortised by using effective interest rate up to the maturity date of that instrument.

(vii) *Offsetting*

Financial assets and liabilities are set off and the net amount is presented in the consolidated statements of financial position when, and only when, the Group has a legal right to set off the amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

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c. Aset dan liabilitas keuangan (lanjutan)

(vii) Saling hapus (lanjutan)

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh standar akuntansi.

(viii) Pengukuran biaya diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset keuangan atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok pinjaman, ditambah atau dikurangi amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai pengakuan awal dan nilai jatuh temponya, dan dikurangi penurunan nilai.

(ix) Pengukuran nilai wajar

Nilai wajar adalah nilai dimana suatu aset dapat dipertukarkan, atau suatu liabilitas dapat diselesaikan, diantara para pihak yang memahami dan berkeinginan untuk melakukan transaksi yang wajar pada tanggal pengukuran.

Jika tersedia, Grup mengukur nilai wajar dari suatu instrumen dengan menggunakan harga kuotasi di pasar aktif untuk instrumen terkait. Suatu pasar dianggap aktif bila harga yang dikuotasikan tersedia sewaktu-waktu dari bursa, pedagang efek (*dealer*), perantara efek (*broker*), kelompok industri, badan pengawas (*pricing service or regulatory agency*), dan merupakan transaksi pasar aktual dan teratur terjadi yang dilakukan secara wajar. Nilai wajar dapat diperoleh dari *Interdealer Market Association (IDMA)* atau harga pasar atau harga yang diberikan oleh *broker (quoted price)* dari *Bloomberg* atau *Reuters* pada tanggal pengukuran.

Jika pasar untuk instrumen keuangan tidak aktif, Grup menetapkan nilai wajar dengan menggunakan teknik penilaian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(vii) Offsetting (continued)

Income and expenses are presented on a net basis only when permitted by the accounting standards.

(viii) Amortized cost measurement

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest rate method of any difference between the initial amount recognized and the maturity amount, minus any reduction for impairment.

(ix) Fair value measurement

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

When available, the Group measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency and those prices represent actual and regularly occurring market transaction on an arm's length basis. The fair value can be obtained from IDMA's (Interdealer Market Association) quoted market prices or broker's quoted price from Bloomberg or Reuters on the measurement date.

If a market for a financial instrument is not active, the Group establishes fair value using a valuation technique.

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PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar (lanjutan)

Grup menggunakan beberapa teknik penilaian yang digunakan secara umum untuk menentukan nilai wajar dari instrumen keuangan dengan tingkat kompleksitas yang rendah, seperti opsi nilai tukar dan swap mata uang. Input yang digunakan dalam teknik penilaian untuk instrumen keuangan di atas adalah data pasar yang diobservasi.

Untuk instrumen yang lebih kompleks, Grup menggunakan model penilaian internal, yang pada umumnya berdasarkan teknik dan metode penilaian yang umumnya diakui sebagai standar industri. Model penilaian terutama digunakan untuk menilai kontrak derivatif yang ditransaksikan melalui pasar *over-the-counter*, *unlisted debt securities* (termasuk surat utang dengan derivatif melekat) dan instrumen utang lainnya yang pasarnya tidak aktif.

Untuk instrumen keuangan yang tidak mempunyai harga pasar, estimasi atas nilai wajar efek-efek ditetapkan dengan mengacu pada nilai wajar instrumen lain yang substansinya sama atau dihitung berdasarkan arus kas yang diharapkan terhadap aset neto efek-efek tersebut.

Hasil dari suatu teknik penilaian merupakan sebuah estimasi atau perkiraan dari suatu nilai yang tidak dapat ditentukan dengan pasti, dan teknik penilaian yang digunakan mungkin tidak dapat menggambarkan seluruh faktor yang relevan atas posisi yang dimiliki Grup. Dengan demikian, penilaian disesuaikan dengan faktor tambahan seperti *model risk*, risiko likuiditas dan risiko kredit *counterparty*. Berdasarkan kebijakan teknik penilaian nilai wajar, pengendalian dan prosedur yang diterapkan, manajemen berkeyakinan bahwa penyesuaian atas penilaian tersebut di atas diperlukan dan dianggap tepat untuk menyajikan secara wajar nilai dari instrumen keuangan yang diukur berdasarkan nilai wajar dalam laporan posisi keuangan konsolidasian. Data harga dan parameter yang digunakan didalam prosedur pengukuran pada umumnya telah di-review dan disesuaikan jika diperlukan, khususnya untuk perkembangan atas pasar terkini.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(ix) Fair value measurement (continued)

The Group uses widely recognized valuation models for determining fair values of financial instruments of lower complexity, such as exchange value options and currency swaps. For these financial instruments, inputs into models are generally market-observable.

For more complex instruments, the Group uses internally developed models, which are usually based on valuation methods and techniques generally recognized as standard within the industry. Valuation models are used primarily to value derivatives transacted in the over-the-counter market, unlisted debt securities (including those with embedded derivatives) and other debt instruments for which markets were or have become illiquid.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by reference to the fair value of another instrument which substantially has the same characteristics or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

The output of a valuation technique is an estimate or approximation of a value that cannot be determined with certainty, and the valuation technique employed may not fully reflect all factors relevant to the positions that the Group holds. Valuations are therefore adjusted, with additional factors such as model risks, liquidity risk and counterparty credit risk. Based on the established fair value valuation technique policy, related controls and procedures applied, management believes that these valuation adjustments are necessary and considered appropriate to fairly state the values of financial instruments measured at fair value in the consolidated statements of financial position. Price data and parameters used in the measurement procedures applied are generally reviewed and adjusted, if necessary, particularly in view of the current market developments.

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c. Aset dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar (lanjutan)

Pada saat nilai wajar dari *unlisted equity instruments* tidak dapat ditentukan dengan handal, instrumen tersebut dinilai sebesar biaya perolehan dikurangi dengan penurunan nilai. Nilai wajar atas pinjaman yang diberikan dan piutang, serta liabilitas kepada bank dan nasabah ditentukan menggunakan nilai berdasarkan arus kas kontraktual, dengan mempertimbangkan kualitas kredit, likuiditas dan biaya.

Aset keuangan diukur dengan menggunakan harga penawaran; liabilitas keuangan diukur menggunakan harga permintaan. Jika Grup memiliki posisi aset dan liabilitas konsolidasian dimana risiko pasarnya saling hapus, maka Grup dapat menggunakan nilai tengah dari pasar sebagai dasar untuk menentukan nilai wajar posisi risiko yang saling hapus tersebut dan menerapkan penyesuaian tersebut terhadap harga penawaran atau harga permintaan terhadap posisi terbuka neto (*net open position*), mana yang lebih tepat.

(x) Cadangan kerugian penurunan nilai atas aset keuangan

Pada setiap tanggal laporan posisi keuangan, Grup mengevaluasi apakah terdapat bukti obyektif bahwa aset keuangan yang tidak dicatat pada nilai wajar melalui laporan laba rugi telah mengalami penurunan nilai. Aset keuangan mengalami penurunan nilai jika bukti obyektif menunjukkan bahwa peristiwa yang merugikan telah terjadi setelah pengakuan awal aset keuangan, dan peristiwa tersebut berdampak pada arus kas masa datang atas aset keuangan yang dapat diestimasi secara handal.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(ix) Fair value measurement (continued)

In cases when the fair value of unlisted equity instruments cannot be determined reliably, the instruments are carried at cost less impairment value. The fair value for loans and receivables as well as liabilities to banks and customers are determined using a present value model on the basis of contractually agreed cash flows, taking into account credit quality, liquidity and costs.

Financial assets are measured at bid price; financial liabilities are measured at ask price. Where the Group has consolidated assets and liabilities positions with off-setting market risk, middle market prices can be used to measure the off-setting risk positions and bid or ask price adjustment is applied to the net open positions as appropriate.

(x) Allowance for impairment losses on financial assets

At each statement of financial position date, the Group assesses whether there is objective evidence that financial assets not carried at fair value through profit or loss are impaired. Financial assets are impaired when objective evidence demonstrates that loss event has occurred after the initial recognition of the asset, and that the loss event has an impact on the future cash flows on the asset that can be estimated reliably.

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c. Aset dan liabilitas keuangan (lanjutan)

- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Kriteria yang digunakan oleh Grup untuk menentukan bukti obyektif dari penurunan nilai adalah sebagai berikut:

- a) kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- b) pelanggaran kontrak, seperti terjadinya wanprestasi atau tunggakan pembayaran pokok atau bunga;
- c) pihak pemberi pinjaman, dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan (konsesi) pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- d) terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- e) hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan; atau
- f) data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut, termasuk:

- 1) memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; dan
- 2) kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Estimasi periode antara terjadinya peristiwa dan teridentifikasinya kerugian ditentukan oleh manajemen untuk setiap portofolio yang diidentifikasi. Pada umumnya, periode tersebut bervariasi antara 3 sampai 12 bulan, untuk kasus tertentu diperlukan periode yang lebih lama.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

The criteria used by the Group to determine that there is objective evidence of impairment include:

- a) significant financial difficulty of the issuer or obligor;
- b) a breach of contract, such as a default or delinquency in interest or principal payments;
- c) the lender, for economic or legal reasons relating to the borrower's financial difficulty, grants the borrower a concession that the lender would not otherwise consider;
- d) it becomes probable that the borrower will enter into bankruptcy or other financial reorganisation;
- e) the disappearance of an active market for that financial asset because of financial difficulties; or
- f) observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease has yet been identified individually in the portfolio, including:

- 1) adverse changes in the payment status of borrowers in the portfolio; and
- 2) national or local economic conditions that correlate with defaults on the assets in the portfolio.

The estimated period between the occurrence of the event and identification of loss is determined by management for each identified portfolio. In general, the periods used vary between 3 to 12 months; in exceptional cases, longer periods are warranted.

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c. Aset dan liabilitas keuangan (lanjutan)

- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Grup pertama kali menentukan apakah aset keuangan signifikan secara individual. Apabila aset keuangan signifikan secara individual, maka Grup akan menentukan apakah terdapat bukti obyektif penurunan nilai secara individual atas aset keuangan. Jika Grup menentukan tidak terdapat bukti obyektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, terlepas aset keuangan tersebut signifikan atau tidak, maka Grup memasukkan aset tersebut ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang serupa dan menilai penurunan nilai kelompok tersebut secara kolektif. Aset keuangan yang penurunan nilainya dilakukan secara individual, dan untuk itu kerugian penurunan nilai telah diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

- A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi

Perhitungan penurunan nilai secara individu

Bank menetapkan pinjaman yang diberikan yang harus dievaluasi penurunan nilainya secara individual, jika memenuhi salah satu kriteria di bawah ini:

1. Pinjaman yang diberikan yang secara individual memiliki nilai signifikan dan memiliki bukti obyektif penurunan nilai; atau
2. Pinjaman yang diberikan yang direstrukturisasi yang secara individual memiliki nilai signifikan.

Berdasarkan kriteria di atas, Bank melakukan penilaian secara individual untuk: (a) Pinjaman yang diberikan dalam segmen pasar korporasi dan usaha menengah dengan kolektibilitas kurang lancar, diragukan dan macet; atau (b) Pinjaman yang diberikan dalam segmen pasar korporasi dan usaha menengah yang direstrukturisasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

The Group first assesses whether the financial asset is individually significant. If the financial asset considered individually significant, the Group will determine whether there is an objective evidence of impairment exist or not. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Financial assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognized are not included in a collective assessment of impairment.

- A) Financial assets carried at amortised cost

Individual impairment calculation

The Bank determines that loans should be evaluated for impairment through individual evaluation if one of the following criteria is met:

1. Loans which individually have significant value and objective evidence of impairment; or
2. Restructured loans which individually have significant value.

Based on the above criteria, the Bank performs individual assessment for: (a) Corporate and middle loans which collectibility classified as substandard, doubtful and loss; or (b) Restructured corporate and middle loans.

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c. Aset dan liabilitas keuangan (lanjutan)

(x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Perhitungan penurunan nilai secara individual (lanjutan)

Jumlah kerugian penurunan nilai diukur berdasarkan selisih antara nilai tercatat aset keuangan dengan nilai kini dari estimasi arus kas masa datang (tanpa memperhitungkan kerugian penurunan nilai dimasa datang yang belum terjadi) yang didiskontokan menggunakan tingkat suku bunga efektif awal dari aset keuangan tersebut. Nilai tercatat aset tersebut dikurangi melalui akun cadangan kerugian penurunan nilai dan beban kerugian diakui pada laporan laba rugi. Jika pinjaman yang diberikan atau aset keuangan dimiliki hingga jatuh tempo memiliki suku bunga variabel, maka tingkat diskonto yang digunakan untuk mengukur setiap kerugian penurunan nilai adalah suku bunga efektif yang berlaku yang ditetapkan dalam kontrak.

Jika persyaratan pinjaman yang diberikan, piutang atau efek-efek yang dimiliki hingga jatuh tempo dinegosiasi ulang atau dimodifikasi karena debitur atau penerbit mengalami kesulitan keuangan, maka penurunan nilai diukur dengan suku bunga efektif awal yang digunakan sebelum persyaratan diubah.

Perhitungan nilai kini dari estimasi arus kas masa datang atas aset keuangan dengan agunan mencerminkan arus kas yang dapat dihasilkan dari pengambilalihan agunan dikurangi biaya-biaya untuk memperoleh dan menjual agunan, terlepas apakah pengambilalihan tersebut berpeluang terjadi atau tidak.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

c. Financial assets and liabilities (continued)

(x) Allowance for impairment losses on financial assets (continued)

A) Financial assets carried at amortised cost(continued)

Individual impairment calculation (continued)

The amount of impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance for impairment loss account and the amount of the loss is recognised in the profit or loss. If a loan or held-to-maturity financial assets has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If the terms of the loans, receivables or held-to-maturity marketable securities are renegotiated or otherwise modified because of financial difficulties of the borrower or issuer, impairment is measured using the original effective interest rate before the modification of terms.

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral, whether or not foreclosure is probable.

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c. Aset dan liabilitas keuangan (lanjutan)

(x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Perhitungan penurunan nilai secara kolektif

Bank menetapkan pinjaman yang diberikan yang harus dievaluasi penurunan nilainya secara kolektif, jika memenuhi salah satu kriteria di bawah ini:

1. Pinjaman yang diberikan yang secara individual memiliki nilai tidak signifikan;
2. Pinjaman yang diberikan yang secara individual memiliki nilai signifikan namun tidak memiliki bukti obyektif penurunan nilai; atau
3. Pinjaman yang diberikan yang direstrukturisasi yang secara individual memiliki nilai tidak signifikan.

Berdasarkan kriteria di atas, penilaian secara kolektif dilakukan untuk: (a) Pinjaman yang diberikan dalam segmen pasar korporasi dan usaha menengah dengan kolektibilitas lancar dan dalam perhatian khusus serta tidak direstrukturisasi; atau (b) Pinjaman yang diberikan dalam segmen pasar usaha kecil dan konsumen.

Cadangan kerugian penurunan nilai atas pinjaman yang diberikan yang dinilai secara kolektif dihitung berdasarkan pengalaman kerugian historis. Pengalaman kerugian historis disesuaikan menggunakan dasar data yang dapat diobservasi untuk mencerminkan efek dari kondisi saat ini terhadap Bank dan menghilangkan efek dari masa lalu yang sudah tidak berlaku saat ini. Pinjaman yang diberikan dikelompokkan berdasarkan karakteristik risiko kredit yang sama antara lain dengan mempertimbangkan segmentasi dan tunggakan debitur.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(x) Allowance for impairment losses on financial assets (continued)

A) Financial assets carried at amortised cost (continued)

Collective impairment calculation

The Bank determines loans to be evaluated for impairment through collective evaluation if one of the following criteria is met:

1. Loans which individually have insignificant value;
2. Loans which individually have significant value but there is no objective evidence of impairment; or
3. Restructured loans which individually have insignificant value.

Based on the above criteria, the Bank performs collective assessment for: (a) Corporate and middle loans which collectibility classified as current and special mention, and have never been restructured; or (b) Retail and consumer loans.

Calculation of allowance for impairment losses on loans are collectively evaluated on the basis of historical loss experience. Historical loss experience is adjusted on the basis of current observable data to reflect the effects of current conditions affecting the Bank and to remove the effects of conditions in the historical period that do not currently exist. Financial assets are grouped on the basis of similar credit risk characteristics by considering the segmentation and past due status of the debtors, among others.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Perhitungan penurunan nilai secara kolektif (lanjutan)

Bank menggunakan metode analisis model statistik seperti, *migration analysis method* dan *roll rates analysis method*, untuk menilai cadangan kerugian penurunan nilai.

Bank menerapkan *roll rate method* untuk pinjaman kartu kredit dengan menggunakan data historis selama 3 tahun dalam menghitung *Probability of Default (PD)* dan *Loss Given Default (LGD)*. Untuk pinjaman selain kartu kredit, Bank menerapkan *migration analysis method* dengan menggunakan data historis selama 5 tahun dalam menghitung PD dan LGD.

Grup menggunakan nilai wajar agunan sebagai dasar arus kas masa datang apabila memenuhi salah satu kondisi berikut:

1. Kredit bersifat *collateral dependent*, yaitu jika pelunasan kredit hanya bersumber dari agunan; atau
2. Pengambilalihan agunan kemungkinan besar terjadi dan didukung dengan perjanjian legal pengikatan agunan.

Sebagai panduan praktis, Grup dapat mengukur penurunan nilai berdasarkan nilai wajar instrumen dengan menggunakan harga pasar yang dapat diobservasi. Kerugian yang terjadi diakui pada laporan laba rugi dan dicatat pada akun cadangan kerugian penurunan nilai sebagai pengurang terhadap aset keuangan yang dicatat pada biaya perolehan diamortisasi. Pendapatan bunga atas aset keuangan yang mengalami penurunan nilai tetap diakui atas dasar suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam pengukuran kerugian penurunan nilai. Ketika peristiwa yang terjadi setelah penurunan nilai menyebabkan jumlah kerugian penurunan nilai berkurang, kerugian penurunan nilai uang sebelumnya diakui harus dipulihkan dan pemulihan tersebut diakui pada laporan laba rugi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

A) Financial assets carried at amortised cost (continued)

Collective impairment calculation (continued)

The Bank applies statistical model analysis method, which are migration analysis and roll rate analysis methods, to assess the allowance for impairment losses.

The Bank applies roll rate method for credit card loans using 3 years historical data to compute the Probability of Default (PD) and Loss Given Default (LGD). For loans other than credit card loans, the Bank applies migration analysis method using 5 years historical data to compute the PD and LGD.

The Group uses the fair value of collateral as the basis for future cash flow if one of the following conditions is met:

1. Loans are collateral dependent, i.e. if the source of loans repayment is only from the collateral; or
2. Foreclosure of collateral is most likely to occur and supported by legally binding collateral agreement.

As a practical guideline, the Group may measure impairment on the basis of an instrument's fair value using an observable market price. Losses are recognized in the profit or loss and reflected in an allowance for impairment losses account against financial assets carried at amortised cost. Interest income on the impaired financial assets continues to be recognized using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. When a subsequent event causes the amount of impairment loss to decrease, the impairment loss previously recognized is reversed through profit or loss.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

B) Aset keuangan yang tersedia untuk dijual

Untuk aset keuangan yang tersedia untuk dijual, pada setiap tanggal laporan posisi keuangan, Bank mengevaluasi apakah terdapat bukti obyektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai.

Dalam hal instrumen ekuitas yang diklasifikasikan sebagai aset keuangan yang tersedia untuk dijual, penurunan yang signifikan atau penurunan jangka panjang atas nilai wajar investasi, di bawah biaya perolehannya merupakan bukti obyektif terjadinya penurunan nilai dan menyebabkan pengakuan kerugian penurunan nilai. Kerugian penurunan nilai atas efek-efek yang tersedia untuk dijual diakui dengan mengeluarkan kerugian kumulatif yang telah diakui secara langsung dalam ekuitas ke dalam laporan laba rugi komprehensif konsolidasian.

Jika pada periode berikutnya, nilai wajar instrumen utang yang diklasifikasikan dalam kelompok tersedia untuk dijual meningkat dan peningkatan tersebut dapat secara obyektif dihubungkan dengan peristiwa yang terjadi setelah pengakuan kerugian nilai pada laporan laba rugi, maka kerugian penurunan nilai tersebut harus dipulihkan dan diakui pada periode terjadinya.

- C) Penerimaan kembali atas aset keuangan yang telah dihapusbukukan**

Ketika pinjaman yang diberikan tidak tertagih, pinjaman yang diberikan tersebut dihapus buku dengan menjurnal balik cadangan kerugian penurunan nilai. Pinjaman yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan, pada periode berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan kembali atas pinjaman yang diberikan yang telah dihapusbukukan pada periode sebelumnya dicatat sebagai pendapatan operasional selain bunga.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

B) Financial assets classified as available-for-sale

For financial assets classified as available-for-sale, the Bank assesses at each statement of financial position date whether there is an objective evidence that a financial asset or a group of financial assets is impaired.

In the case of equity instruments classified as available-for-sale financial assets, a significant or prolonged decline in the fair value of the security below its cost is an objective evidence of impairment resulting in the recognition of an impairment loss. Impairment losses on available-for-sale marketable securities are recognized by transferring the cumulative loss that has been recognized directly in equity to the consolidated statements of comprehensive income.

If in a subsequent period, the fair value of debt instrument classified as available-for-sale securities increases and the increase can be objectively related to an event occurring after the impairment loss was recognized in profit or loss, the impairment loss is reversed and recognized in the period it occurred.

- C) Recoveries of written-off financial assets**

When a loan is uncollectible, it is written off against the related allowance for impairment loss. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

The recoveries of written-off financial assets in the current period are credited by adjusting the allowance for impairment losses accounts. Recoveries of written-off financial assets from previous period are recorded as operational income other than interest income.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

d. Prinsip konsolidasian

Laporan keuangan konsolidasian meliputi laporan keuangan BNI beserta seluruh Entitas Anak yang berada di bawah pengendalian BNI.

Dalam hal pengendalian terhadap Entitas Anak dimulai atau diakhiri dalam suatu tahun berjalan, maka hasil usaha Entitas Anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

Entitas anak adalah seluruh entitas (termasuk entitas bertujuan khusus) dimana Grup memiliki kekuasaan untuk mengatur kebijakan keuangan dan operasional atas entitas anak, biasanya melalui kepemilikan lebih dari setengah hak suara. Keberadaan dan dampak dari hak suara potensial yang saat ini dapat dilaksanakan atau dikonversi, dipertimbangkan ketika menilai apakah Grup mengendalikan entitas lain. Grup juga menilai keberadaan pengendalian ketika Grup tidak memiliki lebih dari 50% hak suara namun dapat mengatur kebijakan keuangan dan operasional secara *de-facto*. Pengendalian *de-facto* dapat timbul ketika jumlah hak suara yang dimiliki Grup, secara relatif terhadap jumlah dan penyebaran kepemilikan hak suara pemegang saham lain memberikan Grup kemampuan untuk mengendalikan kebijakan keuangan dan operasi, serta kebijakan lainnya.

Seluruh saldo dan transaksi termasuk keuntungan/kerugian yang belum direalisasi antara BNI dan Entitas Anak yang signifikan dieliminasi untuk mencerminkan posisi keuangan dan hasil usaha konsolidasian BNI dan Entitas Anak sebagai satu kesatuan usaha.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk peristiwa dan transaksi sejenis dalam kondisi yang sama. Apabila laporan keuangan Entitas Anak menggunakan kebijakan akuntansi yang berbeda dari kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, maka dilakukan penyesuaian yang diperlukan terhadap laporan keuangan Entitas Anak tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Principles of consolidation

The consolidated financial statements include the financial statements of BNI and all its Subsidiaries that are controlled by BNI.

Where Subsidiaries either began or ceased to be controlled during the year, the results of operations of those Subsidiaries are included in the consolidated financial statements only from the date that the control has commenced or up to the date that the control has ceased.

Subsidiaries are all entities (including special purpose entities) over which the Group has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. The Group also assesses existence of control where it does not have more than 50% of the voting power but is able to govern the financial and operating policies by virtue of de-facto control. De-facto control may arise in circumstances where the size of the Group's voting rights relative to the size and dispersion of holdings of other shareholders give the Group the power to govern the financial, operating and other policies.

All significant balances and transactions, including unrealized gains/losses among BNI and Subsidiaries are eliminated to reflect the consolidated financial position and results of operations of BNI and its Subsidiaries as a single entity.

The consolidated financial statements are prepared using uniform accounting policies for transactions and events in similar circumstances. If the Subsidiaries' financial statements use accounting policies different from those adopted in the consolidated financial statements, appropriate adjustments are made to the Subsidiaries' financial statements.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

d. Prinsip konsolidasian (lanjutan)

Keputusan nonpengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian dan dinyatakan sebesar proporsi pemegang saham nonpengendali atas laba periode berjalan dan ekuitas Entitas Anak tersebut sesuai dengan persentase kepemilikan pemegang saham nonpengendali pada Entitas Anak tersebut.

e. Transaksi dalam mata uang asing dan penjabaran

Transaksi dalam mata uang asing

BNI dan Entitas Anak yang berdomisili di Indonesia menyelenggarakan pembukuannya dalam mata uang Rupiah, kecuali untuk BNI Remittance yang pembukuan akuntansinya dilakukan dalam Dollar Amerika Serikat. Transaksi-transaksi dalam mata uang selain Rupiah yang terjadi di sepanjang tahun dicatat dengan nilai kurs yang berlaku pada saat terjadinya transaksi yang bersangkutan.

Penjabaran aset dan liabilitas dalam mata uang asing

Pada tanggal laporan posisi keuangan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs Reuters pada pukul 16:00 WIB. Keuntungan atau kerugian yang timbul sebagai akibat dari penjabaran aset dan liabilitas moneter dalam mata uang asing dicatat dalam laporan laba rugi komprehensif konsolidasian periode berjalan.

Pada tanggal 31 Desember 2013 dan 2012, kurs mata uang asing yang digunakan untuk penjabaran mata uang asing terhadap Rupiah adalah sebagai berikut (dalam Rupiah penuh):

	2013	2012	
1 Pound Sterling Inggris	20,111	15,515	British Pound Sterling 1
1 Euro	16,759	12,732	Euro 1
1 Dolar Amerika Serikat	12,170	9,638	United States Dollar 1
1 Dolar Hong Kong	1,570	1,243	Hong Kong Dollar 1
1 Yen Jepang	116	112	Japanese Yen 1

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Principles of consolidation (continued)

The non-controlling interest is presented in the equity of the consolidated statements of financial position and represents the non-controlling stockholders' proportionate share in the income for the period and equity of the Subsidiaries based on the percentage of ownership of the non-controlling stockholders in the Subsidiaries.

e. Foreign currency transactions and translations

Transactions denominated in foreign currencies

BNI and its Subsidiaries domiciled in Indonesia maintain their accounting records in Rupiah, except for BNI Remittance which its accounting records is maintained in United States Dollar. Transactions during the year involving currencies other than Rupiah are recorded at the rates of exchange prevailing at the time the transactions were made.

Translation of assets and liabilities denominated in foreign currencies

At statement of financial position date, all monetary assets and liabilities denominated in foreign currencies are translated to Rupiah using the Reuters spot rate at 16:00 Western Indonesian Time (WIB). The resulting gains or losses from the translation of monetary assets and liabilities in foreign currencies are recognized in the consolidated statements of comprehensive income for the current period.

As of 31 December 2013 and 2012, the foreign currency exchange rates used for translation of foreign currencies to Rupiah are as follows (amounts in full Rupiah):

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**e. Transaksi dalam mata uang asing dan
penjabaran (lanjutan)**

Penjabaran laporan keuangan sehubungan dengan konsolidasian laporan cabang BNI yang berkedudukan di luar negeri

Cabang BNI yang berkedudukan di luar negeri menyelenggarakan pembukuannya dalam mata uang negara tempat kedudukannya.

Untuk tujuan konsolidasian, laporan keuangan cabang BNI tersebut dijabarkan ke dalam mata uang Rupiah dengan cara sebagai berikut:

- Saldo akun-akun aset, liabilitas, komitmen dan kontinjensi dijabarkan dengan menggunakan kurs *spot* Reuters jam 16:00 WIB pada tanggal laporan posisi keuangan;
- Saldo akun-akun laba rugi setiap bulannya dijabarkan dengan menggunakan kurs *spot* Reuters jam 16:00 WIB rata-rata untuk bulan yang bersangkutan. Saldo untuk tahun berjalan merupakan jumlah dari penjabaran bulanan tersebut;
- Akun ekuitas dijabarkan dengan menggunakan kurs historis; dan
- Selisih yang timbul sebagai akibat dari penjabaran ini disajikan di laporan posisi keuangan konsolidasian sebagai bagian dari ekuitas pada akun "Selisih Kurs karena Penjabaran Laporan Keuangan dalam Mata Uang Asing".

f. Giro pada bank lain dan Bank Indonesia

Giro pada bank lain dan Bank Indonesia diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Giro pada bank lain dan Bank Indonesia dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**e. Foreign currency transactions and
translations (continued)**

Translation of financial statements relating to consolidation of BNI branches domiciled outside of Indonesia

BNI's branches domiciled outside of Indonesia maintain their accounting records in their respective domestic currencies.

For consolidation purposes, the financial statements of such branches domiciled outside of Indonesia are translated into Rupiah as follows:

- *Assets, liabilities, commitments and contingencies accounts are translated using the Reuters spot rates at 16:00 WIB at the statement of financial position date;*
- *Revenues and expenses accounts are translated on a monthly basis using the average month-end Reuters spot rate at 16:00 WIB. The balances for the year represent the sum of those monthly translations;*
- *Equity accounts are recorded using the historical rates; and*
- *Differences arising from translation are presented in the consolidated statements of financial position balance as part of equity under "Exchange Difference on Translation of Foreign Currency Financial Statements".*

**f. Current accounts with other banks and
Bank Indonesia**

The current accounts with other banks and Bank Indonesia are classified as loans and receivables. Current accounts with other banks and Bank Indonesia are stated at amortized cost using the effective interest rate method less allowance for impairment losses.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**f. Giro pada bank lain dan Bank Indonesia
(lanjutan)**

Entitas Anak yang menjalankan kegiatan usaha dengan prinsip syariah, giro pada Bank Indonesia dan bank lain dinyatakan sebesar saldo giro dikurangi dengan cadangan kerugian penurunan nilai.

g. Penempatan pada bank lain dan Bank Indonesia

Penempatan pada bank lain dan Bank Indonesia terdiri dari Fasilitas Simpanan Bank Indonesia (FASBI), *call money* dan deposito berjangka.

Penempatan pada bank lain dan Bank Indonesia diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Penempatan pada bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

h. Efek-efek dan Obligasi Pemerintah

Efek-efek yang dimiliki terdiri dari Sertifikat Bank Indonesia (SBI), Sertifikat Wadiah Bank Indonesia (SWBI), tagihan tresuri asing, unit penyertaan reksa dana, *Credit-Linked Notes*, obligasi dan instrumen utang lainnya yang diperdagangkan di pasar uang dan pasar modal.

Obligasi Pemerintah terdiri dari Obligasi Rekapitalisasi Pemerintah yang diterbitkan kepada BNI dan bank lainnya berkaitan dengan program rekapitalisasi Pemerintah dan obligasi lainnya yang diterbitkan oleh Pemerintah Indonesia dan negara lainnya yang tidak berkaitan dengan program rekapitalisasi yang diperoleh melalui pasar perdana dan sekunder.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**f. Current accounts with other banks and
Bank Indonesia (continued)**

Subsidiary that engages in sharia banking presents current accounts with Bank Indonesia and other banks at their outstanding balance net of allowance for impairment losses.

g. Placements with other banks and Bank Indonesia

Placements with other banks and Bank Indonesia consist of Bank Indonesia Deposit Facility (FASBI), call money and time deposits.

Placements with other banks and Bank Indonesia are classified as loans and receivables. Placements with other banks are stated at amortized cost using the effective interest rate method less allowance for impairment losses.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

h. Marketable securities and Government Bonds

Marketable securities consist of Certificates of Bank Indonesia (SBI), Wadiah Certificates of Bank Indonesia (SWBI), foreign treasury bills, mutual fund units, Credit-Linked Notes, bonds and other debt instruments traded in the money market and stock exchanges.

Government Bonds consist of Government Recapitalization Bonds issued to BNI and other banks with respect to the recapitalization program of the Government and other bonds issued by the Government of Indonesia and other countries, that are not related to the recapitalization program, acquired through the primary and secondary markets.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

h. Efek-efek dan Obligasi Pemerintah (lanjutan)

Pada saat pengakuan awal, efek-efek dan Obligasi Pemerintah dicatat sesuai dengan kategorinya yaitu aset keuangan tersedia untuk dijual, aset keuangan dimiliki hingga jatuh tempo atau nilai wajar melalui laporan laba rugi serta disajikan sebesar nilai wajarnya

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

**i. Efek-efek yang dibeli/dijual dengan janji
dijual/dibeli kembali**

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai pinjaman yang diberikan dan piutang.

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset dalam laporan posisi keuangan konsolidasian sebesar jumlah penjualan kembali dikurangi dengan pendapatan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai. Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan, dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual menggunakan suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas dalam laporan posisi keuangan konsolidasian sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar di muka yang belum diamortisasi. Selisih antara harga jual dan harga beli kembali diperlakukan sebagai bunga dibayar di muka dan diakui sebagai beban bunga selama jangka waktu sejak efek-efek tersebut dijual hingga dibeli kembali menggunakan metode suku bunga efektif.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**h. Marketable securities and Government
Bonds (continued)**

At initial recognition, the securities and Government Bonds are recorded according to their category, i.e., available-for-sale financial assets, held-to-maturity financial assets or at fair value through profit or loss and initially measured at fair value

Refer to Note 2c for the accounting policies of financial assets and liabilities.

**i. Securities purchased/sold under
agreements to resell/repurchase**

Securities purchased under agreements to resell are classified as loans and receivables.

Securities purchased under agreements to resell are presented as assets in the consolidated statements of financial position, at the resale price net of unamortized interest income and allowance for impairment losses. The difference between the purchase price and the resale price is treated as unearned interest income, and recognized as income over the period starting from when those securities are purchased until they are sold using effective interest rate method.

Securities sold under agreements to repurchase are classified as financial liabilities measured at amortized cost.

Securities sold under agreements to repurchase are presented as liabilities in the consolidated statements of financial position, at the repurchase price, net of unamortized prepaid interest. The difference between the selling price and the repurchase price is treated as prepaid interest and recognized as interest expense over the period starting from when those securities are sold until they are repurchased using effective interest rate method.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**i. Efek-efek yang dibeli/dijual dengan janji
dijual/dibeli kembali (lanjutan)**

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas lainnya.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

j. Wesel ekspor dan tagihan lainnya

Wesel ekspor dan tagihan lainnya terdiri atas tagihan dari *Letters of Credit* dan Surat Kredit Berdokumen Dalam Negeri (SKBDN) kepada eksportir.

Wesel ekspor dan tagihan lainnya dicatat pada biaya perolehan diamortisasi setelah dikurangi cadangan kerugian penurunan nilai.

Wesel ekspor dan tagihan lainnya diklasifikasikan sebagai pinjaman yang diberikan dan piutang.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

k. Instrumen keuangan derivatif

Dalam melakukan usaha bisnisnya, BNI melakukan transaksi instrumen keuangan derivatif seperti kontrak berjangka mata uang asing, *swap* mata uang asing, *swap* atas suku bunga, transaksi spot, *Credit-Linked Notes* untuk mengelola eksposur pada risiko pasar seperti risiko mata uang dan risiko tingkat suku bunga.

Instrumen keuangan derivatif diakui di laporan posisi keuangan konsolidasian pada nilai wajar dikurangi cadangan kerugian penurunan nilai. Setiap kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang ditentukan sebagai pada nilai wajar melalui laporan laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**i. Securities purchased/sold under
agreements to resell/repurchase (continued)**

Securities sold under agreements to repurchase are presented as other liabilities.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

j. Bills and other receivables

Bills and other receivables consist of receivables from Letters of Credit and Domestic Documentary Letters of Credit to exporters.

Bills and other receivables are stated at amortized cost less allowance for impairment losses.

Bills and other receivables are classified as loans and receivables.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

k. Derivative financial instruments

In the normal course of its business, BNI enters into transactions involving derivative financial instruments such as foreign currency forward contracts, foreign currency swaps, interest rate swaps, spot transactions and Credit-Linked Notes to manage exposures on market risks, such as currency risk and interest rate risks.

Derivative financial instruments are recognized in the consolidated statements of financial position at fair value less allowances for impairment losses. Each derivative contract is carried as asset when the fair value is positive and as liability when the fair value is negative.

Derivatives receivable and payable are classified as financial assets and liabilities designated as fair value through profit or loss.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)

k. Instrumen keuangan derivatif (lanjutan)

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar diakui dalam laporan laba rugi konsolidasian.

Nilai wajar instrumen derivatif ditentukan berdasarkan diskonto arus kas dan model penentu harga atau harga yang diberikan oleh *broker (quoted price)* atas instrumen lainnya yang memiliki karakteristik serupa.

Akuntansi Lindung Nilai

Bank menerapkan akuntansi lindung nilai untuk beberapa transaksi derivatif ketika memenuhi kriteria dibawah ini:

1. Pada awal hubungan lindung nilai, Bank secara formal mendokumentasikan hubungan antara *item* yang dilindung nilai dengan instrumen lindung nilainya, jenis risiko, tujuan dan strategi dalam melaksanakan lindung nilai serta metodologi yang digunakan untuk menilai keefektifan lindung nilai tersebut.
2. Selanjutnya, pada awal hubungan lindung nilai, penilaian dilakukan untuk meyakinkan bahwa instrumen lindung nilai tersebut diharapkan untuk sangat efektif untuk mencapai saling-hapus perubahan atas nilai wajar atau arus kas yang terkait dengan risiko yang dilindungnilaikan. Lindung nilai dinilai setiap kuartal. Lindung nilai diharapkan menjadi sangat efektif jika perubahan nilai wajar atau arus kas dari *item* yang dilindungnilaikan terkait dengan risiko yang dilindungnilaikan saling hapus dengan perubahan nilai wajar atau arus kas dari instrumen lindung nilai, dalam kisaran 80% sampai dengan 125% selama periode lindung nilai. Pada situasi dimana *item* yang dilindung nilai merupakan suatu prakiraan transaksi, Bank akan mengevaluasi apakah transaksi tersebut memiliki kemungkinan terjadi yang tinggi dan menimbulkan paparan variasi arus kas yang akan pasti mempengaruhi laporan laba rugi komprehensif konsolidasian.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

k. Derivative financial instruments (continued)

Gains or losses resulting from fair value changes are recognized in the consolidated profit or loss.

The fair value of derivative instruments is determined based on discounted cash flows and pricing models or quoted prices from brokers of other instruments with similar characteristics.

Hedge Accounting

The Bank applies hedge accounting on certain derivative transactions when it meets the specified criteria below:

1. At the beginning of a hedge relationship, the Bank formally documents the relationship between the hedged item and the hedging instrument, including the nature of the risk, the objective and strategy for undertaking the hedge and the method that will be used to assess hedging effectiveness;
2. Subsequently, an assessment is done to ensure that the hedging instrument is expected to be highly effective in achieving offsetting changes in fair value or cash flows attributable to the hedged risk. Hedges are assessed quarterly. A hedge is expected to be highly effective if the changes in the fair value or cash flows of the hedged item attributable to the hedged risk are offset by changes in the fair value or cash flows of the hedging instrument in a range of 80% to 125% during the period for which the hedge is designated. In the situation where the hedged item is a forecasted transaction, the Bank will make an assessment whether the transaction has high probability of occurrence and presents an exposure to variation in cash flows that definitely will affect the consolidated statements of comprehensive income.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

k. Instrumen keuangan derivatif (lanjutan)

k. Derivative financial instruments (continued)

Akuntansi Lindung Nilai (lanjutan)

Hedge Accounting (continued)

Keuntungan atau kerugian dari kontrak derivatif disajikan dalam laporan keuangan berdasarkan tujuan Bank atas rancangan transaksi pada saat akuisisi, yaitu sebagai berikut:

Gains or losses on derivative contracts are presented in the financial statements based on the purpose of the Bank on the designated transaction upon acquisition, which are as follows:

1. Lindung nilai atas nilai wajar

1. *Fair value hedge*

Keuntungan atau kerugian dari suatu kontrak derivatif yang ditujukan dan memenuhi syarat sebagai instrumen lindung nilai atas nilai wajar, dan keuntungan atau kerugian atas revaluasi lindung nilai aset atau liabilitas, diakui sebagai laba atau rugi yang dapat saling hapus dalam periode akuntansi yang sama. Setiap selisih yang terjadi yang menunjukkan akibat ketidakefektifan lindung nilai secara langsung diakui di dalam laporan laba rugi.

Gains or losses on the derivative contract designated and meet the requirements of fair value hedge, and the gains or losses on the revaluation of hedged assets or liabilities are recognized in profit or loss in the same accounting period. Gains or losses arising from such revaluations may be offset. Any difference that arises representing the effect of hedge ineffectiveness is recognized in profit or loss.

2. Lindung nilai atas arus kas

2. *Cash flow hedge*

Bagian yang efektif dari keuntungan atau kerugian atas suatu kontrak derivatif yang ditujukan sebagai instrumen lindung nilai atas arus kas dilaporkan sebagai ekuitas. Bagian yang tidak efektif dari lindung nilai diakui di dalam laporan laba rugi.

The effective portion of the gains or losses on a derivative contract designated and qualified as a cash flow hedging instrument is reported as part of equity. The effect of the hedge ineffectiveness is recognized in profit or loss.

3. Lindung nilai atas investasi neto pada kegiatan operasi luar negeri

3. *A hedge of a net investment in a foreign operation*

Keuntungan atau kerugian atas kontrak derivatif yang ditujukan sebagai lindung nilai atas investasi neto pada kegiatan operasi luar negeri dilaporkan sebagai bagian dari ekuitas sepanjang transaksi tersebut dianggap efektif sebagai suatu transaksi lindung nilai.

Gain or loss on a hedging derivative instrument in a hedge of a net investment in a foreign operation is reported as part of the equity to the extent it is effective as a hedge.

4. Tidak ditujukan sebagai instrumen lindung nilai

4. *Not designated as a hedging instrument*

Keuntungan atau kerugian dari kontrak derivatif yang tidak ditujukan sebagai instrumen lindung nilai (atau kontrak derivatif yang tidak memenuhi persyaratan sebagai instrumen lindung nilai) diakui di dalam laporan laba rugi.

Gain or loss on a derivative contract not designated as a hedging instrument (or derivative contract that does not qualify as a hedging instrument) is recognized immediately in profit or loss.

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PENTING (lanjutan)

k. Instrumen keuangan derivatif (lanjutan)

Kontrak berjangka mata uang asing, *swap* mata uang asing dan *cross currency swap* dan tingkat suku bunga *swap* dilakukan untuk tujuan pendanaan dan perdagangan. *Interest rate swap* dilakukan untuk tujuan lindung nilai pinjaman yang diterima dan dicatat dalam *hedge accounting*.

l. Pinjaman yang diberikan

Pinjaman yang diberikan adalah penyediaan uang atau tagihan yang dapat disetarakan dengan itu, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan debitur yang mewajibkan debitur untuk melunasi utang dan bunganya setelah jangka waktu tertentu, dan tagihan yang berasal dari fasilitas *trade finance* yang telah jatuh tempo yang belum diselesaikan dalam waktu 15 hari.

Pinjaman yang diberikan diklasifikasikan sebagai pinjaman yang diberikan dan piutang.

Pinjaman yang diberikan pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

Pinjaman sindikasi dan pinjaman penerusan dicatat sesuai dengan porsi pinjaman yang risikonya ditanggung oleh Grup.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

Restrukturisasi kredit

Restrukturisasi kredit meliputi modifikasi persyaratan kredit, konversi kredit menjadi saham atau instrumen keuangan lainnya dan/atau kombinasi dari keduanya.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

k. *Derivative financial instruments* (continued)

Foreign currency forward contracts, foreign currency swaps, and cross currency and interest rate swaps are for funding and trading purposes. Interest rate swap is for hedging the interest on borrowings and is accounted for under hedge accounting.

l. *Loans*

Loans represent funds provided or receivables that can be considered as equivalents thereof, based on agreements or financing contracts with borrowers, where borrowers are required to repay their debts with interest after a specified period, and matured trade finance facilities which have not been settled within 15 days.

Loans are classified as loans and receivables.

Loans are initially measured at fair value plus transaction costs that are directly attributable and additional costs to obtain financial assets, and after initial recognition are measured at amortized cost based on the effective interest rate method less allowance for impairment losses.

Syndicated loans and channeling loans are recorded according to the proportion of risks borne by the Group.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

Loan restructuring

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into equity or other financial instruments and/or a combination of both.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)

I. Pinjaman yang diberikan (lanjutan)

Restrukturisasi kredit (lanjutan)

Untuk restrukturisasi kredit bermasalah dengan cara konversi kredit yang diberikan menjadi saham atau instrumen keuangan lainnya, kerugian dari restrukturisasi kredit diakui hanya apabila nilai wajar penyertaan saham atau instrumen keuangan yang diterima dikurangi estimasi biaya untuk menjualnya, adalah kurang dari nilai tercatat kredit yang diberikan.

Pinjaman berdasarkan prinsip syariah

Pinjaman yang diberikan meliputi pembiayaan syariah yang terutama terdiri dari piutang syariah, pembiayaan *mudharabah* dan pembiayaan *musyarakah*.

Piutang syariah adalah tagihan yang timbul dari transaksi berdasarkan akad-akad *ijarah*, *murabahah*, *rahn* dan *qardh*.

Pembiayaan *mudharabah* adalah akad kerjasama usaha antara BNI Syariah dan nasabah dimana BNI Syariah menyediakan dana, sedangkan nasabah bertindak selaku pengelola, yang dilakukan berdasarkan prinsip bagi hasil dengan (*nisbah*) porsi bagi hasil yang telah disepakati.

Pembiayaan *musyarakah* adalah akad antara BNI Syariah dan nasabah untuk melakukan usaha tertentu dalam suatu kemitraan dimana masing-masing pihak memberikan kontribusi dana dengan pembagian keuntungan sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi dana.

Ijarah adalah sewa menyewa atas suatu barang dan/atau jasa antara pemilik objek sewa termasuk kepemilikan hak pakai atas objek sewa dengan penyewa untuk mendapatkan imbalan atas objek sewa yang disewakan. *Ijarah muntahiyah bittamlik* adalah sewa menyewa antara pemilik objek sewa dan penyewa untuk mendapatkan imbalan atas obyek sewa yang disewakan dengan opsi perpindahan hak milik objek sewa baik dengan jual beli atau pemberian (*hibah*) pada saat tertentu sesuai akad sewa.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

I. Loans (continued)

Loan restructuring (continued)

For non performing loan restructuring which involves a conversion of loans into equity or other financial instruments, a loss on loan restructuring is recognized only if the fair value of the equity or other financial instruments received, reduced by estimated costs to sell the equity or other financial instruments, is less than the carrying value of the loan.

Sharia financing

Loans include sharia financing, which consists mainly of sharia receivables, *mudharabah* financing and *musyarakah* financing.

Sharia receivables arise from transactions based on *ijarah*, *murabahah*, *rahn* and *qardh* agreements.

Mudharabah financing is an agreement between BNI Syariah and the customer in which BNI Syariah as the owner of the fund and the customer as the business executor, is conducted based on revenue sharing principle (*nisbah*) with agreed revenue sharing ratio.

Musyarakah financing is an agreement between BNI Syariah and the customer to have a joint venture in a partnership where each party contributes funds with profit and loss sharing based on agreement and losses will be borne proportionally based on capital contribution.

Ijarah is a leasing arrangement of goods and/or services between the owner of a leased object (lessor) and lessee including the right to use the leased object, for the purpose of obtaining a return on the leased object. *Ijarah muntahiyah bittamlik* is a leasing arrangement between the lessor and lessee to obtain profit on the leased object being leased with an option to transfer ownership of the leased object through purchase/sale or giving (*hibah*) at certain time according to the lease agreement (akad).

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PENTING (lanjutan)**

I. Pinjaman yang diberikan (lanjutan)

Pinjaman berdasarkan prinsip syariah (lanjutan)

Murabahah adalah pembiayaan dalam bentuk transaksi jual beli barang dengan harga jual sebesar biaya perolehan barang ditambah keuntungan yang disepakati. Piutang *murabahah* dinyatakan sebesar jumlah piutang setelah dikurangi dengan "margin yang ditangguhkan" yang belum direalisasikan dan penyisihan kerugian.

Rahn merupakan transaksi menggadaikan barang atau harta dari nasabah kepada Bank dengan uang sebagai gantinya. Barang atau harta yang digadaikan tersebut dinilai sesuai dengan harga pasar dikurangi persentase tertentu dan sebagai imbalannya Bank mendapatkan *ujrah* (imbalan) dan diakui pada saat diterima.

Qardh adalah pinjam meminjam dana tanpa imbalan yang diperjanjikan dengan liabilitas pihak meminjam mengembalikan pokok pinjaman secara sekaligus atau cicilan dalam jangka waktu tertentu.

m. Kontrak jaminan keuangan

Kontrak jaminan keuangan adalah kontrak yang mengharuskan penerbit untuk melakukan pembayaran yang ditetapkan untuk mengganti uang pemegang kontrak atas kerugian yang terjadi karena debitur tertentu gagal untuk melakukan pembayaran pada saat jatuh tempo, sesuai dengan ketentuan dari instrumen hutang. Jaminan keuangan tersebut diberikan kepada bank-bank, lembaga keuangan dan badan-badan lainnya atas nama debitur untuk menjamin kredit dan fasilitas-fasilitas perbankan lainnya.

Jaminan keuangan awalnya diakui dalam laporan keuangan sebesar nilai wajar pada tanggal jaminan diberikan. Nilai wajar dari jaminan keuangan pada saat dimulainya transaksi pada umumnya sama dengan provisi yang diterima untuk jaminan diberikan dengan syarat dan kondisi normal dan nilai wajar awal diamortisasi sepanjang umur jaminan keuangan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

I. Loans (continued)

Sharia financing (continued)

Murabahah is a financing in the form of sale/purchase of goods with the selling price equal to cost of the goods plus agreed profit margin. *Murabahah* receivables are stated at the amount of receivables less unrealized deferred margin and allowance for losses.

Rahn is the exchange of goods or assets from customers to the Bank for money. Goods or the mortgaged property is valued in accordance with the market price minus a certain percentage as the Bank's fees for the Bank to obtain *ujrah* (benefits) and is recognized when received.

Qardh is a loan/borrowing funds without any agreed consideration wherein the borrower has the obligation to return the principal of the loan at lump sum or on installment over a certain period.

m. Financial guarantee contracts

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities.

Financial guarantees are initially recognised in the financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms and the initial fair value is amortised over the life of the financial guarantees.

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PENTING (lanjutan)**

m. Kontrak jaminan keuangan (lanjutan)

Setelah pengakuan awal kontrak, jaminan keuangan dicatat pada nilai yang lebih tinggi antara nilai wajar amortisasi dengan *present value* atas pembayaran kewajiban yang diharapkan akan terjadi (ketika pembayaran atas jaminan menjadi *probable*).

Cadangan kerugian penurunan nilai atas kontrak jaminan keuangan yang memiliki risiko kredit dihitung berdasarkan kerugian historis.

n. Tagihan dan liabilitas akseptasi

Tagihan akseptasi diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Liabilitas akseptasi diklasifikasikan sebagai liabilitas keuangan lainnya.

Tagihan dan liabilitas akseptasi dinyatakan sebesar biaya perolehan diamortisasi. Tagihan akseptasi disajikan setelah dikurangi cadangan kerugian penurunan nilai.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

o. Penyertaan saham

Penyertaan saham merupakan penanaman dana dalam bentuk saham pada perusahaan non-publik yang bergerak di bidang jasa keuangan untuk tujuan jangka panjang.

Investasi dimana BNI mempunyai persentase kepemilikan 20% sampai dengan 50% dicatat dengan metode ekuitas. Dengan metode ekuitas, investasi dicatat sebesar biaya perolehan dan disesuaikan dengan bagian BNI atas laba atau rugi neto perusahaan asosiasi sesuai dengan jumlah persentase kepemilikan dan dikurangi dengan penerimaan dividen sejak tanggal perolehan.

Investasi dengan persentase kepemilikan dibawah 20% dan tidak memiliki pengaruh yang signifikan dicatat dengan metode biaya dikurangi dengan cadangan kerugian penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Financial guarantee contracts (continued)

Subsequently they are measured at the higher of amortised amount and the present value of any expected payment (when a payment under the guarantee has become probable).

Allowances for impairment on financial guarantee contracts with credit risk are calculated based on historical experience.

n. Acceptances receivable and payable

Acceptances receivable are classified as loans and receivables. Acceptances payable are classified as other financial liabilities.

Acceptances receivable and payable are stated at amortized cost. Acceptances receivable are stated net of allowance for impairment losses.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

o. Equity investments

Equity investments represent investments in the form of shares of stock, in non-public companies engaged in financial services held for long-term purposes.

Investments in which BNI has an ownership interest of 20% to 50% are recorded based on the equity method. Under equity method, investments are stated at cost and adjusted for BNI's share in net income or losses of the associated companies based on its percentage of ownership and reduced by dividends received since the date of acquisition.

Investments with an ownership interest below 20% and have no significant influence are carried at cost reduced by an allowance for impairment losses.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

o. Penyertaan saham (lanjutan)

Penyertaan saham dengan metode biaya terdiri dari efek ekuitas tanpa harga kuotasi yang nilai wajarnya tidak dapat diukur secara handal, diklasifikasikan sebagai investasi tersedia untuk dijual dan diukur dengan menggunakan biaya perolehan dikurangi dengan penurunan nilai.

p. Aset tetap dan penyusutan

Aset tetap dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai. Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan.

Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria untuk dikapitalisasi diakui dalam laporan laba rugi pada saat terjadinya. Pada setiap akhir tahun buku, nilai residu, umur manfaat, dan metode penyusutan ditelaah kembali dan jika sesuai dengan keadaan, disesuaikan secara prospektif.

Semua aset tetap kecuali tanah, disusutkan berdasarkan metode garis lurus selama estimasi masa manfaat aset tersebut sebagai berikut:

	Tahun/Years
Bangunan	15
Kendaraan bermotor dan perlengkapan kantor	5

Perlengkapan kantor terdiri dari perabotan dan perlengkapan, instalasi, Anjungan Tunai Mandiri (ATM), perangkat lunak dan perangkat keras komputer, peralatan komunikasi dan peralatan kantor lainnya.

Mulai 1 Januari 2012, Bank menerapkan ISAK No.25 tentang "Akuntansi Tanah". Semua biaya yang terjadi sehubungan dengan perolehan hak atas tanah, diakui sebagai biaya perolehan hak atas tanah. Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan aset tanah. Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset tak berwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomis tanah, mana yang lebih pendek.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Equity investments (continued)

Equity investments at cost method consist of unquoted equity shares whose fair value can not be reliably measured, that are classified as available-for-sale investments and are carried at cost less impairment.

p. Fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation and impairment loss. Cost includes the replacement cost of a part of the fixed assets when the expenditure meets the criteria for recognition.

All maintenance and repair costs which do not fulfill the capitalization criteria, are recognized in profit or loss upon occurrence. At each financial year end, the assets' residual values, useful lives and methods of depreciation are reviewed, and adjusted prospectively as appropriate.

All fixed assets, except land, are depreciated using the straight-line method over their expected useful lives as follows:

	Buildings
	<i>Motor vehicles and office equipment</i>

Office equipment consists of furniture and fixtures, installation, Automatic Teller Machines (ATM), computer software and hardware, communication and other office equipment.

Starting 1 January 2012, the Bank implemented ISAK No.25, "Accounting for Land". All costs incurred in connection with the acquisition of land right are recognized as the acquisition cost of land right. The legal cost incurred when the land was first acquired is recognized as part of the acquisition cost of land right. Extension or renewal of the maintenance cost of legal rights over land is recognized as an intangible asset and amortized over the life of legal rights or economic life of the land, whichever is shorter.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

p. Aset tetap dan penyusutan (lanjutan)

ISAK No.25 juga menyatakan bahwa hak atas tanah tidak disusutkan kecuali terdapat bukti sebaliknya yang mengindikasikan bahwa perpanjangan atau pembaruan hak atas tanah kemungkinan besar atau pasti tidak diperoleh.

Penerapan interpretasi ini tidak memiliki dampak signifikan terhadap Grup.

Apabila nilai tercatat aset lebih besar dari nilai yang dapat diperoleh kembali, nilai tercatat aset diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, yang ditentukan sebagai nilai tertinggi antara harga jual neto dan nilai yang dipakai.

Apabila aset tetap tidak digunakan lagi atau dijual, maka nilai perolehan dan akumulasi penyusutannya dihapuskan dari akun tersebut. Keuntungan atau kerugian yang terjadi diakui dalam laporan laba rugi.

Akumulasi biaya konstruksi aset tetap dikapitalisasi dan dicatat sebagai "Aset dalam Penyelesaian". Biaya tersebut direklasifikasi ke akun aset tetap yang terkait pada saat proses konstruksi atau pemasangan telah selesai.

q. Agunan yang diambil alih

Agunan yang diambil alih disajikan dalam akun "Aset Lain-lain".

Agunan yang diambil alih diakui sebesar nilai neto yang dapat direalisasi. Nilai neto yang dapat direalisasi adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit di atas nilai neto yang dapat direalisasi dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai aset. Selisih antara nilai agunan yang diambil alih dan hasil penjualannya diakui sebagai keuntungan atau kerugian pada saat penjualan.

Beban-beban yang berkaitan dengan pemeliharaan agunan yang diambil alih dibebankan dalam laporan laba rugi pada saat terjadinya.

Bila terjadi penurunan nilai yang bersifat permanen, maka nilai tercatatnya dikurangi untuk mengakui penurunan tersebut dan kerugiannya dibebankan dalam laporan laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

p. Fixed assets and depreciation (continued)

ISAK No.25 also states that land right is not depreciated unless there is contrary evidence indicating that the extension or renewal of land right is likely or definitely not obtainable.

The adoption of this interpretation does not have significant impact to the Group.

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down to its recoverable amount, which is determined as the higher of the net selling price or value in use.

When fixed assets are retired or disposed of, their costs and the related accumulated depreciation are derecognized from the accounts. Any resulting gain or loss is recognized in profit or loss.

The accumulated costs of construction of fixed assets are capitalized and recognized as "Assets Under Construction". These costs are reclassified to the related fixed asset account when the construction or installation is completed.

q. Foreclosed collaterals

Foreclosed collaterals are included in the "Other Assets" account.

Foreclosed collaterals are stated at net realizable value. Net realizable value is the fair value of the foreclosed collaterals less the estimated costs to sell the assets. The excess of loan receivable over the net realizable value of the foreclosed collateral is charged to allowance for impairment losses. The difference between the recorded amount of the foreclosed collateral and the proceeds from the sale of such collateral is recorded as a gain or loss at the time of sale.

Maintenance and repair costs are charged as an expense in profit or loss when incurred.

If there is permanent decline in value, the carrying amount of foreclosed collaterals is written down to recognise such permanent decline in value. Any such write-down is recognized in profit or loss.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

r. Liabilitas segera

Liabilitas segera dicatat pada saat liabilitas kepada masyarakat maupun kepada bank lain timbul.

Akun ini diklasifikasikan sebagai liabilitas keuangan lain dan dihitung berdasarkan biaya perolehan diamortisasi.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

s. Simpanan nasabah

Giro merupakan simpanan nasabah di BNI dan Entitas Anak yang bergerak di bidang perbankan yang dapat digunakan sebagai alat pembayaran, yang penarikannya dapat dilakukan setiap saat melalui cek, kartu Anjungan Tunai Mandiri (ATM), atau dengan cara pemindahbukuan dengan bilyet giro atau sarana perintah pembayaran lainnya.

Tabungan merupakan simpanan nasabah di BNI dan Entitas Anak yang bergerak di bidang perbankan yang penarikannya hanya dapat dilakukan melalui *counter* dan Anjungan Tunai Mandiri (ATM) atau dengan cara pemindahbukuan melalui *SMS Banking*, *Phone Banking* dan *Internet Banking* jika memenuhi persyaratan yang disepakati, tetapi penarikan tidak dapat dilaksanakan dengan menggunakan cek atau instrumen setara lainnya.

Deposito berjangka merupakan simpanan nasabah di BNI dan Entitas Anak yang bergerak di bidang perbankan yang penarikannya hanya dapat dilakukan pada waktu tertentu sesuai dengan perjanjian antara nasabah dengan BNI dan Entitas Anak yang bergerak di bidang perbankan.

Termasuk di dalam simpanan adalah simpanan syariah dan dana *syirkah* temporer yang terdiri dari:

- a. Giro *wadiah* merupakan giro *wadiah yad adh-dhamanah* yakni titipan dana pihak lain dimana pemilik dana mendapatkan bonus berdasarkan kebijakan BNI Syariah. Giro *wadiah* dicatat sebesar nilai titipan pemegang giro *wadiah*.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

r. Obligations due immediately

Obligations due immediately are recorded at the time obligations to public customers or other Banks arise.

This account is classified as other financial liabilities and is measured at amortized cost.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

s. Deposits from customers

Current accounts represent deposits of customers in BNI and a Subsidiary engaged in banking that may be used as instruments of payment, and which may be withdrawn at any time by cheque, Automatic Teller Machine card (ATM) or other orders of payments or transfers.

Savings account represent deposits of customers in BNI and a Subsidiary engaged in banking that may only be withdrawn over the counter and via ATMs or funds transfers by SMS Banking, Phone Banking and Internet Banking when certain agreed conditions are met, but which may not be withdrawn by cheque or other equivalent instruments.

Time deposits represent customer's deposits in BNI and a Subsidiary engaged in banking that may be withdrawn at a certain time based on the agreement between the depositor and BNI and a Subsidiary engaged in banking.

Deposits include sharia deposits and temporary syirkah funds as follows:

- a. *Wadiah deposit is a wadiah yad adh-dhamanah deposits in which the depositor is entitled to receive bonus income based on the policy of BNI Syariah. Wadiah demand deposits are stated at the amount payable to customers.*

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)

s. Simpanan nasabah (lanjutan)

b. Dana *syirkah* temporer dalam bentuk tabungan *mudharabah* merupakan simpanan dana pihak lain yang memberikan pemilik dana imbalan bagi hasil dari pendapatan BNI Syariah atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya. Tabungan *mudharabah* dicatat sebesar nilai simpanan nasabah.

c. Dana *syirkah* temporer dalam bentuk deposito berjangka *mudharabah* merupakan simpanan dana pihak lain yang memberikan pemilik dana imbalan bagi hasil dari pendapatan yang diperoleh BNI Syariah atas penggunaan dana tersebut sesuai dengan *nisbah* yang ditetapkan dan disetujui sebelumnya. Deposito *mudharabah* dicatat sebesar nilai nominal.

Simpanan nasabah diklasifikasikan sebagai liabilitas keuangan lain yang diukur dengan biaya perolehan diamortisasi menggunakan metode suku bunga efektif kecuali simpanan syariah dan dana *syirkah* temporer yang dinyatakan sebesar nilai liabilitas BNI Syariah kepada nasabah. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan simpanan nasabah dikurangkan dari jumlah simpanan yang diterima.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

t. Simpanan dari bank lain

Simpanan dari bank lain terdiri dari liabilitas terhadap bank lain baik lokal maupun luar negeri, dalam bentuk giro, pinjaman pasar uang antar bank dengan periode jatuh tempo menurut perjanjian kurang dari atau 90 hari, deposito berjangka, dan sertifikat deposito.

Di dalam simpanan dari bank lain termasuk simpanan syariah dalam bentuk giro *wadiah* dan dana *syirkah* temporer yang terdiri dari tabungan *mudharabah* dan deposito berjangka *mudharabah*.

Simpanan dari bank lain diklasifikasikan sebagai liabilitas keuangan lain yang diukur dengan biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif kecuali simpanan syariah dan dana *syirkah* temporer yang dinyatakan sebesar nilai liabilitas BNI Syariah kepada nasabah. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan simpanan dari bank lain dikurangkan dari jumlah simpanan yang diterima.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

s. Deposits from customers (continued)

b. Temporary *syirkah* fund in the form of *mudharabah* savings entitles the depositor to receive a share of BNI Syariah income in return for the usage of the funds in accordance with the defined terms (*nisbah*). *Mudharabah* savings deposits are stated at the amount payable to customers.

c. Temporary *syirkah* fund in the form of *mudharabah* time deposit entitles the depositor to receive a share of BNI Syariah income for the usage of the funds in accordance with the defined terms (*nisbah*). *Mudharabah* time deposits are stated at their nominal amounts.

Deposits from customers are classified as other financial liabilities which are measured at amortized cost using effective interest rate method except sharia deposits and temporary *syirkah* funds which are stated at the amount payable by BNI Syariah to customers. Incremental costs directly attributable to the acquisition of deposits from customers are deducted from the amount of deposits.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

t. Deposits from other banks

Deposits from other banks represent liabilities to local and overseas banks, in the form of current accounts, inter-bank call money with original maturities of 90 days or less, time deposits and certificates of deposits.

Deposits from other banks include sharia deposits in the form of *wadiah* demand deposits and temporary *syirkah* funds which consists of *mudharabah* savings and time deposits.

Deposits from other banks are classified as other financial liabilities which are measured at amortized cost using effective interest rate method except sharia deposits and temporary *syirkah* funds which are stated at the amounts payable by BNI Syariah to the customers. Incremental costs directly attributable to the acquisition of deposits from other banks are deducted from the amount of deposits.

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PENTING (lanjutan)**

t. Simpanan dari bank lain (lanjutan)

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

u. Efek-efek yang diterbitkan

Efek-efek yang diterbitkan terdiri dari obligasi yang diterbitkan oleh Grup.

Efek-efek yang diterbitkan diklasifikasikan sebagai liabilitas keuangan lain yang diukur dengan biaya perolehan diamortisasi. Biaya tambahan yang dapat diatribusikan secara langsung dengan penerbitan efek dikurangkan dari jumlah efek-efek yang diterbitkan.

Obligasi yang diterbitkan dicatat sebesar nilai nominal dikurangi saldo diskonto yang belum diamortisasi. Biaya-biaya yang terjadi sehubungan dengan penerbitan obligasi dicatat sebagai pengurang hasil emisi dan diamortisasi selama jangka waktu obligasi dengan menggunakan metode suku bunga efektif.

Perbedaan antara nilai tercatat efek-efek yang diterbitkan dengan harga pembelian kembali tidak diakui sebagai keuntungan atau kerugian dalam laporan laba rugi.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

v. Pinjaman yang diterima

Pinjaman diterima merupakan dana yang diterima dari bank lain, Bank Indonesia atau pihak lain dengan liabilitas pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Pinjaman diterima diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal pinjaman diterima dan biaya transaksi merupakan bagian tidak terpisahkan dari metode suku bunga efektif.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

t. Deposits from other banks (continued)

Refer to Note 2c for the accounting policies of financial assets and liabilities.

u. Securities issued

Securities issued consist of bonds issued by the Group.

Securities issued are classified as other financial liabilities which are measured at amortized cost. Incremental costs directly attributable to the issuance of marketable securities are deducted from the amount of securities issued.

Bonds issued are presented at nominal value net of unamortized discount. Costs incurred related to the bond issuance are presented as deduction from the proceeds of bonds issued and amortized over the term of the bonds using the effective interest rate method.

The differences between the carrying amount of securities issued and repurchased value are not recognized as gain or loss in profit or loss.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

v. Borrowings

Borrowings are funds received from other bank, Bank Indonesia or other parties with payment obligation based on borrowings agreement.

Borrowings are initially recognized at fair value and subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any discount or premium related to the initial recognition of borrowings and transaction costs are an integral part of the effective interest rate method.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

w. Pendapatan bunga dan pendapatan syariah, beban bunga dan beban syariah

Pendapatan dan beban bunga untuk semua instrumen keuangan yang dikenakan suku bunga diakui pada laporan laba rugi dengan menggunakan metode suku bunga efektif.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat neto dari instrumen keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain diterima oleh para pihak dalam kontrak yang merupakan bagian tidak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Jika aset keuangan atau kelompok aset keuangan serupa telah diturunkan nilainya sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui berdasarkan suku bunga efektif yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

Kredit yang pembayaran angsuran pokok atau bunganya telah lewat 90 hari atau lebih setelah jatuh tempo, atau kredit yang pembayarannya secara tepat waktu diragukan, secara umum diklasifikasikan sebagai kredit yang mengalami penurunan nilai (*impairment*) dan pendapatan bunga yang sudah diakui tetapi belum ditagih akan dibatalkan pada saat kredit diklasifikasikan sebagai kredit yang mengalami penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

w. Interest income and sharia income, interest expense and sharia expense

Interest income and expense for all interest-bearing financial instruments are recognized in profit or loss using the effective interest rate method.

The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial assets and financial liabilities (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses. This calculation includes all commissions, fees, and other forms received by the parties in the contract are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

If a financial asset or group of similar financial assets' value has diminished as a result of impairment losses, interest income subsequently obtained is recognized based on the effective interest rate used to discount future cash flows in calculating impairment losses.

Loans for which the principal or interest has been past due for 90 days or more, or where reasonable doubt exists as to its timely collection, are generally classified as impaired loans. Interest accrued but not yet collected is reversed when a loan is classified as impaired loan.

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w. Pendapatan bunga dan pendapatan syariah, beban bunga dan beban syariah (lanjutan)

Pendapatan dan beban bunga termasuk pendapatan dan beban syariah. Pendapatan syariah terdiri dari marjin *murabahah*, pendapatan *ijarah* (sewa), bagi hasil pembiayaan *mudharabah* dan *musyarakah* serta pendapatan *qardh*. Beban syariah terdiri dari beban bagi hasil *mudharabah* dan beban bonus *wadiah*.

Marjin *murabahah* dan pendapatan *ijarah* diakui selama periode akad berdasarkan konsep akrual. Pendapatan bagi hasil pembiayaan *mudharabah* dan *musyarakah* diakui pada saat diterima atau dalam periode terjadinya hak bagi hasil sesuai porsi bagi hasil (nisbah) yang disepakati. Pendapatan dari transaksi *qardh* diakui pada saat diterima.

Beban syariah merupakan bagi hasil untuk dana pihak ketiga dengan menggunakan prinsip bagi hasil berdasarkan porsi bagi hasil (nisbah) yang telah disepakati sebelumnya yang didasarkan pada prinsip *mudharabah mutlaqah*.

x. Pendapatan provisi dan komisi

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pinjaman, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan metode suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu diakui sebagai pendapatan pada saat terjadinya transaksi sebagai pendapatan operasional lainnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

w. Interest income and sharia income, interest expense and sharia expense (continued)

Interest income and expense include sharia income and expense. Sharia income represents profit from murabahah margin, lease income from ijarah, profit sharing from mudharabah and musyarakah financing and income from qardh. Sharia expenses consist of mudharabah profit sharing expenses and wadiah bonus expenses.

Murabahah margin and ijarah income are recognized over the period of the agreement based on accrual basis. Mudharabah and musyarakah income is recognized when cash is received or in a period where the right of revenue sharing is due based on agreed portion (nisbah). Qardh income is recognized upon receipt.

Sharia expense represents revenue sharing for third party fund using the revenue sharing principle based on pre-determined nisbah in accordance with mudharabah mutlaqah principle.

x. Fees and commission income

Fees and commissions directly related to lending activities, or fee and commission income which relates to a specific period, is amortized over the term of contract using the effective interest rate method and classified as part of interest income in profit or loss.

Fees and commissions income which are not related to lending activities or a specific period are recognised as revenues on the transaction date as other operating income.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

y. Kontrak asuransi

Kontrak asuransi adalah kontrak dimana penanggung menerima risiko asuransi yang signifikan dari tertanggung. Risiko asuransi yang signifikan didefinisikan sebagai kemungkinan membayar manfaat yang signifikan kepada tertanggung apabila suatu kejadian yang diasuransikan terjadi dibandingkan dengan manfaat minimum yang akan dibayarkan apabila risiko yang diasuransikan tidak terjadi. Skenario-skenario tersebut adalah skenario yang mengandung unsur komersial.

Entitas Anak, BNI Life, menerbitkan kontrak asuransi yang menerima risiko asuransi yang signifikan dari pemegang polis. BNI Life mendefinisikan risiko asuransi yang signifikan sebagai kemungkinan membayar manfaat pada saat terjadinya suatu kejadian yang diasuransikan, yang setidaknya 10% lebih besar dari manfaat yang dibayarkan jika kejadian yang diasuransikan tidak terjadi.

Kontrak investasi adalah kontrak yang tidak mengandung risiko asuransi yang signifikan.

Ketika sebuah kontrak telah diklasifikasi sebagai kontrak asuransi, reklasifikasi terhadap kontrak tersebut tidak dapat dilakukan kecuali ketentuan perjanjian kemudian diamandemen.

BNI Life memisahkan komponen deposit dari kontrak *unit link* seperti yang syaratkan oleh PSAK 62 jika kondisi-kondisi dibawah ini terpenuhi:

- BNI Life dapat mengukur komponen "deposit" secara terpisah (termasuk opsi penyerahan melekat, yaitu tanpa memperhitungkan komponen "asuransi"); dan
- Kebijakan akuntansi BNI Life tidak mensyaratkan untuk mengakui semua hak dan kewajiban yang timbul dari komponen "deposit".

Tidak ada kondisi-kondisi yang disebutkan di atas terjadi di BNI Life. Sehingga, sesuai dengan ketentuan PSAK 62, BNI Life tetap mengadopsi prinsip-prinsip yang telah diterapkan sebelumnya oleh BNI Life terkait kontrak unit link.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Insurance contract

Insurance contract is a contracts under which the insurer accepts significant insurance risk from the policyholder. Significant insurance risk is defined as the possibility of paying significantly more benefit to the policy holder upon the occurrence of insured event compared to the minimum benefit payable in a scenario where the insured event does not occur. Scenarios considered are those with commercial substance.

The Subsidiary, BNI Life, issues insurance contracts that accepted significant insurance risk from the policyholders. BNI Life defines significant insurance risk as the possibility of having to pay benefits on the occurrence of an insured event of at least 10% more than the benefits payable if the insured event did not occur.

Investment contracts are those contracts without significant insurance risk.

Once a contract has been classified as an insurance contract, no reclassification is subsequently performed unless the terms of the agreement are later amended.

BNI Life unbundles the deposit component of unit-linked contract when required by PSAK 62 when both the following conditions are met:

- *BNI Life can measure separately the "deposit" component (including any embedded surrender option, i.e. without taking into account the "insurance" component); and*
- *BNI Life's accounting policies do not otherwise require to recognise all obligations and rights arising from the "deposit" component.*

No such conditions currently exist within BNI Life. In accordance with PSAK 62, BNI Life continues to use the accounting principles previously applied by BNI Life related to unit-linked contract.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)

y. Kontrak asuransi (lanjutan)

Pengujian kecukupan liabilitas

Untuk asuransi jiwa, liabilitas kepada pemegang polis khususnya kewajiban untuk klaim masa depan diuji untuk menentukan apakah liabilitas tersebut cukup untuk menutupi semua arus kas keluar di masa depan termasuk semua manfaat yang dijamin dan manfaat tambahan yang dijamin, manfaat partisipasi yang tidak dijamin (jika ada), semua biaya untuk penerbitan polis dan pemeliharaan polis, serta mencerminkan arus kas masuk masa depan, yaitu premi yang diterima di masa depan. Liabilitas dihitung berdasarkan diskonto dari arus kas untuk semua arus kas yang terkait yaitu arus kas keluar dan arus kas masuk seperti yang disebutkan di atas dengan menggunakan seperangkat asumsi aktuarial berdasarkan estimasi terbaik terkini yang ditetapkan oleh aktuaris BNI Life, termasuk asumsi mortalitas/morbiditas, *lapse*, biaya dan inflasi serta asumsi margin atas risiko pemburukan.

Sebelum 1 Januari 2013, BNI Life melakukan pengujian kecukupan liabilitas pada tanggal pelaporan untuk kontrak secara individual ataupun per kelompok produk. Pengujian kecukupan liabilitas ini ditentukan sesuai dengan cara BNI Life memperoleh, memelihara dan mengukur profitabilitas dari kontrak asuransi tersebut.

Sejak 1 Januari 2013, BNI Life menerapkan metode *Gross Premium Reserve* dalam perhitungan cadangan premi atas manfaat polis masa depan kepada pemegang polis dengan menggunakan asumsi aktuarial berdasarkan asumsi estimasi terbaik dan margin atas risiko pemburukan, sehingga pengujian kecukupan liabilitas tidak diperlukan lagi.

Pengakuan pendapatan premi

Pendapatan premi kontrak jangka pendek diakui sebagai pendapatan selama periode risiko sesuai dengan proporsi jumlah proteksi asuransi yang diberikan. Pendapatan premi kontrak jangka panjang diakui sebagai pendapatan pada saat polis jatuh tempo.

Pendapatan premi yang diterima sebelum jatuh tempo polis dicatat sebagai titipan premi di laporan posisi keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

y. *Insurance contract* (continued)

Liability adequacy tests

For life insurance, the liabilities to policyholder in particular the liabilities for future claim is tested to determine whether they are sufficient to cover all related future cash out flow include all benefit guaranteed and guaranteed embedded additional benefit, non guaranteed participation benefit feature (if any), all the expense for policies issuance and maintaining the policies, as well as reflecting the future cash inflow, i.e. premium receipt in the future. The liabilities are calculated based on discounted cash flow basis for all related cash flow i.e. both of cash outflow and cash inflow as mentioned above using a set of most recent best estimate actuarial assumptions which is set by BNI Life's appointed actuary, include mortality/morbidity assumptions, lapse assumptions, expense assumptions and inflation assumptions as well as margin for adverse deviation assumption.

Prior to 1 January 2013, BNI Life performed the liability adequacy testing at reporting date for contract individually or by group of products. This liability adequacy testing is determined based on BNI Life's manner of acquiring, servicing and measuring the profitability of its insurance contracts.

Starting from 1 January 2013, BNI Life applies the Gross Premium Reserve method to calculate the policy holder liabilities based on actuarial assumptions which is based on best estimate assumptions and margin for adverse deviation, therefore, the liability adequacy testing is no longer required.

Premium income recognition

Premium income from short duration insurance contracts is recognised as revenue over the period of risk coverage in proportion to the amounts of insurance protection provided. Premium income from long duration contracts are recognised as revenue when the policy is due.

Premium income received before the due date of the respective policies are reported as policyholders' deposits in the statement of financial position.

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y. Kontrak asuransi (lanjutan)

Reasuransi

BNI Life mereasuransikan sebagian porsi risikonya kepada perusahaan reasuradur. Jumlah premi yang dibayar atau porsi premi atas transaksi reasuransi prospektif diakui sesuai dengan proporsi jumlah proteksi reasuransi yang diterima.

Aset reasuransi termasuk saldo yang diharapkan dibayarkan oleh perusahaan reasuransi untuk *ceded* liabilitas manfaat polis masa depan, *ceded* estimasi liabilitas klaim, dan *ceded* premi yang belum merupakan pendapatan. Jumlah manfaat yang ditanggung oleh reasuradur diperkirakan secara konsisten sesuai dengan liabilitas yang terkait dengan polis reasuransi.

BNI Life menyajikan aset reasuransi secara terpisah sebagai aset atas liabilitas manfaat polis masa depan, premi yang belum merupakan pendapatan dan estimasi liabilitas klaim.

Jika aset reasuransi mengalami penurunan nilai, BNI Life mengurangi nilai tercatat dan mengakui kerugian penurunan nilai tersebut dalam laporan laba rugi. Aset reasuransi mengalami penurunan nilai jika ada bukti obyektif, sebagai akibat dari suatu peristiwa yang terjadi setelah pengakuan awal aset reasuransi, bahwa BNI Life tidak dapat menerima seluruh jumlah di bawah syarat-syarat kontrak, dan dampaknya dapat diukur secara andal.

Beban klaim dan manfaat

Beban klaim dan manfaat terdiri dari klaim yang telah diselesaikan, klaim dalam proses penyelesaian dan estimasi atas klaim yang telah terjadi namun belum dilaporkan (IBNR). Klaim dan manfaat diakui sebagai beban pada saat terjadinya liabilitas untuk memberikan proteksi. Klaim reasuransi yang diperoleh dari perusahaan reasuradur diakui dan dicatat sebagai pengurang beban klaim dan manfaat pada periode yang sama dengan periode pengakuan beban klaim dan manfaat.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Insurance contract (continued)

Reinsurance

BNI Life reinsures a portion of its risk with reinsurance companies. The amount of premium paid or portion of premium from prospective reinsurance transactions is recognised over the reinsurance contract in proportion with the protection received.

Reinsurance assets include balances expected to be recovered from reinsurance companies for ceded liability for future policy benefits, ceded estimated claim liabilities and ceded unearned premiums. Amounts recoverable from reinsurers are estimated in a manner consistent with the liability associated with the reinsured policy.

BNI Life presents separately reinsurance assets of future policy benefit liabilities, unearned premium and estimated claim liabilities.

If a reinsurance asset is impaired, BNI Life reduces the carrying amount accordingly and recognises that impairment loss in the statements of income. A reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of the reinsurance asset, that BNI Life may not receive all amounts due under the terms of the contract, and the impact can be reliably measured.

Claims and benefits expenses

Claims and benefits consist of settled claims, claims that are still in process of completion and estimated of claims incurred but not yet reported (IBNR). Claims and benefits are recognised as expenses when the liabilities to cover claims are incurred. Claim recoveries from reinsurance companies are recognised and recorded as deduction from claims expenses consistent in the same period with the claim expenses recognition.

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y. Kontrak asuransi (lanjutan)

Beban klaim dan manfaat (lanjutan)

Total klaim dalam penyelesaian, termasuk klaim yang telah terjadi namun belum dilaporkan, dinyatakan berdasarkan estimasi menggunakan teknik perhitungan teknis oleh aktuaris. Perubahan dalam estimasi liabilitas klaim, sebagai hasil dari evaluasi lebih lanjut dan perbedaan antara estimasi klaim dengan klaim yang dibayarkan, diakui sebagai biaya tambahan atau pengurang biaya pada periode terjadinya perubahan.

Liabilitas manfaat polis masa depan

Liabilitas manfaat polis masa depan merupakan nilai sekarang estimasi manfaat polis masa depan yang akan dibayarkan kepada pemegang polis atau ahli warisnya dikurangi dengan nilai sekarang dari estimasi premi masa depan yang akan diterima dari pemegang polis dan diakui pada saat pengakuan pendapatan premi. Liabilitas manfaat polis masa depan ditentukan dan dihitung dengan menggunakan rumus tertentu oleh aktuaris BNI Life atau aktuaris independen yang terdaftar.

Sejak 1 Januari 2013, BNI Life menghitung liabilitas manfaat polis masa depan dengan menggunakan metode *Gross Premium Reserve* yang mencerminkan nilai kini estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan, nilai kini estimasi seluruh biaya yang dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan. Sebelum 1 Januari 2013, BNI Life menggunakan metode *Net Level Premium* untuk menghitung liabilitas manfaat polis masa depan. Perubahan ini dikategorikan sebagai perubahan estimasi akuntansi sehingga diterapkan secara prospektif.

Kenaikan/(penurunan) liabilitas manfaat polis masa depan diakui dalam laporan laba rugi tahun berjalan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Insurance contract (continued)

Claims and benefits expenses (continued)

Total claims in process, including claims incurred but not yet reported, are stated at estimated amounts determined based on the actuarial technical insurance calculations. Changes in estimated claims liabilities as a result of further evaluation and the difference between estimated claims and paid claims are recognised as addition to or deduction from expenses in the period the changes occurred.

Liabilities for future policy benefits

The liabilities for future policy benefits represent the present value of estimated future policy benefits to be paid to policyholders or their heirs less present value of estimated future premiums to be received from the policyholders and recognised consistently with the recognition of premium income. The liabilities for future policy benefits are determined and computed based on certain formula by BNI Life's actuary or registered independent actuary.

Starting from 1 January 2013, BNI Life calculates the liability for future policy benefits using Gross Premium Reserve method that reflect the present value of estimated payments throughout the guaranteed benefits including all the embedded options available, the estimated present value of all handling costs incurred and also considering the future premium receipt. Prior to 1 January 2013, BNI Life used Net Level Premium method to calculate liabilities for future policy benefits. This change is deemed as change in accounting estimates, therefore applied prospectively.

Increase/(decrease) for future policy benefits is recognised in the current year's statement of income.

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PENTING (lanjutan)**

y. Kontrak asuransi (lanjutan)

Liabilitas manfaat polis masa depan (lanjutan)

Liabilitas kepada pemegang unit link diakui pada saat penerimaan dana dikonversi menjadi unit setelah dikurangi biaya-biaya dan akan bertambah atau berkurang sesuai dengan nilai aset bersih efektif yang berlaku.

Penerimaan dana dari nasabah untuk produk unit link non syariah dilaporkan sebagai pendapatan premi bruto dalam laporan laba rugi. Liabilitas kepada pemegang polis unit link diakui di laporan posisi keuangan dihitung menggunakan metode cadangan atas premi yang belum merupakan pendapatan yang dihitung dengan menggunakan metode harian berdasarkan biaya asuransi atas risiko mortalita, ditambah cadangan atas akumulasi dana investasi pemegang polis. Sebelum 1 Januari 2013, liabilitas kepada pemegang polis unit link diakui di laporan posisi keuangan dihitung menggunakan metode cadangan atas premi yang belum merupakan pendapatan yang dihitung dengan menggunakan metode agregat sekurang-kurangnya 40% dari biaya asuransi atas risiko mortalita, ditambah cadangan atas akumulasi dana investasi pemegang polis.

Setiap bunga, keuntungan atau kerugian dari kenaikan atau penurunan nilai pasar investasi dicatat sebagai pendapatan atau beban, disertai dengan pengakuan kenaikan atau penurunan liabilitas kepada pemegang polis unit link di laporan laba rugi dan liabilitas kepada pemegang polis unit link di laporan posisi keuangan.

Penerimaan dana dari nasabah untuk produk unit link diakui sebagai liabilitas kepada pemegang polis unit link di laporan posisi keuangan sebesar jumlah yang diterima setelah dikurangi bagian pendapatan untuk BNI Life dalam rangka mengelola pendapatan dari produk unit link.

z. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laporan laba rugi konsolidasian, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Insurance contract (continued)

Liabilities for future policy benefits (continued)

The liability to unit-linked policyholders is recognised at the time the funds received are converted into units, net of related expenses and will increase or decrease in accordance with effective net asset value.

Funds received from customers for non-sharia unit-linked products are reported as gross premiums in the statements of income. Liabilities to unit-linked policyholders are recognised in the statement of financial position computed based on unearned premium reserves using daily method from the cost of insurance to cover mortality risk plus reserves for the accumulated invested fund of unit-linked policyholders. Prior to 1 January 2013, the liabilities to unit-linked policyholders are recognised in the statements of financial position computed based on unearned premium reserves using aggregate basis at a minimum 40% of the cost of insurance to cover mortality risk plus reserves for the accumulated invested fund of unit-linked policyholders.

Any interest, gain or loss due to increases or decreases in market value of investments are recorded as income or expense, with a corresponding recognition of increase or decrease in liability to unit-linked policyholders in the statements of income and liability to unit-linked policyholders in the statement of financial position.

Funds received from customers for unit-linked products are recognised as liabilities to unit-linked policyholders in the statement of financial position for the amount received net of the portion representing BNI Life's fees in managing the unit-linked product revenue.

z. Taxation

The tax expense comprises current and deferred tax. Tax is recognised in the consolidated statement of income, except to the extent that it relates to items recognised directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

z. Perpajakan (lanjutan)

Manajemen Grup mengevaluasi secara periodik implementasi terhadap peraturan perpajakan yang berlaku terutama yang memerlukan interpretasi lebih lanjut mengenai pelaksanaannya termasuk juga evaluasi terhadap surat ketetapan pajak yang diterima dari kantor pajak. Lebih lanjut, manajemen membentuk cadangan, jika dianggap perlu berdasarkan jumlah yang diestimasikan akan dibayarkan ke kantor pajak.

BNI dan Entitas Anak menerapkan metode liabilitas laporan posisi keuangan (*balance sheet liability method*) untuk menentukan beban pajak penghasilan. Menurut metode liabilitas laporan posisi keuangan, aset dan utang pajak tangguhan diakui untuk semua perbedaan temporer antara nilai aset dan liabilitas yang tercatat di laporan posisi keuangan dengan dasar pengenaan pajak atas aset dan liabilitas tersebut pada setiap tanggal pelaporan. Metode ini juga mensyaratkan adanya pengakuan manfaat pajak di masa datang yang belum digunakan apabila besar kemungkinan bahwa manfaat tersebut dapat direalisasikan di masa yang akan datang.

Pajak tangguhan dihitung dengan menggunakan tarif pajak yang berlaku atau secara substansial diberlakukan pada periode dimana aset tersebut akan direalisasi atau liabilitas tersebut akan diselesaikan. Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan oleh perubahan tarif pajak dibebankan pada tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Koreksi atas liabilitas pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan/atau banding, maka koreksi diakui pada saat keputusan atas keberatan dan/atau banding tersebut diterima. Manajemen juga dapat membentuk pencadangan terhadap liabilitas pajak dimasa depan sebesar jumlah yang diestimasikan akan dibayarkan ke kantor pajak jika berdasarkan evaluasi pada tanggal laporan posisi keuangan konsolidasian terdapat risiko pajak yang probable. Asumsi dan estimasi yang digunakan dalam perhitungan pembentukan cadangan tersebut memiliki unsur ketidakpastian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Taxation (continued)

Group's management periodically evaluates the implementation of prevailing tax regulations especially those that are subject to further interpretation on its implementation, including evaluation on tax assessment letters received from tax authorities. Where appropriate, management establishes provisions based on the amounts expected to be paid to the tax authorities.

The balance sheet liability method is applied to determine income tax expense in BNI and Subsidiaries. Under the balance sheet liability method, deferred tax assets and liabilities are recognised for all temporary differences arising between the tax base of assets and liabilities and their carrying amount in the consolidated statement of financial position at each reporting date. This method also requires the recognition of future tax benefits, to the extent that realisation of such benefits is probable.

Currently enacted or substantially enacted tax rates at the time deferred tax assets will be realised or deferred tax liabilities will be settled are used in the determination of deferred income tax. The changes to the carrying value of deferred tax assets and liabilities due to the changes of tax rates are charged in the current year, except for transactions which previously have been directly charged or credited to shareholders' equity.

Corrections to taxation obligations are recorded when an assessment is received or, if appealed against, when the result of the appeal is determined. Management provides provision for future tax liability at the amount that will be payable to the tax office on probable tax exposure, based on assessment as of the date of consolidated statement of financial position. Assumptions and estimation used in the provisioning calculation may involve element of uncertainty.

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z. Perpajakan (lanjutan)

Taksiran pajak penghasilan BNI dan Entitas Anak dihitung untuk masing-masing perusahaan sebagai badan hukum terpisah. Aset pajak kini (*current tax assets*) dan liabilitas pajak kini (*current tax liabilities*) untuk badan hukum yang berbeda tidak disalinghapuskan dalam laporan keuangan konsolidasian. Utang pajak penghasilan badan dan utang pajak lainnya BNI dan Entitas Anak disajikan sebagai "Utang pajak" di laporan posisi keuangan konsolidasian. Aset pajak tangguhan disajikan bersih setelah dikurangi dengan liabilitas pajak tangguhan di laporan posisi keuangan konsolidasian.

aa. Imbalan kerja dan dana pensiun

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek, bonus dan imbalan non-moneter lainnya diakui selama periode jasa diberikan. Imbalan kerja jangka pendek diukur sebesar jumlah yang tidak didiskontokan.

Program pensiun iuran pasti

Iuran kepada dana pensiun sebesar persentase tertentu gaji pegawai yang menjadi peserta program pensiun iuran pasti BNI dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai-pegawai tersebut. Pembayaran dikurangkan dari utang iuran. Iuran terutang diukur berdasarkan jumlah yang tidak didiskontokan.

Program imbalan pasti dan imbalan kerja jangka panjang lainnya

Imbalan pasca-kerja dan imbalan kerja jangka panjang lainnya seperti cuti panjang dan penghargaan dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai yang menjadi peserta program pensiun BNI. Imbalan kerja ditentukan berdasarkan peraturan Grup dan persyaratan minimum Undang-undang Tenaga Kerja No. 13/2003, mana yang lebih tinggi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Taxation (continued)

The estimated corporate income tax of BNI and Subsidiaries is calculated for each company as a separate legal entity. Current tax assets and current tax liabilities for different legal entities can not be set-off in the consolidated financial statements. Corporate tax payables and other tax payables of BNI and Subsidiaries are presented as "Taxes payable" in the consolidated statement of financial position. Deferred tax assets are presented net of deferred tax liabilities in the consolidated statements of financial position.

aa. Employee benefits and pension plan

Short-term employee benefits

Short-term employee benefits such as wages, social security contributions, short-term compensated leaves, bonuses and other non-monetary benefits are recognized during the period when services have been rendered. Short-term employee benefits are measured using undiscounted amounts.

Defined contribution plan

Contribution payable to a pension fund equivalent to a certain percentage of salaries for qualified employees under BNI's defined contribution plan is accrued and recognized as expense when services have been rendered by qualified employees. Actual payments are deducted from the contribution payable. Contribution payable is measured using undiscounted amounts.

Defined benefit plan and other long-term employee benefits

Post-employment benefits and other long-term employee benefits such as long service leave and awards are accrued and recognized as expense when services have been rendered by qualified employees. The benefits are determined based on the Group's regulations and the minimum requirements of Labor Law No. 13/2003, whichever is higher.

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PENTING (lanjutan)

aa. Imbalan kerja dan dana pensiun (lanjutan)

Program imbalan pasti dan imbalan kerja
jangka panjang lainnya (lanjutan)

Imbalan pasca-kerja dan imbalan kerja jangka panjang lainnya secara aktuarial ditentukan berdasarkan metode *Projected Unit Credit*. Perkiraan liabilitas pada tanggal laporan posisi keuangan konsolidasian merupakan nilai kini imbalan pasti pada tanggal laporan posisi keuangan, dikurangi nilai wajar aset program dan keuntungan aktuarial yang tidak diakui yang disesuaikan, biaya jasa masa lalu yang belum menjadi hak (*non-vested*), biaya pemutusan kontrak kerja dan keuntungan/kerugian kurtailmen.

Keuntungan atau kerugian aktuarial untuk imbalan kerja jangka panjang lainnya diakui secara langsung pada laporan laba rugi.

Biaya imbalan pasca-kerja yang diakui selama periode berjalan terdiri dari biaya jasa kini, bunga atas liabilitas, keuntungan atau kerugian aktuarial dan biaya jasa lalu dan dikurangi dengan iuran pegawai dan hasil yang diharapkan dari aset program.

Keuntungan atau kerugian aktuarial dari penyesuaian dan perubahan asumsi aktuarial sebagai kelebihan atas nilai yang lebih tinggi antara 10% dari nilai wajar aset program atau 10% dari nilai kini liabilitas imbalan pasti pada awal periode diamortisasi dan diakui sebagai biaya atau keuntungan selama perkiraan rata-rata sisa tahun jasa pegawai yang masuk program pensiun.

Biaya imbalan masa lalu diakui sebagai biaya, kecuali untuk biaya jasa masa lalu yang belum menjadi hak (*non-vested*) yang diamortisasi dan diakui sebagai biaya selama periode hak.

Biaya pemutusan kontrak kerja dan keuntungan/kerugian kurtailmen diakui pada periode disaat BNI atau Entitas Anak menunjukkan komitmennya untuk mengurangi secara signifikan jumlah pekerja yang ditanggung oleh program.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

aa. *Employee benefits and pension plan
(continued)*

*Defined benefit plan and other long-term
employee benefits (continued)*

The post-employment benefits and other long-term employee benefits are actuarially determined using the Projected Unit Credit Method. The estimated liability as of the date of the consolidated statement of financial position represents the present value of the defined benefits obligation at statements of financial position date, less the fair value of plan assets, and adjusted for unrecognized actuarial gains or losses, non-vested past service costs, termination costs and curtailment gain or loss.

Actuarial gains or losses for other long-term benefits are recognized immediately in the profit or loss.

The post-employment benefits expense recognized during the current period consists of current service cost, interest on obligation, actuarial gains or losses and past service costs and reduced by employees' contributions and expected return on plan assets.

Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions in excess of the greater of 10% of the fair value of plan assets or 10% of the present value of the defined benefit obligations at the beginning of the period are amortized and recognized as expense or gain over the expected average remaining service years of qualified employees.

Past service costs are recognized immediately as expense, except for non-vested past service costs which are amortized and recognized as expense over the vesting period.

Termination costs and curtailment gain or loss are recognized in the period when BNI or its Subsidiaries are demonstrably committed to make a material reduction in the number of employees covered by a plan.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

ab. Laba per saham dasar

Laba per saham dasar dihitung dengan membagi laba periode berjalan yang tersedia bagi pemegang saham biasa (laba *residual*) dengan jumlah rata-rata tertimbang lembar saham biasa yang beredar selama periode berjalan.

ac. Transaksi dengan pihak-pihak berelasi

BNI dan Entitas Anak melakukan transaksi dengan pihak - pihak berelasi seperti yang didefinisikan dalam PSAK 7 tentang "Pengungkapan Pihak-pihak Berelasi" dan Peraturan Bapepam-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik" yang didefinisikan antara lain:

- (i) perusahaan di bawah pengendalian BNI dan Entitas Anak;
- (ii) perusahaan asosiasi;
- (iii) investor yang memiliki hak suara, yang memberikan investor tersebut suatu pengaruh yang signifikan;
- (iv) perusahaan di bawah pengendalian investor yang dijelaskan dalam Catatan iii di atas;
- (v) karyawan kunci dan anggota keluarganya; dan
- (vi) entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi secara signifikan oleh Pemerintah yaitu Menteri keuangan atau Pemerintah Daerah yang merupakan pemegang saham dari entitas.

Semua transaksi signifikan dengan pihak-pihak berelasi, telah diungkapkan pada Catatan 41.

ad. Dividen

Pembagian dividen kepada para pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian pada periode ketika dividen tersebut disetujui oleh para pemegang saham.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

ab. Basic earnings per share

Basic earnings per share is computed by dividing income for the period available to shareholders of ordinary shares (residual income) by the weighted average number of ordinary shares outstanding during the current period.

ac. Transactions with related parties

BNI and Subsidiaries enter into transactions with parties which are defined as related parties in accordance with Statement of Financial Accounting Standards (SFAS) No. 7 regarding "Related Party Disclosures" and Regulation of the Capital Market Supervisory Board and Financial Institution (Bapepam-LK) No. KEP-347/BL/2012 regarding "Guidelines for Financial Statements Presentation and Disclosure of Issuers or Public Companies", which are defined, among others, as:

- (i) *entities under the control of BNI and Subsidiaries;*
- (ii) *associated companies;*
- (iii) *investors with voting rights that gives them significant influence;*
- (iv) *entities controlled by investors under Note iii above;*
- (v) *key employees and family members; and*
- (vi) *entity that is controlled, jointly controlled or significantly influenced by Government, which is defined as the Minister of Finance or Provincial Government who has share ownership in the entity.*

All significant transactions with related parties have been disclosed in Note 41.

ad. Dividends

Dividend distribution to the shareholders is recognized as a liability in the consolidated financial statements in the period in which the dividends are approved by the shareholders.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

ae. Pelaporan segmen

BNI dan Entitas Anak menentukan dan menyajikan segmen operasi berdasarkan informasi yang secara internal diberikan kepada pengambil keputusan operasional.

Grup mengidentifikasi segmen operasi sebagai suatu komponen dari entitas:

- a) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- b) hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- c) tersedia informasi keuangan yang dapat dipisahkan.

Grup mengungkapkan segmen operasionalnya berdasarkan segmen usaha yang meliputi Korporasi, Komersial dan Kecil, Konsumer dan Ritel, Tresuri dan Institusi Keuangan, Kantor Pusat dan Entitas Anak.

af. Biaya emisi penerbitan saham

Biaya-biaya emisi efek yang terjadi sehubungan dengan penawaran saham kepada masyarakat (termasuk penerbitan hak memesan efek terlebih dahulu) dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun "Tambah Modal Disetor - Neto", sebagai bagian dari Ekuitas pada laporan posisi keuangan konsolidasian.

ag. Program Pengganti Rencana Kepemilikan Saham Manajemen dan Karyawan (MESOP)

BNI memberikan program insentif pengganti MESOP kepada Direksi dan Dewan Komisaris, serta pegawai senior pada posisi dan jabatan tertentu berdasarkan persyaratan yang telah ditetapkan. BNI dalam melaksanakan program insentif pengganti MESOP ini mengacu pada peraturan OJK, dahulu Bapepam dan LK yang berlaku dan PSAK No. 53 (Revisi 2010), "Pembayaran Berbasis Saham".

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

ae. Segment reporting

BNI and its Subsidiaries determine and present operating segments based on the information that is internally provided to the chief operating decision maker.

The Group defines an operating segment as a component of an entity:

- a) that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity);*
- b) whose operating results are reviewed regularly by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance; and*
- c) for which discrete financial information is available.*

The Group discloses its operating segments based on operating segments that consist of Corporate, Commercial and Small, Consumer and Retail, Treasury and Financial Institution, Head Office and Subsidiaries.

af. Shares issuance costs

Costs related to the public offering of shares (including pre-emptive rights issue) are deducted from the proceeds and presented as a deduction of "Additional Paid-In Capital - Net" account, under Equity section in the consolidated statements of financial position.

ag. Management and Employee Stock Ownership Plan (MESOP) Replacement Program

BNI provides MESOP replacement incentive program to BNI Boards of Directors and Commissioners, and also to senior employees in certain positions based on predefined requirements. BNI, in implementing the MESOP replacement incentive program, refers to the prevailing OJK, previously Bapepam and LK regulation and SFAS No. 53 (Revised 2010), "Share-based Payment".

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3. PENGGUNAAN ESTIMASI DAN
PERTIMBANGAN AKUNTANSI YANG PENTING

Beberapa estimasi dan asumsi dibuat dalam rangka penyusunan laporan keuangan konsolidasian dimana dibutuhkan pertimbangan manajemen dalam menentukan metodologi yang tepat untuk penilaian aset dan liabilitas.

Manajemen membuat estimasi dan asumsi yang berimplikasi pada pelaporan nilai aset dan liabilitas atas tahun keuangan satu tahun kedepan. Semua estimasi dan asumsi yang diharuskan oleh PSAK adalah estimasi terbaik yang didasarkan pada standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

Walaupun estimasi dan asumsi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan estimasi dan asumsi semula.

Sumber utama ketidakpastian estimasi:

a. Cadangan kerugian penurunan nilai aset keuangan

Kondisi spesifik *counterparty* yang mengalami penurunan nilai dalam pembentukan cadangan kerugian atas aset keuangan dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan nilai realisasi bersih dari setiap agunan. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

Perhitungan cadangan penurunan nilai kolektif meliputi kerugian kredit yang melekat dalam portofolio aset keuangan dengan karakteristik ekonomi yang sama ketika terdapat bukti objektif penurunan nilai terganggu, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menilai kebutuhan untuk cadangan kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit dan jenis produk. Guna membuat estimasi cadangan yang diperlukan, manajemen membuat asumsi untuk menentukan kerugian yang melekat, dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman masa lalu dan kondisi ekonomi saat ini. Keakuratan penyisihan tergantung pada seberapa baik estimasi arus kas masa depan untuk cadangan *counterparty* tertentu dan asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS

Certain estimates and assumptions are made in the preparation of the consolidated financial statements. These often require management judgement in determining the appropriate methodology for valuation of assets and liabilities.

Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with SFAS are best estimates undertaken in accordance with the applicable standard. Estimates and judgements are evaluated on a continuous basis, and are based on past experiences and other factors, including expectations with regard to future events.

Although these estimates and assumption are based on management's best knowledge of current events and activities, actual result may differ from those estimates and assumptions.

Key sources of estimation uncertainty:

a. Allowances for impairment losses of financial assets

In the calculation of allowance for impairment losses of financial assets, the specific condition of impaired counterparty is individually evaluated based on management's best estimate of the present value of the expected cash flows to be received. In estimating these cash flows, management makes judgements about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of financial assets with similar economic characteristics when there is objective evidence to suggest that they contain impaired financial assets, but the individual impaired items cannot yet be identified. In assessing the need for collective allowances, management considers factors such as credit quality and type of product. In order to estimate the required allowance, assumptions are made to define the way inherent losses are modelled and to determine the required input parameters, based on historical experiences and current economic conditions. The accuracy of the allowances depends on how well these estimate future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

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**3. PENGGUNAAN ESTIMASI DAN
PERTIMBANGAN AKUNTANSI YANG PENTING
(lanjutan)**

Sumber utama ketidakpastian estimasi (lanjutan)

b. Menentukan nilai wajar instrumen keuangan

Dalam menentukan nilai wajar aset keuangan dan liabilitas yang tidak mempunyai harga pasar, Grup menggunakan teknik penilaian seperti yang dijelaskan dalam Catatan 2c. Untuk instrumen keuangan yang jarang diperdagangkan dan memiliki informasi harga yang terbatas, nilai wajar menjadi kurang objektif dan membutuhkan berbagai tingkat penilaian tergantung pada likuiditas, konsentrasi, faktor ketidakpastian pasar, asumsi harga dan risiko lainnya.

Masukan (*input*) untuk model ini berasal dari data pasar yang bisa diamati. Bila data pasar yang bisa diamati tersebut tidak tersedia, Manajemen mempertimbangkan masukan dan asumsi diperlukan untuk menentukan nilai wajar. Pertimbangan tersebut mencakup *feedback* model atas likuiditas volatilitas untuk transaksi derivatif dan tingkat diskonto yang berjangka waktu panjang, tingkat pelunasan dipercepat dan asumsi tingkat gagal bayar.

c. Imbalan kerja karyawan

Present value atas imbalan kerja karyawan tergantung dari banyaknya faktor yang dipertimbangkan oleh aktuaris berdasarkan beberapa asumsi. Perubahan atas asumsi-asumsi tersebut akan mempengaruhi *carrying amount* atas imbalan kerja karyawan.

Asumsi yang digunakan dalam menentukan biaya atau pendapatan untuk imbalan kerja termasuk tingkat diskonto. Grup menentukan tingkat diskonto yang tepat pada setiap akhir tahun. Ini merupakan tingkat suku bunga yang digunakan untuk menentukan *present value* atas arus kas masa depan yang diestimasi akan digunakan untuk membayar imbalan kerja. Dalam menentukan tingkat diskonto yang tepat, Grup mempertimbangkan tingkat suku bunga atas Obligasi Pemerintah yang mempunyai jatuh tempo yang menyerupai jangka waktu imbalan kerja karyawan.

Asumsi kunci liabilitas pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini.

**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Key sources of estimation uncertainty (continued)

b. Determining fair values of financial instruments

In determining the fair value for financial assets and financial liabilities for which there is no observable market price, the Group uses the valuation techniques as described in Note 2c. For financial instruments that are traded infrequently and a lack of price transparency, fair value is less objective and requires varying degrees of judgement depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

The input for this model comes from observable market data. When observable market data are not available, management considers necessary inputs and assumptions to determine the fair value. The above considerations include liquidity and volatility feedback model for derivative transactions and long term discount rate, the level of early payment and the level of default assumption.

c. Employee benefit

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

The assumptions used in determining the net cost (income) for employee benefits include the discount rate. The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of Government Bonds that have terms to maturity approximating the terms of the related employee benefit liability.

Other key assumptions for pension obligations are partly based on current market conditions.

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(lanjutan)**

Sumber utama ketidakpastian estimasi (lanjutan)

- d. Pertimbangan signifikan diperlukan dalam menentukan provisi perpajakan

Grup menentukan provisi perpajakan berdasarkan estimasi atas kemungkinan adanya tambahan beban pajak. Jika hasil akhir dari hal ini berbeda dengan jumlah yang dicatat semula, maka perbedaan tersebut akan berdampak terhadap laba/rugi.

- e. Liabilitas asuransi untuk kontrak asuransi

Cadangan teknis Entitas Anak dicatat di laporan posisi keuangan konsolidasian sebagai bagian dari "Liabilitas lain-lain" berdasarkan perhitungan teknis asuransi dengan menggunakan asumsi-asumsi aktuarial yaitu asumsi estimasi terbaik dan margin atas risiko pemburukan. Termasuk dalam cadangan teknis adalah liabilitas manfaat polis masa depan, estimasi liabilitas klaim, premi yang belum merupakan pendapatan dan liabilitas kepada pemegang *unit-link*. Sejak 1 Januari 2013, Entitas Anak telah menggunakan metode *Gross Premium Reserve* yang menghitung liabilitas manfaat polis masa depan berdasarkan asumsi estimasi terbaik dan margin atas risiko pemburukan.

4. KAS

	2013	2012
Rupiah	9,441,613	7,669,677
Mata uang asing		
Dolar Amerika Serikat	414,198	201,778
Real Arab Saudi	103,351	14,417
Dolar Singapura	60,739	36,179
Ringgit Malaysia	21,434	17,093
Euro	21,195	9,450
Yen Jepang	9,796	6,234
Dolar Australia	7,633	6,865
Dolar Hong Kong	7,183	6,227
Pound Sterling Inggris	1,322	1,020
Yuan Cina	475	14
Franc Swiss	330	326
Brunei Dollar	202	-
United Arab Emirates Dirham	136	-
Thailand Baht	132	-
Dolar Kanada	124	98
South Korean Won	64	-
	648,314	299,701
Total	10,089,927	7,969,378

**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Key sources of estimation uncertainty (continued)

- d. *Significant judgement is required in determining the provision for taxes*

Group provides for tax provision based on estimates whether the additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the profit/loss.

- e. *Insurance liabilities on insurance contracts*

Technical reserves of the Subsidiary recorded in the consolidated statement of financial position as part of "Other liabilities" are calculated based on insurance technical calculation using certain actuarial assumptions which are based on best estimate assumptions and margin for adverse risk. Included in the technical reserves are liability for future policy benefits, estimated claim liabilities, unearned premium income and liability to unit-linked holders. Since 1 January 2013, the Subsidiary uses Gross Premium Reserve method in calculating liability for future policy benefits which are based on best estimate assumptions and margin for adverse risk.

4. CASH

	2013	2012
Rupiah	9,441,613	7,669,677
Foreign currencies		
United States Dollar	414,198	201,778
Saudi Arabian Real	103,351	14,417
Singapore Dollar	60,739	36,179
Malaysian Ringgit	21,434	17,093
Euro	21,195	9,450
Japanese Yen	9,796	6,234
Australian Dollar	7,633	6,865
Hong Kong Dollar	7,183	6,227
Great Britain Pound Sterling	1,322	1,020
Chinese Yuan	475	14
Swiss Franc	330	326
Brunei Dollar	202	-
United Arab Emirates Dirham	136	-
Thailand Baht	132	-
Canadian Dollar	124	98
South Korean Won	64	-
	648,314	299,701
Total	10,089,927	7,969,378

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4. KAS (lanjutan)

Saldo dalam mata uang Rupiah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) sejumlah Rp2.627.365 dan Rp2.149.832 masing-masing pada tanggal 31 Desember 2013 dan 2012.

4. CASH (continued)

The Rupiah balance includes cash in ATMs (Automatic Teller Machines) of Rp2,627,365 and Rp2,149,832 as of 31 December 2013 and 2012, respectively.

5. GIRO PADA BANK INDONESIA

	2013
Rupiah	18,893,000
Dolar Amerika Serikat	4,237,059
Total	23,130,059

Bank dipersyaratkan untuk memiliki Giro Wajib Minimum (GWM) dalam mata uang Rupiah dalam kegiatannya sebagai bank umum dan syariah, serta GWM dalam mata uang asing dalam kegiatannya melakukan transaksi mata uang asing.

Pada tanggal 31 Desember 2013 dan 2012, Giro Wajib Minimum (GWM) Bank telah sesuai dengan PBI No. 13/10/PBI/2011 tanggal 9 Februari 2011 yang telah diubah dengan PBI No. 15/15/PBI/2013 tanggal 24 Desember 2013 tentang Perubahan atas PBI No. 13/10/PBI/2011 tentang Giro Wajib Minimum Bank Umum pada Bank Indonesia (BI) dalam Rupiah dan valuta asing yang masing-masing sebesar:

	2013
Rupiah	
- GWM Primer	8.00%
- GWM Sekunder	4.00%
Mata uang asing	8.00%

GWM Primer adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia. GWM Sekunder adalah cadangan minimum yang wajib dipelihara oleh Bank berupa SBI, Surat Utang Negara (SUN), Surat Berharga Syariah Negara (SBSN) dan/atau excess reserve yang merupakan kelebihan saldo Rekening Giro Rupiah Bank dari GWM Primer dan GWM Loan to Deposit Ratio (LDR). GWM LDR adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LDR Bank dibawah minimum LDR target Bank Indonesia (78%) atau jika diatas maksimum LDR target BI (92%) dan KPMM Bank lebih kecil dari KPMM Insentif BI sebesar 14%.

5. CURRENT ACCOUNTS WITH BANK INDONESIA

	2012	
Rupiah	19,364,586	
United States Dollar	3,057,497	
Total	22,422,083	Total

The Bank is required to maintain minimum statutory reserves (GWM) in Rupiah for conventional and sharia banking and statutory reserves in foreign currencies for foreign exchange banking.

As of 31 December 2013 and 2012, the Bank's Minimum Statutory Reserve complies with Bank Indonesia (BI) Regulation No. 13/10/PBI/2011 dated 9 February 2011 which has been amended with BI Regulation No. 15/15/PBI/2013 dated 24 December 2013 regarding the changes of BI regulation No. 13/10/PBI/2011 concerning Minimum Statutory Reserve of Commercial Banks with BI in Rupiah and foreign currency which are as follows:

	2012	
Rupiah		
Primary Minimum Statutory Reserve -	8.00%	
Secondary Minimum -	2.50%	
Statutory Reserve		
Foreign Currencies	8.00%	

Primary Minimum Statutory Reserve is a minimum reserve that should be maintained by the Bank in Current Accounts with Bank Indonesia. Secondary Minimum Statutory Reserve is the minimum reserves that should be maintained by the Bank, comprised of Certificates of Bank Indonesia (SBI), Government Debenture Debt (SUN), Sharia Government Securities (SBSN), and/or excess reserve which represent the excess reserve of the Bank's Current Accounts in Rupiah over the Primary Minimum Statutory Reserve and the Minimum Statutory Reserve on Loan to Deposit Ratio (LDR). The Minimum Statutory Reserve on LDR is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Bank's LDR is below the minimum of LDR targeted by Bank Indonesia (78%) or if the Bank's LDR above the maximum of LDR targeted by BI (92%) and the Capital Adequacy Ratio is below BI requirement of 14%.

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5. GIRO PADA BANK INDONESIA (lanjutan)

Rasio Giro Wajib Minimum untuk rekening Rupiah dan mata uang asing (BNI saja) pada tanggal 31 Desember 2013 dan 2012 masing-masing sebesar:

	<u>2013</u>	<u>2012</u>	
Rupiah			Rupiah
- GWM Primer	8.06%	8.48%	<i>Primary Minimum Statutory Reserve -</i>
- GWM Sekunder	15.74%	16.89%	<i>Secondary Minimum -</i>
- GWM <i>Loan to Deposit Ratio</i> *)	-	0.05%	<i>Statutory Reserve</i>
Mata uang asing	8.14%	8.03%	<i>Minimum Statutory Reserve on -</i>
			<i>Loan to Deposit Ratio</i> *)
			<i>Foreign currencies</i>

*) Tambahan GWM yang dihitung berdasarkan selisih antara LDR Bank dengan minimum LDR target Bank Indonesia dikali 10%. Mulai berlaku pada tanggal 1 Maret 2011.

**5. CURRENT ACCOUNTS WITH BANK INDONESIA
(continued)**

The ratio of the Minimum Statutory Reserve requirement (BNI only) for its Rupiah and foreign currencies accounts as of 31 December 2013 and 2012, are as follows:

*) *The additional minimum reserve is calculated based on the difference between the Bank's LDR with the minimum Bank Indonesia's LDR target multiply by 10% effective starting 1 March 2011.*

6. GIRO PADA BANK LAIN

a. Berdasarkan mata uang

	<u>2013</u>	<u>2012</u>	
Rupiah	883,374	79,893	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	1,833,090	3,020,248	<i>United States Dollar</i>
Yen Jepang	576,038	355,629	<i>Japanese Yen</i>
Dolar Singapura	466,241	268,386	<i>Singapore Dollar</i>
Euro	141,230	1,978,356	<i>Euro</i>
Dolar Hong Kong	96,441	11,612	<i>Hong Kong Dollar</i>
<i>United Arab Emirates Dirham</i>	29,928	25,309	<i>United Arab Emirates Dirham</i>
Dolar Australia	23,030	31,419	<i>Australian Dollar</i>
Pound Sterling Inggris	18,893	15,328	<i>Great Britain Pound Sterling</i>
Swiss Franc	15,597	18,412	<i>Swiss Franc</i>
Dolar Kanada	9,218	8,335	<i>Canadian Dollar</i>
Real Arab Saudi	6,454	15,430	<i>Saudi Arabian Real</i>
Baht Thailand	2,302	1,735	<i>Thailand Baht</i>
Yuan Cina	1,987	14,270	<i>Chinese Yuan</i>
Ringgit Malaysia	15	13	<i>Malaysian Ringgit</i>
	<u>3,220,464</u>	<u>5,764,482</u>	
Total	4,103,838	5,844,375	<i>Total</i>
Cadangan kerugian penurunan nilai	(1,709)	(3,369)	<i>Allowance for impairment losses</i>
Neto	<u>4,102,129</u>	<u>5,841,006</u>	Net

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6. GIRO PADA BANK LAIN (lanjutan)

b. Berdasarkan hubungan

	2013	2012
Pihak ketiga		
Rupiah	883,374	79,893
Mata uang asing	3,220,464	5,764,482
Total	4,103,838	5,844,375
Cadangan kerugian penurunan nilai	(1,709)	(3,369)
Neto	4,102,129	5,841,006

c. Berdasarkan kolektibilitas Bank Indonesia

Seluruh giro pada bank lain pada tanggal-tanggal 31 Desember 2013 dan 2012 diklasifikasikan lancar.

d. Cadangan kerugian penurunan nilai

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai giro pada bank lain yang dibentuk pada tanggal 31 Desember 2013 dan 2012 telah memadai.

**6. CURRENT ACCOUNTS WITH OTHER BANKS
(continued)**

b. By relationship

	Third parties
Rupiah	79,893
Foreign currencies	5,764,482
Total	5,844,375
Allowance for impairment losses	(3,369)
Net	5,841,006

c. By Bank Indonesia collectibility

All current accounts with other banks as of 31 December 2013 and 2012 were classified as current.

d. Allowance for impairment losses

Management believes that the allowance for impairment losses on current accounts with other bank as at 31 December 2013 and 2012 are adequate.

7. PENEMPATAN PADA BANK LAIN DAN BANK INDONESIA

a. Berdasarkan jenis dan mata uang

	2013	2012
Rupiah		
Bank Indonesia - FASBI	8,761,600	19,491,000
<i>Call money</i>		
Lembaga Pembiayaan Ekspor Indonesia	600,000	135,000
PT Bank DBS Indonesia	478,000	182,000
PT Bank Muamalat Indonesia Tbk	300,000	-
PT Bank Bukopin Tbk	300,000	150,000
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	280,000	300,000
PT Bank Pan Indonesia Tbk	270,000	54,000
PT Bank Mega Tbk	250,000	400,000
Standard Chartered Bank Jakarta	154,000	-
PT Bank Pembangunan Daerah Riau	150,000	-
PT Bank Rabobank International Indonesia	146,000	-
PT Bank UOB Indonesia	80,000	-
PT Bank Pembangunan Daerah Bali	55,000	-
PT Bank Hana	50,000	-
PT Bank OCBC NISP Tbk	50,000	260,000
PT Bank ANZ Indonesia	-	250,000
JP Morgan Chase Bank	-	200,000
PT Bank Sumitomo Mitsui Indonesia	-	150,000
Lain-lain	180,000	120,000
Deposito berjangka	778,279	751,387
	12,882,879	22,443,387

7. PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA

a. By type and currency

	Rupiah
Bank Indonesia - FASBI	19,491,000
<i>Call money</i>	
Lembaga Pembiayaan Ekspor Indonesia	135,000
PT Bank DBS Indonesia	182,000
PT Bank Muamalat Indonesia Tbk	-
PT Bank Bukopin Tbk	150,000
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	300,000
PT Bank Pan Indonesia Tbk	54,000
PT Bank Mega Tbk	400,000
Standard Chartered Bank Jakarta	-
PT Bank Pembangunan Daerah Riau	-
PT Bank Rabobank International Indonesia	-
PT Bank UOB Indonesia	-
PT Bank Pembangunan Daerah Bali	-
PT Bank Hana	-
PT Bank OCBC NISP Tbk	260,000
PT Bank ANZ Indonesia	250,000
JP Morgan Chase Bank	200,000
PT Bank Sumitomo Mitsui Indonesia	150,000
Others	120,000
Time deposits	751,387

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

**7. PLACEMENTS WITH OTHER BANKS AND
BANK INDONESIA (continued)**

a. Berdasarkan jenis dan mata uang (lanjutan)

a. By type and currency (continued)

	<u>2013</u>	<u>2012</u>	
Mata uang asing			Foreign currencies
Bank Indonesia - FASBI	8,884,100	7,710,000	Bank Indonesia - FASBI
<i>Call money</i>			<i>Call money</i>
HSH Nordbank AG, Singapura	243,400	655,350	HSH Nordbank AG, Singapura
PT Bank Pan Indonesia Tbk	121,700	-	PT Bank Pan Indonesia Tbk
Citibank, New York	54,765	-	Citibank, New York
PT Bank Pembangunan Daerah Sumatera Utara	36,510	-	PT Bank Pembangunan Daerah Sumatera Utara
Wachovia Bank	33,467	-	Wachovia Bank
Standard Chartered Bank	-	223,590	Standard Chartered Bank
Bank DBS Indonesia	-	289,125	Bank DBS Indonesia
DZ Bank London	-	149,381	DZ Bank London
HSBC Global Market LDN	-	130,325	HSBC Global Market LDN
Bank of Nova Scotia	-	92,520	Bank of Nova Scotia
Lain-lain	-	91,527	Others
<i>Deposito berjangka</i>			<i>Time deposits</i>
Bank of New York	474,630	-	Bank of New York
Standard Chartered Bank, New York	433,985	-	Standard Chartered Bank, New York
HSBC Global Market LDN	128,710	-	HSBC Global Market LDN
Oversea Chinese Banking Corpn, LTD	121,700	144,563	Oversea Chinese Banking Corpn, LTD
Standard Chartered Bank	54,765	257,646	Standard Chartered Bank
HSH Nordbank AG	-	192,750	HSH Nordbank AG
Bank of Nova Scotia	-	96,375	Bank of Nova Scotia
Svenska Handels Banken	-	96,375	Svenska Handels Banken
Lain-lain	4,196	48,187	Others
	<u>10,591,928</u>	<u>10,177,714</u>	
Total	23,474,807	32,621,101	Total
Cadangan kerugian penurunan nilai	(2,105)	(4,439)	Allowance for impairment losses
Neto	<u>23,472,702</u>	<u>32,616,662</u>	Net

Perincian penempatan pada bank lain dan Bank Indonesia berdasarkan mata uang adalah sebagai berikut:

Placements with other banks and Bank Indonesia based on currencies are as follows:

	<u>2013</u>	<u>2012</u>	
Rupiah	<u>12,882,879</u>	<u>22,443,387</u>	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	10,453,966	10,040,318	United States Dollar
Pound Sterling Inggris	137,962	137,396	Great Britain Pound Sterling
	<u>10,591,928</u>	<u>10,177,714</u>	
Total	23,474,807	32,621,101	Total
Cadangan kerugian penurunan nilai	(2,105)	(4,439)	Allowance for impairment losses
Neto	<u>23,472,702</u>	<u>32,616,662</u>	Net

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

**7. PLACEMENTS WITH OTHER BANKS AND
BANK INDONESIA (continued)**

b. Berdasarkan hubungan

b. By relationship

	<u>2013</u>	<u>2012</u>	
Pihak ketiga Rupiah			Third parties Rupiah
Bank Indonesia - FASBI	8,761,600	19,491,000	Bank Indonesia - FASBI
Call Money	3,343,000	2,201,000	Call Money
Deposito berjangka	778,279	751,387	Time deposits
	<u>12,882,879</u>	<u>22,443,387</u>	
Mata uang asing			Foreign currencies
Bank Indonesia - FASBI	8,884,100	7,710,000	Bank Indonesia - FASBI
Deposito berjangka	1,217,986	835,896	Time deposits
Call Money	489,842	1,631,818	Call Money
	<u>10,591,928</u>	<u>10,177,714</u>	
Total pihak ketiga	23,474,807	32,621,101	Total third party
Cadangan kerugian penurunan nilai	(2,105)	(4,439)	Allowance for impairment losses
Neto	<u>23,472,702</u>	<u>32,616,662</u>	Net

c. Berdasarkan kolektibilitas Bank Indonesia

c. By Bank Indonesia collectibility

Seluruh penempatan pada bank lain dan Bank Indonesia pada tanggal-tanggal 31 Desember 2013 dan 2012 diklasifikasikan sebagai lancar.

All placements with other banks and Bank Indonesia as of 31 December 2013 and 2012 were classified as current.

d. Cadangan kerugian penurunan nilai

d. Allowance for impairment losses

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	<u>2013</u>	<u>2012</u>	
Saldo awal (Pembalikan)/penyisihan selama tahun berjalan	4,439 (2,334)	1,449 2,990	Beginning balance (Reversal)/allowance during the year
Saldo akhir	<u>2,105</u>	<u>4,439</u>	Ending balance

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai di atas telah memadai.

Management believes that the allowance for impairment losses is adequate.

**e. Penempatan pada bank lain yang
digunakan sebagai jaminan**

**e. Placements with other banks pledged as
collateral**

Tidak terdapat penempatan pada bank lain yang digunakan sebagai jaminan pada tanggal-tanggal 31 Desember 2013 dan 2012.

There were no placements with other banks pledged as collateral as of 31 December 2013 and 2012.

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

**7. PLACEMENTS WITH OTHER BANKS AND
BANK INDONESIA (continued)**

f. Tingkat suku bunga per tahun

f. Annual interest rates

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Pound Sterling Inggris/ Great Britain Pound Sterling %	
2013	4.25 - 12.00	0.01 - 3.00	0.10 - 0.68	2013
2012	2.00 - 8.25	0.03 - 2.00	0.30 - 0.95	2012

8. EFEK-EFEK

8. MARKETABLE SECURITIES

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2013		2012		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss
Rupiah					Rupiah
Reksadana	1,715,740	1,716,488	1,494,185	1,497,833	Mutual funds
Obligasi	75,000	72,214	206,000	215,660	Bonds
Efek utang lainnya	9,516	8,840	33,582	33,582	Other debt securities
	<u>1,800,256</u>	<u>1,797,542</u>	<u>1,733,767</u>	<u>1,747,075</u>	
Mata uang asing					Foreign currencies
Reksadana	7,549	7,549	10,623	10,623	Mutual funds
Total nilai wajar melalui laporan laba rugi	1,807,805	1,805,091	1,744,390	1,757,698	Total fair value through profit or loss
Tersedia untuk dijual					Available-for-sale
Rupiah					Rupiah
Sertifikat Bank Indonesia	1,900,000	1,845,815	-	-	Certificates of Bank Indonesia
Reksadana	4,225,000	3,723,898	4,725,000	4,914,383	Mutual funds
Obligasi	1,206,000	1,186,131	1,499,000	1,545,541	Bonds
Obligasi subordinasi	100,000	101,607	-	-	Subordinate bonds
	<u>7,431,000</u>	<u>6,857,451</u>	<u>6,224,000</u>	<u>6,459,924</u>	
Mata uang asing					Foreign currencies
Obligasi	1,146,815	1,084,385	1,022,771	1,011,631	Bonds
Reksadana	365,100	329,280	289,125	296,931	Mutual funds
	<u>1,511,915</u>	<u>1,413,665</u>	<u>1,311,896</u>	<u>1,308,562</u>	
Total tersedia untuk dijual	8,942,915	8,271,116	7,535,896	7,768,486	Total available-for-sale

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8. EFEK-EFEK (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

	2013		2012	
	Nilai Nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai Nominal/ Nominal value	Nilai tercatat/ Carrying value
Dimiliki hingga jatuh tempo				
Rupiah				
Obligasi, setelah dikurangi premi yang belum diamortisasi sebesar Rp8.365 pada tanggal 31 Desember 2013 dan Rp1.408 pada tanggal 31 Desember 2012	468,000	475,770	256,000	257,408
Sertifikat Bank Indonesia, setelah dikurangi diskonto yang belum diamortisasi sebesar Rp18.490 pada tanggal 31 Desember 2013 dan RpNihil pada tanggal 31 Desember 2012	1,400,000	1,378,601	-	-
	<u>1,868,000</u>	<u>1,854,371</u>	<u>256,000</u>	<u>257,408</u>
Mata uang asing				
Obligasi	48,756	49,555	33,845	32,949
Total dimiliki hingga jatuh tempo	<u>1,916,756</u>	<u>1,903,926</u>	<u>289,845</u>	<u>290,357</u>
Total efek-efek	<u>12,667,476</u>	<u>11,980,133</u>	<u>9,570,131</u>	<u>9,816,541</u>
Cadangan kerugian penurunan nilai		(14,435)		(15,571)
Efek-efek - neto		<u>11,965,698</u>		<u>9,800,970</u>

8. MARKETABLE SECURITIES (continued)

a. By type and currency (continued)

Held-to-maturity

Rupiah

Bonds, net of unamortized premium Rp8,365 as of 31 December 2013 and Rp1,408 as of 31 December 2012

Certificates of Bank Indonesia, net of unamortized discount of Rp18,490 as of 31 December 2013 and Rpnil as of 31 December 2012

Foreign currencies

Bonds

Total held-to-maturity

Total marketable securities

Allowance for impairment losses

Marketable securities - net

Perincian efek-efek berdasarkan mata uang adalah sebagai berikut:

Marketable securities based on currencies are as follow:

	2013	2012	
Rupiah	10,509,364	8,464,407	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	1,470,769	1,340,951	<i>United States Dollar</i>
Yen Jepang	-	11,183	<i>Japanese Yen</i>
	<u>1,470,769</u>	<u>1,352,134</u>	
Total	11,980,133	9,816,541	Total
Cadangan kerugian penurunan nilai	(14,435)	(15,571)	<i>Allowance for impairment losses</i>
Neto	<u>11,965,698</u>	<u>9,800,970</u>	Net

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8. EFEK-EFEK(lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Harga pasar efek-efek dalam kelompok tersedia untuk dijual berkisar antara 79,00% - 121,90% dan berkisar antara 71,58% - 129,01% masing-masing dari nilai nominal pada tanggal 31 Desember 2013 dan 2012. BNI mengakui adanya keuntungan atau kerugian yang belum direalisasi atas peningkatan atau penurunan nilai pasar efek-efek dalam kelompok tersedia untuk dijual (neto setelah pajak) sebesar Rp683.421 (rugi) dan Rp91.825 (untung) masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012.

b. Berdasarkan hubungan

	<u>2013</u>	<u>2012</u>
Pihak ketiga	11,980,133	9,816,541
Cadangan kerugian penurunan nilai	(14,435)	(15,571)
Neto	<u>11,965,698</u>	<u>9,800,970</u>

c. Berdasarkan penerbit

	<u>2013</u>	<u>2012</u>
Korporasi	7,336,794	8,412,168
Bank	1,418,923	1,404,373
Bank Indonesia	3,224,416	-
Total	11,980,133	9,816,541
Cadangan kerugian penurunan nilai	(14,435)	(15,571)
Neto	<u>11,965,698</u>	<u>9,800,970</u>

d. Berdasarkan peringkat

	<u>2013</u>		
	<u>Pemeringkat/ Agencies</u>	<u>Peringkat/ Rating</u>	<u>Nilai tercatat/ Carrying Value</u>
Nilai wajar melalui laporan laba rugi			
Rupiah			
Reksadana	-	-	1,716,488
Obligasi	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	72,214
Efek utang lainnya	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	8,840
			<u>1,797,542</u>
Mata uang asing			
Reksadana	-	-	7,549
Total nilai wajar melalui laporan laba rugi			<u>1,805,091</u>

8. MARKETABLE SECURITIES (continued)

a. By type and currency (continued)

The market value of the available-for-sale securities as of 31 December 2013 and 2012, ranged between 79.00% - 121.90% and between 71.58% - 129.01% of the nominal amounts, respectively. BNI recognized the unrealized gains or loss from increase or decrease in the market value of marketable securities categorized as available-for-sale (net of taxes) in the amount of Rp683,421 (loss) and Rp91,825 (gain) for the years ended 31 December 2013 and 2012, respectively.

b. By relationship

*Third parties
Allowance for
impairment losses*

Net

c. By issuer

*Corporates
Banks
Bank Indonesia*

*Total
Allowance for
impairment losses*

Net

d. By rating

Fair value through profit or loss

*Rupiah
Mutual funds
Bonds
Other debt securities*

*Foreign currencies
Mutual funds*

*Total fair value through
profit and loss*

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8. EFEK-EFEK(lanjutan)

8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

		2013		
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying Value	
Tersedia untuk dijual				Available-for-sale
Rupiah				Rupiah
Reksadana	Beragam /various	Beragam /various	3,723,898	Mutual funds
Sertifikat Bank Indonesia	-	-	1,845,815	Certificates of Bank Indonesia
Obligasi Subordinasi			101,607	Subordinate bonds
Obligasi				Bonds
PT Telekomunikasi Indonesia (Persero) Tbk Bonds II Seri A Tahun 2010	Pefindo	idAAA	146,383	PT Telekomunikasi Indonesia (Persero) Tbk Bonds II Seri A Tahun 2010
Bank Jabar Banten Tbk Bonds VII Seri A Tahun 2011	Pefindo	idAA-	100,124	Bank Jabar Banten Tbk Bonds VII Seri A Tahun 2011
Medco Energi Internasional Bond III Tahun 2012	Pefindo	idAA-	95,270	Medco Energi Internasional Bond III Tahun 2012
OCBC NISP 1A 2014	Pefindo	idAAA	74,828	OCBC NISP 1A 2014
OCBC NISP 1C 2016	Pefindo	idAAA	72,764	OCBC NISP 1C 2016
BW Plantation Tbk Bond I Tahun 2015	Pefindo	idBBB+	70,342	BW Plantation Tbk Bond I Tahun 2015
Bank BTPN Bonds II Seri B Tahun 2012	Pefindo	idAA-	53,357	Bank BTPN Bonds II Seri B Tahun 2012
Pupuk Kalimantan Timur Bond II Tahun 2009	Pefindo	idAA+	50,822	Pupuk Kalimantan Timur Bond II Tahun 2009
Bank BII Bonds II Seri A Tahun 2012	Pefindo	idAAA	48,643	Bank BII Bonds II Seri A Tahun 2012
Bank BII Bonds II Seri B Tahun 2012	Pefindo	idAAA	47,337	Bank BII Bonds II Seri B Tahun 2012
Bank Sulut Bond IV Tahun 2010	Pefindo	idA-	45,903	Bank Sulut Bond IV Tahun 2010
Perum Pegadaian Perum Pegadaian Bonds II Seri A Tahun 2013	Pefindo	idAA+	45,356	Perum Pegadaian Perum Pegadaian Bonds II Seri A Tahun 2013
CIMB Niaga Auto Finance Tahun 2012 Seri A	Pefindo	idAAA	38,757	CIMB Niaga Auto Finance Tahun 2012 Seri A
Medco Energi Internasional Tbk Bond II Seri B Tahun 2009	Pefindo	idAA-	35,891	Medco Energi Internasional Tbk Bond II Seri B Tahun 2009
Danareksa (Persero) Bond V Seri A Tahun 2010	Pefindo	idA	32,670	Danareksa (Persero) Bond V Seri A Tahun 2010
Perum Pegadaian Perum Pegadaian Bonds II Seri B Tahun 2015	Pefindo	idAA+	28,444	Perum Pegadaian Perum Pegadaian Bonds II Seri B Tahun 2015
Bank BTPN 3A-2013	Pefindo	idAA-	27,530	Bank BTPN 3A-2013
BEXI I C	Pefindo	idAAA	25,178	BEXI I C
Obligasi Jasa Marga XIV Seri JM-10 Tahun 2020	Pefindo	idAA	23,205	Obligasi Jasa Marga XIV Seri JM-10 Tahun 2020
OCBC NISP Bond I Seri C Tahun 2020	Pefindo	idAAA	19,404	OCBC NISP Bond I Seri C Tahun 2020
Bank CIMB Niaga Bond I Seri B Tahun 2012	Pefindo	idAAA	18,415	Bank CIMB Niaga Bond I Seri B Tahun 2012
Bank BTN Bonds XII Tahun 2006	Pefindo	idAA	18,035	Bank BTN Bonds XII Tahun 2006
PT Pegadaian (Persero)	Pefindo	idAA+	13,851	PT Pegadaian (Persero)
PT Indosat	Pefindo	idAA+	10,162	PT Indosat
Lainnya	Beragam/Various	Beragam/Various	43,460	Others
			<u>6,857,451</u>	

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8. EFEK-EFEK (lanjutan)

8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

	2013		Nilai tercatat/ Carrying Value	
	Pemeringkat/ Agencies	Peringkat/ Rating		
Tersedia untuk dijual (lanjutan)				Available-for-sale (continued)
Mata uang asing				Foreign currencies
Reksadana	-	-	329,280	<i>Mutual funds</i>
Obligasi				<i>Bonds</i>
Bank of China	Moody's	A3	78,460	<i>Bank of China</i>
EIBINDO	Moody's	Baa3	72,293	<i>EIBINDO</i>
Pertamina 02	Moody's	Baa3	65,655	<i>Pertamina 02</i>
Morgan Stanley	Fitch	A	60,748	<i>Morgan Stanley</i>
PT Pertamina Persero	Fitch	BBB-	52,750	<i>PT Pertamina Persero</i>
Korea Development Bank	Fitch	AA-	52,629	<i>Korea Development Bank</i>
Merril Lynch	S&P	BBB+	52,566	<i>Merril Lynch</i>
Huntington USA	S&P	BB+	49,289	<i>Huntington USA</i>
Wachovia Bank USA	Moody's	A3	49,289	<i>Wachovia Bank USA</i>
M & T Bank	S&P	BBB	48,680	<i>M & T Bank</i>
Suntrust Capital I	S&P	BB+	48,680	<i>Suntrust Capital I</i>
JP Morgan Chase USA	S&P	BBB	48,376	<i>JP Morgan Chase USA</i>
Bank Boston USA	S&P	BB+	48,072	<i>Bank Boston USA</i>
Majapahit	Pefindo	idA	46,705	<i>Majapahit</i>
Hutchinson	Moody's	A3	44,505	<i>Hutchinson</i>
Indosat Palapa, Ams 10	Pefindo	AA+	39,821	<i>Indosat Palapa, Ams 10</i>
Bangkok Bank, Bangkok	Moody's	A3	37,855	<i>Bangkok Bank, Bangkok</i>
Standard Chartered Bank	Moody's	A2	26,611	<i>Standard Chartered Bank</i>
ICBC Asia	Moody's	A3	25,567	<i>ICBC Asia</i>
DBS Bank	Moody's	Aa1	24,819	<i>DBS Bank</i>
CIMB Bank BHD	Moody's	A3	24,041	<i>CIMB Bank BHD</i>
Shinhan Bank	Moody's	A1	23,633	<i>Shinhan Bank</i>
Majapahit Holding BV	Pefindo	AA+	17,539	<i>Majapahit Holding BV</i>
Dahsing Bank Ltd	Fitch	BBB	13,431	<i>Dahsing Bank Ltd</i>
Hana Bank	Moody's	A1	12,581	<i>Hana Bank</i>
Pertamina 03	Moody's	Baa3	11,219	<i>Pertamina 03</i>
Amresco USA	Moody's	A3	4,668	<i>Amresco USA</i>
Lainnya	Beragam/Various	Beragam/Various	3,903	<i>Others</i>
			1,413,665	
Total tersedia untuk dijual			8,271,116	Total available for sale

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8. EFEK-EFEK (lanjutan)

8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

		2013			
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying Value		
Dimiliki hingga jatuh tempo					Held-to-maturity
Rupiah					Rupiah
Obligasi	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	475,770		<i>Bonds</i>
Sertifikat Bank Indonesia	-	-	1,378,601		<i>Certificate of Bank Indonesia</i>
			<u>1,854,371</u>		
Mata uang asing					Foreign currencies
Obligasi	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	49,555		<i>Bonds</i>
Total dimiliki hingga jatuh tempo			1,903,926		Total held-to-maturity securities
Total efek-efek			11,980,133		Total marketable securities
Cadangan kerugian penurunan nilai			(14,435)		<i>Allowance for impairment losses</i>
Efek-efek - neto			11,965,698		Marketable securities - net

		2012			
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying Value		
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss
Rupiah					Rupiah
Reksadana	-	-	1,497,833		<i>Mutual Funds</i>
Obligasi	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	215,660		<i>Bonds</i>
Efek utang lainnya	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	33,582		<i>Other debt securities</i>
			<u>1,747,075</u>		
Mata uang asing					Foreign currencies
Reksadana	-	-	10,623		<i>Mutual funds</i>
			<u>10,623</u>		
Total nilai wajar melalui laporan laba rugi			1,757,698		Total fair value through profit and loss

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8. EFEK-EFEK (lanjutan)

8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

		2012		
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying Value	
Tersedia untuk dijual				Available-for-sale
Rupiah				Rupiah
Reksadana	-	-	4,914,383	Mutual funds
Obligasi				Bonds
PT Telekomunikasi Indonesia (Persero) Tbk Bonds II Seri A Tahun 2010	Pefindo	AAA	153,707	PT Telekomunikasi Indonesia (Persero) Tbk Bonds II Seri A Tahun 2010
Bank Jabar Banten Tbk Bonds VII Seri A Tahun 2011	Pefindo	AA-	102,395	Bank Jabar Banten Tbk Bonds VII Seri A Tahun 2011
Medco Energi Internasional Bond III Tahun 2012	Pefindo	AA-	100,060	Medco Energi Internasional Bond III Tahun 2012
Bank BTPN Bonds II Seri A Tahun 2010 Seri A	Pefindo	AA-	96,335	Bank BTPN Bonds II Seri A Tahun 2010 Seri A
BW Plantation Tbk Bond I Tahun 2010	Pefindo	A	71,008	BW Plantation Tbk Bond I Tahun 2010
Bank NISP Subordinated Bond II Tahun 2008	Pefindo	AA	55,709	Bank NISP Subordinated Bond II Tahun 2008
Bank BTPN Bonds II Seri A Tahun 2012	Pefindo	AA-	55,277	Bank BTPN Bonds II Seri A Tahun 2012
Bank OCBC NISP Subordinated Bonds III Tahun 2010	Pefindo	AA	54,896	Bank OCBC NISP Subordinated Bonds III Tahun 2010
Pupuk Kalimantan Timur Bond II Tahun 2009	Pefindo	AA-	53,300	Pupuk Kalimantan Timur Bond II Tahun 2009
Bank BII Bonds II Seri B Tahun 2012	Pefindo	AAA	50,724	Bank BII Bonds II Seri B Tahun 2012
Indosat Tbk Bonds VI Seri A Tahun 2008	Pefindo	AA+	50,590	Indosat Tbk Bonds VI Seri A Tahun 2008
Bank Panin Subordinated Bond III Tahun 2010	Pefindo	AA-	50,425	Bank Panin Subordinated Bond III Tahun 2010
Astra Sedaya Finance Bond XII Seri B Tahun 2011	Pefindo	AA+	50,128	Astra Sedaya Finance Bond XII Seri B Tahun 2011
Bank BII Bonds II Seri A Tahun 2012	Pefindo	AAA	50,104	Bank BII Bonds II Seri A Tahun 2012
Bank Sulut Bond IV Tahun 2010	Pefindo	A-	49,725	Bank Sulut Bond IV Tahun 2010
Perum Pegadaian Bond XIII Seri A2 Tahun 2009	Pefindo	AA+	46,957	Perum Pegadaian Bond XIII Seri A2 Tahun 2009
Bank CIMB Niaga Bond I Seri A Tahun 2012	Pefindo	AAA	40,438	Bank CIMB Niaga Bond I Seri A Tahun 2012
CIMB Niaga Auto Finance Tahun 2012 Seri A	Pefindo	AAA	40,169	CIMB Niaga Auto Finance Tahun 2012 Seri A
Medco Energi Internasional Tbk Bond II Seri B Tahun 2009	Pefindo	AA-	37,896	Medco Energi Internasional Tbk Bond II Seri B Tahun 2009
Bank Panin Subordinated Bonds II Tahun 2008	Pefindo	AA-	31,199	Bank Panin Subordinated Bonds II Tahun 2008
Perum Pegadaian Perum Pegadaian Bonds II Seri B Tahun 2012	Pefindo	AA+	29,380	Perum Pegadaian Perum Pegadaian Bonds II Seri B Tahun 2012
Obligasi Jasa Marga XIV Seri JM-10 Tahun 2010	Pefindo	AA	27,735	Obligasi Jasa Marga XIV Seri JM-10 Tahun 2010
Bond I Seri C Tahun 2010	Pefindo	AA	27,735	Bond I Seri C Tahun 2010
Lembaga Pembiayaan Ekspor Indonesia/Indonesia Eximbank Danareksa (Persero) Bond V Seri A Tahun 2010	Pefindo	A	25,536	Lembaga Pembiayaan Ekspor Indonesia/Indonesia Eximbank Danareksa (Persero) Bond V Seri A Tahun 2010
Lembaga Pembiayaan Ekspor Indonesia/Indonesia Eximbank Bond I Seri B Tahun 2010	Pefindo	AAA	25,450	Lembaga Pembiayaan Ekspor Indonesia/Indonesia Eximbank Bond I Seri B Tahun 2010
Bank CIMB Niaga Bond I Seri B Tahun 2012	Pefindo	AAA	20,221	Bank CIMB Niaga Bond I Seri B Tahun 2012
Bank BTN Bonds XII Tahun 2006	Pefindo	AA	19,903	Bank BTN Bonds XII Tahun 2006

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8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

		2012		
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying Value	
Tersedia untuk dijual (lanjutan)				Available-for-sale (continued)
Rupiah (lanjutan)				Rupiah(continued)
Obligasi (lanjutan)				Bonds(continued)
Bank DKI Subordinated Bond I Tahun 2008	Pefindo	A	15,558	Bank DKI Subordinated Bond I Tahun 2008
Obligasi I Malindo Feedmill Bonds I Tahun 2008	Pefindo	AAA	15,206	Obligasi I Malindo Feedmill Bonds I Tahun 2008
Bank DKI Tahun Bonds V 2008	Pefindo	A+	15,056	Bank DKI Tahun Bonds V 2008
Perum Pegadaian Perum Pegadaian Bonds II Seri A Tahun 2012	Pefindo	AA+	15,033	Perum Pegadaian Perum Pegadaian Bonds II Seri A Tahun 2012
Federal International Finance Bond X Seri C Tahun 2010 Seri C	Pefindo	AA+	10,137	Federal International Finance Bond X Seri C Tahun 2010 Seri C
Lainnya			58,861	Others
			<u>6,459,924</u>	
Mata uang asing				Foreign currencies
Reksadana	-	-	296,931	Mutual funds
Obligasi				Bonds
EIBINDO Apr 2017	Fitch	BBB-	66,324	EIBINDO Apr 2017
Bangkok Bank, Bangkok	Moody's	A3	53,082	Bangkok Bank, Bangkok
Shinsei Finance	Moody's	B3	48,939	Shinsei Finance
Medco Energi Internasional Bond III Tahun 2010	Pefindo	AA-	47,793	Medco Energi Internasional Bond III Tahun 2010
Morgan Stanley	S&P	A-	46,596	Morgan Stanley
JP Morgan Chase	S&P	BBB	43,706	JP Morgan Chase
Pertamina May 2022	S&P	BB+	42,260	Pertamina May 2022
Wacovia Bank	S&P	A-	40,390	Wacovia Bank
OBCB Nov 2019	S&P	A+	40,207	OBCB Nov 2019
Merril Lynch	S&P	BBB+	40,006	Merril Lynch
M & T Bank	S&P	BBB	38,584	M & T Bank
Suntrust Capital I	S&P	BB+	38,453	Suntrust Capital I
Hutchison	Moody's	A3	37,301	Hutchison
Bank Boston Capital	S&P	BB+	36,623	Bank Boston Capital
Huntington Capital II	S&P	BB+	34,493	Huntington Capital II
Indosat	Pefindo	AA+	33,216	Indosat
Bank of China	S&P	A	32,694	Bank of China
UOBSP - 07/2013	Fitch	A-	29,332	UOBSP - 07/2013
Majapahit Holding BV	Pefindo	AA+	27,267	Majapahit Holding BV
Pertamina May 2021	S&P	BB+	25,281	Pertamina May 2021
Korea EXCHANGE BANK	Fitch	A-	25,089	Korea EXCHANGE BANK
Exim Bank of Korea	Moody's	Aa3	22,488	Exim Bank of Korea
Standard Chartered Bank	Moody's	A1	22,039	Standard Chartered Bank
Indosat Palapa, Ams 10	Fitch	BBB	21,904	Indosat Palapa, Ams 10
Pertamina 02	Moody's	Baa3	21,826	Pertamina 02
Hana Bank	S&P	A	20,505	Hana Bank
Majapahit OCT 2016	S&P	BB+	17,113	Majapahit OCT 2016
KT CORP, Korea	Moody's	A3	11,183	KT CORP, Korea
Dahsing Bank Ltd	Fitch	BBB	11,170	Dahsing Bank Ltd
Pertamina 01	Moody's	Baa3	10,913	Pertamina 01
Petronas Aug 2014	S&P	A-	10,103	Petronas Aug 2014
Pertamina May 2041	S&P	BB+	9,185	Pertamina May 2041
Amresco	Moody's	A3	4,407	Amresco
Bank Turan Alem	Moody's	Ca	1,137	Bank Turan Alem
Bank Turan Alem	Moody's	C	22	Bank Turan Alem
			<u>1,308,562</u>	
Total tersedia untuk dijual			7,768,486	Total available for sale

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8. EFEK-EFEK (lanjutan)

8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

	2012			
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying Value	
Dimiliki hingga jatuh tempo				Held-to-maturity
Rupiah				Rupiah
Obligasi	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	257,408	Bonds
Mata uang asing				Foreign currencies
Obligasi	Beragam/ <i>Various</i>	Beragam/ <i>Various</i>	32,949	Bonds
Total dimiliki hingga jatuh tempo			290,357	Total held-to-maturity securities
Total efek-efek			9,816,541	Total marketable securities
Cadangan kerugian penurunan nilai			(15,571)	Allowance for impairment losses
Efek-efek - neto			9,800,970	Marketable securities – net

Sebagian besar *underlying* reksadana yang dimiliki oleh Grup adalah deposito dan Obligasi Pemerintah.

Mostly the *underlying* of mutual funds owned by the Group are deposits and Government Bonds.

e. Berdasarkan kolektibilitas Bank Indonesia

e. By Bank Indonesia collectibility

	2013		2012		
	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	
Lancar	11,910,572	2,777	9,757,257	3,157	Pass
Kurang lancar	65,655	9,222	58,124	10,871	Substandard
Macet	3,906	2,436	1,160	1,543	Loss
	<u>11,980,133</u>	<u>14,435</u>	<u>9,816,541</u>	<u>15,571</u>	

f. Cadangan kerugian penurunan nilai

f. Allowance for impairment losses

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

	2013	2012	
Saldo awal	15,571	40,525	<i>Beginning balance</i>
Penyisihan/(pembalikan) selama tahun berjalan	2,704	(199)	<i>Allowance/(reversal) during the year</i>
Penghapusan selama tahun berjalan	-	(20,000)	<i>Write-offs during the year</i>
Penyesuaian karena penjabaran mata uang asing	(3,840)	(4,755)	<i>Foreign exchange translation adjustments</i>
Saldo akhir	14,435	15,571	Ending balance

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai di atas telah memadai.

Management believes that the allowance for impairment losses is adequate.

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8. EFEK-EFEK (lanjutan)

8. MARKETABLE SECURITIES (continued)

g. Tingkat suku bunga per tahun

g. Annual interest rates

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Yen Jepang/ Japanese Yen %	
Suku Bunga Kontrak:				Contractual Rate:
2013	4.90 - 14.85	0.77 - 7.75	-	2013
2012	6.60 - 14.85	0.77 - 10.75	1.58	2012
Suku Bunga Efektif:				Effective Interest Rate:
2013	6.40 - 14.46	0.61 - 11.60	-	2013
2012	6.60 - 14.25	0.61 - 11.60	1.58	2012

9. WESEL EKSPOR DAN TAGIHAN LAINNYA

9. BILLS AND OTHER RECEIVABLES

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2013	2012	
Rupiah			Rupiah
Surat Keterangan Berdokumen Dalam Negeri (SKBDN)	261,015	301,478	Domestic Documentary Letters of Credit
Wesel Ekspor	5,259	61,670	Export Bills
Lain-lain	566,560	182,369	Others
	832,834	545,517	
Mata uang asing			Foreign currencies
Wesel Ekspor	2,434,113	1,311,279	Export Bills
Surat Keterangan Berdokumen Dalam Negeri (SKBDN)	-	889,140	Domestic Documentary Letters of Credit
Lain-lain	155,416	96,375	Others
	2,589,529	2,296,794	
Total	3,422,363	2,842,311	Total
Cadangan kerugian penurunan nilai	(5,484)	(2,812)	Allowance for impairment losses
Neto	3,416,879	2,839,499	Net

Perincian wesel ekspor dan tagihan lainnya berdasarkan mata uang adalah sebagai berikut:

Bills and other receivables based on currencies are as follows:

	2013	2012	
Rupiah	832,834	545,517	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	2,574,634	2,266,303	United States Dollar
Yuan Cina	7,546	11,807	Chinese Yuan
Dirham United Arab Emirates	2,353	683	United Arab Emirates Dirham
Yen Jepang	4,996	6,395	Japanese Yen
Real Arab Saudi	-	9,349	Saudi Arabian Real
Dolar Hong Kong	-	2,257	Hong Kong Dollar
	2,589,529	2,296,794	
Total	3,422,363	2,842,311	Total
Cadangan kerugian penurunan nilai	(5,484)	(2,812)	Allowance for impairment losses
Neto	3,416,879	2,839,499	Net

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**9. WESEL EKSPOR DAN TAGIHAN LAINNYA
(lanjutan)**

9. BILLS AND OTHER RECEIVABLES (continued)

b. Berdasarkan hubungan

b. By relationship

	<u>2013</u>	<u>2012</u>	
Pihak ketiga	3,422,363	2,842,311	<i>Third parties</i>
Cadangan kerugian penurunan nilai	(5,484)	(2,812)	<i>Allowance for impairment losses</i>
Neto	<u>3,416,879</u>	<u>2,839,499</u>	Net

c. Berdasarkan kolektibilitas Bank Indonesia

c. By Bank Indonesia collectibility

	<u>2013</u>		<u>2012</u>		
	<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/ Allowance for impairment losses</u>	<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/ Allowance for impairment losses</u>	
Lancar	3,421,741	(5,084)	2,842,311	(2,812)	<i>Pass</i>
Macet	622	(400)	-	-	<i>Loss</i>
	<u>3,422,363</u>	<u>(5,484)</u>	<u>2,842,311</u>	<u>(2,812)</u>	

d. Cadangan kerugian penurunan nilai

d. Allowance for impairment losses

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut:

*Movements in the allowance for impairment
losses are as follows:*

	<u>2013</u>	<u>2012</u>	
Saldo awal	2,812	19,021	<i>Beginning balance</i>
Penyisihan selama tahun berjalan	8,277	30,136	<i>Allowance during the year</i>
Penyesuaian karena penjabaran mata uang asing	(5,605)	(46,345)	<i>Foreign exchange translation adjustment</i>
Saldo akhir	<u>5,484</u>	<u>2,812</u>	Ending balance

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai yang
dibentuk tersebut telah memadai.

*Management believes that the above
allowance for impairment losses is adequate.*

e. Tingkat suku bunga per tahun

e. Annual interest rates

	<u>Rupiah %</u>	<u>Dolar Amerika Serikat/ United States Dollar %</u>	<u>Euro %</u>	
2013	7.84 - 8.84	3.67 - 5.35	1.20 - 3.66	2013
2012	7.29 - 8.29	1.30 - 5.51	-	2012

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10. TAGIHAN AKSEPTASI

10. ACCEPTANCES RECEIVABLE

a. Berdasarkan pihak dan mata uang

a. By party and currency

	<u>2013</u>	<u>2012</u>	
Rupiah			Rupiah
Debitur non-bank	794,447	718,859	Non-bank debtors
Bank	14,873	-	Banks
	<u>809,320</u>	<u>718,859</u>	
Mata uang asing			Foreign currencies
Debitur non-bank	10,476,742	4,545,080	Non-bank debtors
Bank	262,884	4,907,636	Banks
	<u>10,739,626</u>	<u>9,452,716</u>	
Total	11,548,946	10,171,575	Total
Cadangan kerugian penurunan nilai	(70,093)	(94,421)	Allowance for impairment losses
Neto	<u>11,478,853</u>	<u>10,077,154</u>	Net

Perincian tagihan akseptasi berdasarkan mata uang adalah sebagai berikut:

Acceptances receivable based on currencies are as follows:

	<u>2013</u>	<u>2012</u>	
Rupiah	<u>809,320</u>	<u>718,859</u>	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	10,063,931	9,093,490	United States Dollar
Euro	404,321	284,765	Euro
Dolar Singapura	213,394	-	Singapore Dollar
Yen Jepang	54,950	53,046	Japanese Yen
Pound Sterling Inggris	3,030	21,415	Great Britain Pound Sterling
	<u>10,739,626</u>	<u>9,452,716</u>	
Total	11,548,946	10,171,575	Total
Penyisihan kerugian penurunan nilai	(70,093)	(94,421)	Allowance for impairment losses
Neto	<u>11,478,853</u>	<u>10,077,154</u>	Net

b. Berdasarkan hubungan

b. By relationship

Pada tanggal 31 Desember 2013 dan 2012, seluruh tagihan akseptasi merupakan transaksi dengan pihak ketiga.

As of 31 December 2013 and 2012, acceptances receivable are all with third parties.

c. Berdasarkan kolektibilitas Bank Indonesia

c. By Bank Indonesia collectibility

	<u>2013</u>		<u>2012</u>		
	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	
Lancar	11,494,463	(69,224)	10,145,925	(91,064)	
Dalam perhatian khusus	54,483	(869)	25,650	(3,357)	Pass Special mention
	<u>11,548,946</u>	<u>(70,093)</u>	<u>10,171,575</u>	<u>(94,421)</u>	

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10. TAGIHAN AKSEPTASI (lanjutan)

10. ACCEPTANCES RECEIVABLE (continued)

d. Cadangan kerugian penurunan nilai

d. Allowance for impairment losses

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	2013	2012	
Saldo awal	94,421	83,676	<i>Beginning balance</i>
Penyisihan selama tahun berjalan	13,823	3,959	<i>Allowance during the year</i>
Penyesuaian karena penjabaran mata uang asing	(38,151)	6,786	<i>Foreign exchange translation adjustment</i>
Saldo akhir	70,093	94,421	Ending balance

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk tersebut telah memadai.

Management believes that the above allowance for impairment losses is adequate.

11. TAGIHAN DAN LIABILITAS DERIVATIF

11. DERIVATIVES RECEIVABLE AND PAYABLE

Dalam melakukan usaha bisnis, BNI melakukan transaksi instrumen keuangan derivatif seperti kontrak berjangka mata uang asing, *swap* mata uang asing, *swap* atas suku bunga dan transaksi *spot* untuk keperluan pembiayaan, perdagangan dan lindung nilai.

In the normal course of business, BNI enters into transactions involving derivative financial instruments such as foreign currency forward contracts, currency swaps, interest rate swaps and spot transactions for financing, trading and hedging purposes.

a. Berdasarkan jenis dan mata uang

a. By type and currency

Instrumen	2013			Instruments
	Jumlah nosional mata uang asing (jumlah penuh)/ <i>Notional amount foreign currency (full amount)</i>	Nilai wajar/ <i>Fair values</i>		
		Tagihan derivatif/ <i>Derivatives receivable</i>	Liabilitas derivatif/ <i>Derivatives payable</i>	
Terkait Nilai Tukar				Exchange Rate Related
Kontrak berjangka - Beli				<i>Forward contract - buy</i>
USD	48,909,732	5,224	(74)	USD
JPY	158,076,000	14	-	JPY
GBP	150,000	3	-	GBP
EUR	80,000	2	-	EUR
Kontrak berjangka - jual				<i>Forward contract - sell</i>
USD	9,088,973	422	(513)	USD
Swap mata uang asing - beli				<i>Foreign currency swaps - buy</i>
USD	595,000,000	131,388	(11,096)	USD
JPY	1,711,490,300			JPY
Swap mata uang asing - jual				<i>Foreign currency swaps - sell</i>
USD	(297,000,000)	11,582	(46,451)	USD
AUD	(2,000,000)	-	(61)	AUD
Spot mata uang asing - beli				<i>Foreign currency spots - buy</i>
USD	83,998,702	-	(3,785)	USD
CNY	2,400,000	-	-	CNY
Spot mata uang asing - jual				<i>Foreign currency spots - sell</i>
USD	(81,796,301)	3,712	-	USD
Terkait Suku Bunga				Interest Rate - Related
Swap mata uang asing dan suku bunga				<i>Cross currency swaps and interest rate</i>
USD	366,877,886	25,492	(1,076,260)	USD
Swap atas suku bunga				<i>Interest rate swap</i>
USD	150,000,000	-	(43,492)	USD
		177,839	(1,181,732)	

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11. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

**11. DERIVATIVES RECEIVABLE AND PAYABLE
(continued)**

a. Berdasarkan jenis dan mata uang (lanjutan)

a. By type and currency (continued)

Instrumen	2012			Instruments
	Jumlah nosional mata uang asing (jumlah penuh)/ <i>Notional amount foreign currency (full amount)</i>	Nilai wajar/Fair values		
		Tagihan derivatif/ <i>Derivatives receivable</i>	Liabilitas derivatif/ <i>Derivatives payable</i>	
Terkait Nilai Tukar				Exchange Rate Related
Kontrak berjangka - beli USD	13,000,000	-	(873)	Forward contract - buy USD
Kontrak berjangka - jual EUR	1,200,000	-	(108)	Forward contract - sell EUR
USD	5,796,288	775	-	USD
Swap mata uang asing - beli USD	128,470,874	157	(6,032)	Foreign currency swaps - buy USD
Swap mata uang asing - jual USD	94,000,000	4,433	(99)	Foreign currency swaps - sell USD
Spot mata uang asing - beli USD	94,922,669	2	(8,035)	Foreign currency spots - buy USD
Spot mata uang asing - jual AUD	45,600,000	3,424	-	Foreign currency spots - sell AUD
Terkait Suku Bunga				Interest Rate - Related
Swap mata uang asing dan suku bunga USD	410,886,195	1,780	(338,252)	Cross currency swaps and interest rate USD
Swap atas suku bunga USD	150,000,000	-	(101,248)	Interest rate swap USD
Total		10,571	(454,647)	Total

Seluruh tagihan derivatif pada tanggal-tanggal 31 Desember 2013 dan 2012 tidak mengalami penurunan nilai, dan diklasifikasikan sebagai lancar berdasarkan kolektibilitas Bank Indonesia.

All derivatives receivables as of 31 December 2013 and 2012 were not impaired and all were classified as current based on Bank Indonesia's collectibility.

Pada tahun 2009, Bank melakukan transaksi atas *interest rate swap* (IRS) kuartalan selama 5 tahun dengan bank lain, dengan jumlah nosional sebesar USD150.000.000 (nilai penuh) yang dinilai kembali setiap triwulanan. Transaksi yang mendasari perjanjian ini adalah perjanjian pinjaman dengan total fasilitas sebesar USD150.000.000 (nilai penuh) pada tanggal 18 Mei 2009. Berdasarkan transaksi ini, Bank membayar bunga mengambang setiap tiga bulan sebesar LIBOR 3 bulan ditambah 2,75% per tahun hingga jatuh tempo tanggal 22 Mei 2014. Suku bunga LIBOR 3 bulan tersebut ditentukan 2 hari bisnis London sebelum periode bunga (Catatan 28). BNI sudah mengakui bagian efektif dari rugi nilai pasar akumulasi atas IRS masing-masing sebesar Rp43.492 dan Rp101.248 pada tanggal 31 Desember 2013 dan 2012, yang merupakan bagian dari ekuitas.

In 2009, the Bank entered into a 5-year quarterly repricing interest rate swap (IRS) with another bank with a notional amount of USD150,000,000 (full amount). The underlying agreement of this transaction is a loan facility agreement amounting to USD150,000,000 (full amount) dated 18 May 2009. Based on this transaction, the Bank pays floating interest on a quarterly basis amounting to 3 month LIBOR plus 2.75% per annum until it matures on 22 May 2014. The 3 month LIBOR is determined 2 London business days before the first day of interest period (Note 28). BNI recognized the effective portion on accumulated fair value loss on this IRS amounting to Rp43,492 and Rp101,248 as of 31 December 2013 and 2012, respectively, as part of equity.

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11. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Tujuan dari penerbitan instrumen lindung nilai ini adalah untuk pengelolaan risiko suku bunga yang ditujukan sebagai lindung nilai arus kas yang efektif untuk fasilitas kredit dengan bank lain, dimana posisi positif *interest rate gap* dalam mata uang asing Bank berisiko terhadap tren kenaikan tingkat suku bunga yang diprediksikan pada waktu itu tetap berlangsung dalam rentang waktu 5 tahun kedepan. Bank memutuskan untuk mengkonversi biaya bunga mengambang menjadi biaya bunga tetap agar risiko kenaikan biaya bunga neto dapat diminimalkan.

Perubahan pada kerugian yang belum terealisasi pada aktivitas lindung nilai Bank pada laporan perubahan ekuitas konsolidasian:

	2013	2012
Saldo awal	(101,248)	(143,749)
Perubahan nilai wajar	57,756	42,501
Saldo akhir	(43,492)	(101,248)

Manajemen berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai.

b. Berdasarkan hubungan

	2013	2012	
Tagihan derivatif			Derivatives receivable
Pihak ketiga	177,839	10,571	Third parties
Kewajiban derivatif			Derivatives payable
Pihak ketiga	(1,181,732)	(454,647)	Third parties

12. PINJAMAN YANG DIBERIKAN

Informasi mengenai pinjaman yang diberikan kepada pihak-pihak berelasi diungkapkan pada Catatan 41.

a. Berdasarkan jenis dan mata uang

	2013	2012	
Rupiah			Rupiah
Modal kerja	102,253,859	79,215,831	Working capital
Konsumen	51,600,028	43,758,484	Consumer
Investasi	43,324,539	37,829,939	Investment
Sindikasi	11,762,788	11,040,849	Syndicated
Karyawan	2,752,229	2,575,081	Employee
Program pemerintah	608,411	637,515	Government programs
	212,301,854	175,057,699	

**11. DERIVATIVES RECEIVABLE AND PAYABLE
(continued)**

a. By type and currency (continued)

The purpose of entering into this hedging instrument is to manage the interest rate exposure, that is intended as an effective cash flow hedge to its loan facility with another bank whereby the Bank's positive foreign currency interest rate gap position is exposed to upward trends in interest rates in the next 5 years. The Bank decided to convert its floating interest rate into a fixed interest rate in order to mitigate the risks of increasing net interest expense.

Movements in the unrealized losses on Bank hedging activity in the consolidated statements of changes in equity:

b. By relationship

12. LOANS

Loans to related parties are disclosed in Note 41.

a. By type and currency

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

12. LOANS (continued)

a. Berdasarkan jenis dan mata uang (lanjutan)

a. By type and currency (continued)

	2013	2012	
Mata uang asing			Foreign currencies
Modal kerja	26,117,832	16,963,482	<i>Working capital</i>
Investasi	8,682,792	5,547,117	<i>Investment</i>
Sindikasi	3,403,301	3,129,218	<i>Syndicated</i>
Konsumen	132,064	41,630	<i>Consumer</i>
Program pemerintah	-	3,159	<i>Government programs</i>
	<u>38,335,989</u>	<u>25,684,606</u>	
Total	250,637,843	200,742,305	<i>Total</i>
Cadangan kerugian penurunan nilai	(6,880,036)	(6,907,635)	<i>Allowance for impairment losses</i>
Neto	<u>243,757,807</u>	<u>193,834,670</u>	Net

Perincian pinjaman yang diberikan
berdasarkan mata uang adalah sebagai
berikut:

Loans based on currencies are as follows:

	2013	2012	
Rupiah	<u>212,301,854</u>	<u>175,057,699</u>	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	37,849,114	25,053,330	<i>United States Dollar</i>
Yen Jepang	154,259	239,448	<i>Japanese Yen</i>
Dolar Singapura	155,821	161,072	<i>Singapore Dollar</i>
Dolar Hong Kong	82,500	146,191	<i>Hong Kong Dollar</i>
Pound Sterling Inggris	60,562	66,583	<i>Great Britain Pound Sterling</i>
Euro	33,733	17,982	<i>Euro</i>
	<u>38,335,989</u>	<u>25,684,606</u>	
Total	250,637,843	200,742,305	<i>Total</i>
Penyisihan kerugian penurunan nilai	(6,880,036)	(6,907,635)	<i>Allowance for impairment losses</i>
Neto	<u>243,757,807</u>	<u>193,834,670</u>	Net

b. Berdasarkan hubungan

b. By relationship

	2013	2012	
Pihak berelasi			Related parties
Rupiah			Rupiah
Konsumen	199,988	197,478	<i>Consumer</i>
Investasi	57,279	59,204	<i>Investment</i>
Karyawan	15,797	33,207	<i>Employee</i>
Modal kerja	99,208	21,475	<i>Working capital</i>
Total pihak berelasi	<u>372,272</u>	<u>311,364</u>	<i>Total related parties</i>

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

12. LOANS (continued)

b. Berdasarkan hubungan (lanjutan)

b. By relationship (continued)

	2013	2012	
Pihak ketiga			Third parties
Rupiah			Rupiah
Modal kerja	102,154,651	79,194,356	<i>Working capital</i>
Konsumen	51,400,040	43,561,006	<i>Consumer</i>
Investasi	43,267,260	37,770,735	<i>Investment</i>
Sindikasi	11,762,788	11,040,849	<i>Syndicated</i>
Karyawan	2,736,432	2,541,874	<i>Employee</i>
Program pemerintah	608,411	637,515	<i>Government programs</i>
	<u>211,929,582</u>	<u>174,746,335</u>	
Mata uang asing			Foreign currencies
Modal kerja	26,117,832	16,963,482	<i>Working capital</i>
Investasi	8,682,792	5,547,117	<i>Investment</i>
Sindikasi	3,403,301	3,129,218	<i>Syndicated</i>
Konsumen	132,064	41,630	<i>Consumer</i>
Program pemerintah	-	3,159	<i>Government programs</i>
	<u>38,335,989</u>	<u>25,684,606</u>	
Total pihak ketiga	<u>250,265,571</u>	<u>200,430,941</u>	<i>Total third parties</i>
Total	250,637,843	200,742,305	<i>Total</i>
Cadangan kerugian penurunan nilai	(6,880,036)	(6,907,635)	<i>Allowance for impairment losses</i>
Neto	<u>243,757,807</u>	<u>193,834,670</u>	Net

c. Berdasarkan sektor ekonomi

c. By economic sector

	2013	2012	
Rupiah			Rupiah
Perindustrian	39,116,551	28,573,434	<i>Manufacturing</i>
Perdagangan, restoran dan hotel	38,436,474	33,564,214	<i>Trading, restaurants and hotels</i>
Jasa dunia usaha	18,531,012	13,578,658	<i>Business services</i>
Pertanian	18,459,146	15,415,947	<i>Agriculture</i>
Pengangkutan, pergudangan dan komunikasi	18,315,601	14,223,926	<i>Transportation, warehousing and communications</i>
Konstruksi	12,059,195	11,745,300	<i>Construction</i>
Listrik, gas dan air	7,370,153	6,630,354	<i>Electricity, gas and water</i>
Pertambangan	3,243,557	3,118,193	<i>Mining</i>
Jasa pelayanan sosial	1,967,013	1,679,742	<i>Social services</i>
Lain-lain	54,803,152	46,527,931	<i>Others</i>
	<u>212,301,854</u>	<u>175,057,699</u>	

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

12. LOANS (continued)

c. Berdasarkan sektor ekonomi (lanjutan)

c. By economic sector (continued)

	2013	2012	
Mata uang asing			Foreign currencies
Pertambangan	12,342,618	9,214,004	Mining
Jasa dunia usaha	6,685,512	2,831,624	Business services
Perindustrian	6,280,996	5,337,069	Manufacturing
Listrik, gas dan air	5,556,415	2,885,050	Electricity, gas and water
Perdagangan, restoran dan hotel	1,954,168	1,461,587	Trading, restaurants and hotels
Pengangkutan, pergudangan dan komunikasi	635,556	299,690	Transportation, warehousing and communications
Konstruksi	335,258	49,702	Construction
Pertanian	133,900	543,631	Agriculture
Jasa pelayanan sosial	57,588	68,893	Social services
Lain-lain	4,353,978	2,993,356	Others
	<u>38,335,989</u>	<u>25,684,606</u>	
Total	250,637,843	200,742,305	Total
Cadangan kerugian penurunan nilai	(6,880,036)	(6,907,635)	Allowance for impairment losses
Neto	<u>243,757,807</u>	<u>193,834,670</u>	Net

d. Berdasarkan kolektibilitas Bank Indonesia

d. By Bank Indonesia collectibility

	2013		2012		
	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	
Lancar	238,073,767	(1,311,743)	188,191,805	(2,025,455)	Pass
Dalam perhatian khusus	7,143,033	(1,558,626)	6,913,686	(775,979)	Special mention
Kurang lancar	546,276	(171,048)	641,351	(201,168)	Substandard
Diragukan	736,350	(415,611)	666,263	(396,658)	Doubtful
Macet	4,138,417	(3,423,008)	4,329,200	(3,508,375)	Loss
	<u>250,637,843</u>	<u>(6,880,036)</u>	<u>200,742,305</u>	<u>(6,907,635)</u>	

**e. Pinjaman bermasalah dan cadangan
kerugian penurunan nilai berdasarkan
sektor ekonomi**

**e. Non-performing loans and allowance for
impairment losses by economic sector**

	2013		2012		
	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	
Perindustrian	1,206,500	(1,120,853)	1,937,045	(1,553,086)	Manufacturing
Perdagangan, restoran dan hotel	1,503,097	(959,632)	1,218,984	(818,489)	Trading, restaurants and hotels
Konstruksi	605,174	(531,612)	537,750	(445,670)	Construction
Pertanian	511,507	(411,963)	478,680	(301,281)	Agriculture
Jasa dunia usaha	395,746	(245,542)	315,404	(226,264)	Business services
Jasa pelayanan sosial	117,707	(112,540)	251,461	(239,832)	Social services
Pengangkutan, pergudangan dan komunikasi	101,635	(72,098)	72,253	(46,711)	Transportation, warehousing and communications
Pertambangan	133,282	(126,928)	37,161	(28,904)	Mining
Listrik, gas dan air	3,893	(1,862)	2,427	(1,422)	Electricity, gas and water
Lain-lain	842,502	(426,637)	785,649	(444,542)	Others
Total	<u>5,421,043</u>	<u>(4,009,667)</u>	<u>5,636,814</u>	<u>(4,106,201)</u>	Total

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

e. Pinjaman bermasalah dan cadangan kerugian penurunan nilai berdasarkan sektor ekonomi (lanjutan)

Rasio kredit bermasalah BNI dan Entitas Anak secara gross (sebelum dikurangi cadangan kerugian penurunan nilai) pada tanggal 31 Desember 2013 dan 2012 masing-masing sebesar 2,16% dan 2,81% (rasio untuk BNI saja 2,17% dan 2,84% masing-masing pada tanggal 31 Desember 2013 dan 2012), sedangkan rasio kredit bermasalah BNI dan Entitas Anak secara neto pada tanggal 31 Desember 2013 dan 2012 masing-masing sebesar 0,56% dan 0,76% (rasio untuk BNI saja 0,55% dan 0,75% masing-masing pada tanggal 31 Desember 2013 dan 2012).

f. Tingkat suku bunga per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Euro %	Dolar Singapura/ Singapore Dollar %	
Bunga kontrak					Contractual rates
2013	4.00 - 36.78	1.19 - 9.75	(LIBOR+1.80%)	1.98 - 7.50	2013
2012	1.00 - 48.00	1.18 - 9.41	(LIBOR+1.80%)	6.50 - 7.50	2012
Bunga efektif					Effective interest rate
2013	6.66 - 47.18	0.81 - 13.48	(LIBOR+1.80%)	6.58 - 7.61	2013
2012	1.00 - 48.00	1.18 - 9.41	(LIBOR+1.80%)	6.50 - 7.50	2012

g. Pinjaman yang direstrukturisasi

Berikut ini adalah jenis dan jumlah kredit yang telah direstrukturisasi per 31 Desember 2013 dan 2012:

	2013	2012	
Perpanjangan jangka waktu kredit	1,105,771	1,433,397	Extension of loan maturity dates
Perpanjangan jangka waktu dan penurunan suku bunga kredit	443,410	588,858	Extension of loan maturity dates and reduction of interest rates
Perpanjangan jangka waktu kredit, penurunan suku bunga kredit, dan program restrukturisasi lain-lain*)	5,349,998	5,423,357	Extension of loan maturity dates, reduction of interest rates and other restructuring programs*)
Total	6,899,179	7,445,612	Total
Cadangan kerugian penurunan nilai	(2,131,103)	(1,591,605)	Allowance for impairment losses
Neto	4,768,076	5,854,007	Net

*) Program restrukturisasi lain-lain terutama terdiri dari penambahan fasilitas kredit, Perjanjian Pengakuan Utang (PPH) dan *Interest Balloon Payment* (IBP).

12. LOANS (continued)

e. Non-performing loans and allowance for impairment losses by economic sector (continued)

The non-performing loans ratio of BNI and Subsidiaries on a gross basis, (before deducting the allowance for impairment losses), as of 31 December 2013 and 2012, were 2.16% and 2.81%, respectively (the ratios for BNI only were 2.17% and 2.84% as of 31 December 2013 and 2012, respectively), while the non-performing loans ratio of BNI and Subsidiaries on a net basis as of 31 December 2013 and 2012, were 0.56% and 0.76%, respectively (the ratios for BNI only were 0.55% and 0.75% as of 31 December 2013 and 2012, respectively).

f. Annual interest rates

g. Restructured loans

Below is the type and amount of restructured loans as of 31 December 2013 and 2012:

*) Other restructuring amounts mainly involved additions for loan facilities, debt recognition agreements (PPH) and *Interest Balloon Payments* (IBP).

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

12. LOANS (continued)

g. Pinjaman yang direstrukturisasi (lanjutan)

g. Restructured loans (continued)

Pinjaman yang direstrukturisasi berdasarkan kolektibilitas adalah sebagai berikut:

Restructured loans by collectibility are as follows:

	2013	2012	
Lancar	3,346,748	3,950,890	<i>Current</i>
Dalam perhatian khusus	2,077,851	1,845,667	<i>Special mention</i>
Kurang lancar	84,937	34,994	<i>Substandard</i>
Diragukan	57,566	102,411	<i>Doubtful</i>
Macet	1,332,077	1,511,650	<i>Loss</i>
Total	6,899,179	7,445,612	<i>Total</i>
Cadangan kerugian penurunan nilai	(2,131,103)	(1,591,605)	<i>Allowance for impairment losses</i>
Neto	4,768,076	5,854,007	Net

h. Pinjaman sindikasi

h. Syndicated loans

Pinjaman sindikasi merupakan pinjaman yang diberikan kepada debitur berdasarkan perjanjian pembiayaan bersama dengan bank-bank lain.

Syndicated loans represent loans provided to borrowers under syndication agreements with other banks.

Keikutsertaan BNI dalam pinjaman sindikasi dengan bank-bank lain adalah sebesar Rp15.166.090 dan Rp13.983.121 masing-masing pada tanggal 31 Desember 2013 dan 2012.

BNI's participation in syndicated loans with other banks amounted to Rp15,166,090 and Rp13,983,121 as of 31 December 2013 and 2012, respectively.

Persentase bagian BNI dalam pinjaman sindikasi, dimana BNI bertindak sebagai pimpinan sindikasi adalah sebagai berikut:

BNI's percentage shares in syndicated loans, where BNI acts as the lead arranger, is as follows:

	2013	2012	
% Partisipasi	27.00% - 63.00%	27.00% - 63.00%	<i>% Participation</i>

Keikutsertaan BNI dalam pinjaman sindikasi, dimana BNI bertindak sebagai anggota sindikasi adalah sebagai berikut:

BNI's participation in syndicated loans, where BNI is the syndication member, is as follows:

	2013	2012	
% Partisipasi	0.18% - 64.43%	16.00% - 44.68%	<i>% Participation</i>

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

12. LOANS (continued)

i. Cadangan kerugian penurunan nilai

i. Allowance for impairment losses

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	2013			
	Individu/ Individual	Kolektif/ Collective	Total	
Saldo awal	2,835,891	4,071,744	6,907,635	Beginning balance
Penyisihan selama tahun berjalan	722,228	1,981,004	2,703,232	Allowance during the year
Penerimaan kembali pinjaman yang telah dihapusbukukan	99,947	158,439	258,386	Bad debt recoveries
Penghapusan selama tahun berjalan	(809,620)	(2,316,529)	(3,126,149)	Write-offs during the year
Penyesuaian karena penjabaran mata uang asing	122,282	14,650	136,932	Foreign exchange translation adjustment
Saldo akhir	2,970,728	3,909,308	6,880,036	Ending balance
	2012			
	Individu/ Individual	Kolektif/ Collective	Total	
Saldo awal	3,608,235	3,420,680	7,028,915	Beginning balance
Penyisihan selama tahun berjalan	253,065	2,304,638	2,557,703	Allowance during the year
Penerimaan kembali pinjaman yang telah dihapusbukukan	116,047	111,461	227,508	Bad debt recoveries
Penghapusan selama tahun berjalan	(1,359,049)	(1,809,957)	(3,169,006)	Write-offs during the year
Penyesuaian karena penjabaran mata uang asing	217,593	44,922	262,515	Foreign exchange translation adjustment
Saldo akhir	2,835,891	4,071,744	6,907,635	Ending balance

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai di atas telah memadai.

Management believes that the allowance for impairment losses is adequate.

j. Kredit dihapusbukukan

j. Loans written off

Kredit yang telah dihapusbukukan oleh BNI dicatat sebagai kredit ekstra-komtabel di dalam rekening administratif.

The loans written off by BNI are recorded as extra-comptable in the administrative account.

k. Fasilitas pembiayaan dengan perusahaan pembiayaan

k. Financing arrangements with multi-finance companies

BNI memiliki perjanjian pembiayaan dengan beberapa lembaga pembiayaan untuk membiayai kepemilikan kendaraan bermotor sebesar Rp5.747.775 dan Rp6.612.839 masing-masing pada tanggal 31 Desember 2013 dan 2012.

BNI has financing arrangements with several multi-finance companies with respect to motor vehicles financing amounting to Rp5,747,775 and Rp6,612,839 as of 31 December 2013 and 2012, respectively.

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

k. Fasilitas pembiayaan dengan perusahaan pembiayaan (lanjutan)

Perjanjian pembiayaan hak *recourse* di atas, dengan perusahaan pembiayaan terkait adalah sebesar 100% masing-masing pada tanggal-tanggal 31 Desember 2013 dan 2012 dari jumlah kredit yang diberikan berdasarkan perjanjian pembiayaan tersebut. Apabila terjadi wanprestasi atas debitur, BNI memiliki hak *recourse* terhadap perusahaan pembiayaan yang terkait.

l. Informasi pokok lainnya sehubungan dengan pinjaman yang diberikan

Grup memiliki agunan atas pinjaman yang diberikan dalam bentuk kas, deposito, agunan yang diikat dengan hipotik, garansi serta jaminan dalam bentuk aset lainnya.

Pinjaman yang diberikan dalam pembiayaan syariah masing-masing sebesar Rp11.247.055 dan Rp7.692.139 yang pada tanggal 31 Desember 2013 dan 2012.

Pinjaman karyawan adalah pinjaman yang diberikan kepada karyawan dengan tingkat bunga sebesar 3% - 4% per tahun yang ditujukan untuk pembelian rumah dan keperluan lainnya dengan jangka waktu berkisar antara 1 tahun sampai 18 tahun. Pembayaran pokok pinjaman dan bunga dilunasi melalui pemotongan gaji setiap bulan.

Kredit Program Pemerintah terdiri dari Kredit Likuiditas Bank Indonesia (KLBI), Kredit Ketahanan Pangan (KKP), *Two Steps Loan* (TSL), Kredit Usaha Pembibitan Sapi (KUPS) dan Revitalisasi Perkebunan yang dapat didanai sebagian dan/atau seluruhnya oleh Pemerintah.

Pada tanggal 31 Desember 2013 dan 2012, tidak terdapat pelanggaran maupun pelanggaran Batas Maksimum Pemberian Kredit (BMPK) kepada pihak berelasi dan pihak ketiga sesuai dengan peraturan yang ditetapkan Bank Indonesia.

12. LOANS (continued)

k. Financing arrangements with multi-finance companies (continued)

As of 31 December 2013 and 2012, the above recourse arrangements with the respective multi-finance companies were 100% of the total loans under financing arrangements. In case of default by the borrowers, BNI has recourse against the respective multi-finance companies.

l. Other significant information relating to loans

The Group holds collateral against loans in the form of cash, deposits, registered mortgages, guarantees and other registered securities over assets.

Loans include sharia receivables amounting to Rp11,247,055 and Rp7,692,139 as of 31 December 2013 and 2012, respectively.

Loans to employees which carried interest rate of 3% - 4% per annum are intended for acquisition of houses and other necessities with 1 year to 18 years maturity. The loan principal and interest payments are collected through monthly payroll deductions.

Government Program Loans consist of Kredit Likuiditas Bank Indonesia (KLBI), Kredit Ketahanan Pangan (KKP), Two Steps Loan (TSL), Kredit Usaha Pembibitan Sapi (KUPS) and Revitalisasi Perkebunan which were partially and/or fully funded by the Government.

As at 31 December 2013 and 2012, there were no breach and violation of Legal Lending Limit (LLL) to related parties and third parties as required by Bank Indonesia regulations.

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

I. Informasi pokok lainnya sehubungan dengan pinjaman yang diberikan (lanjutan)

Rasio kredit usaha mikro dan kecil terhadap jumlah kredit yang diberikan BNI per 31 Desember 2013 dan 2012 masing-masing adalah sebesar 8,71% dan 8,78%, sedangkan bila rasio tersebut ditambahkan dengan kredit menengah maka rasio nya menjadi sebesar 16,90% dan 15,89% masing-masing untuk tanggal 31 Desember 2013 dan 2012.

12. LOANS (continued)

I. Other significant information relating to loans (continued)

The micro and small scale loans to total loans ratio for BNI and the small scale loans to total loans ratio for BNI as of 31 December 2013 and 2012 was 8.71% and 8.78%, respectively, whereas if that ratio were added with middle scale loans, the ratio will become 16.90% and 15.89% as of 31 December 2013 and 2012, respectively.

13. OBLIGASI PEMERINTAH

a. Berdasarkan jenis dan mata uang

13. GOVERNMENT BONDS

a. By type and currency

	2013		2012		
	Nilai Nominal/ Nominal Value	Nilai Tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai Tercatat/ Carrying Value	
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss
Rupiah					Rupiah
Tingkat bunga tetap	17,520	17,274	950,497	1,019,027	Fixed rate
Total nilai wajar melalui laporan laba rugi	17,520	17,274	950,497	1,019,027	Total fair value through profit or loss
Tersedia untuk dijual					Available-for-sale
Rupiah					Rupiah
Tingkat bunga tetap	12,564,088	11,871,609	9,788,179	10,807,289	Fixed rate
Tingkat bunga mengambang	15,424,552	15,374,884	15,675,814	15,624,443	Floating rate
	27,988,640	27,246,493	25,463,993	26,431,732	
Mata uang asing					Foreign currencies
Tingkat bunga tetap	6,119,434	6,256,626	3,434,843	3,915,123	Fixed rate
Total tersedia untuk dijual	34,108,074	33,503,119	28,898,836	30,346,855	Total available-for-sale
Dimiliki hingga jatuh tempo					Held-to-maturity
Rupiah					Rupiah
Tingkat bunga tetap, setelah diskonto/premi yang belum diamortisasi, sebesar Rp542.442 per 31 Desember 2013 dan Rp538.519 per 31 Desember 2012	8,289,549	7,747,107	7,700,145	7,161,626	Fixed rate, net of unamortized discount/premium of Rp542,442 as of 31 December 2013 and Rp538,519 as of 31 December 2012
Mata uang asing					Foreign currencies
Tingkat bunga tetap, setelah diskonto/premi yang belum diamortisasi sebesar Rp432 per 31 Desember 2013 dan Rp348 per 31 Desember 2012	164,888	164,456	33,845	33,497	Fixed rate, net of unamortized discount/premium of Rp432 as of 31 December 2013 and Rp348 as of 31 December 2012
Total dimiliki hingga jatuh tempo	8,454,437	7,911,563	7,733,990	7,195,123	Total held-to-maturity
Total Obligasi Pemerintah	42,580,031	41,431,956	37,583,323	38,561,005	Total Government Bonds

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13. OBLIGASI PEMERINTAH (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Jumlah nominal Obligasi Pemerintah yang diterima BNI dari program rekapitalisasi adalah sebesar Rp15.280.514 dan Rp16.057.914 masing-masing pada tanggal 31 Desember 2013 dan 2012.

Jumlah Obligasi Pemerintah yang dikelompokkan sebagai tersedia untuk dijual dan dijual selama tahun berjalan adalah sebagai berikut:

	Total dijual/ Sold	Kepada pihak ketiga/ To third parties	
	Nilai nominal/ Nominal value	Nilai nominal/ Nominal value	Harga jual/ Selling price
Tahun yang berakhir pada tanggal 31 Desember 2013	2,476,306	2,476,306	2,671,298
Tahun yang berakhir pada tanggal 31 Desember 2012	8,515,494	8,515,494	9,621,712

Jumlah Obligasi Pemerintah yang telah jatuh tempo adalah sebesar Rp1.498.375 (nilai nominal) dan Rp829.005 (nilai nominal) masing-masing selama tahun 2013 dan 2012.

Untuk obligasi tingkat bunga mengambang, harga pasar Obligasi Pemerintah berkisar antara 99,45% sampai dengan 99,84% dan antara 99,23% sampai dengan 99,94% masing-masing pada tanggal 31 Desember 2013 dan 2012 dari nilai nominal.

Untuk tingkat bunga tetap, harga pasar Obligasi Pemerintah berkisar antara 71,21% sampai dengan 134,23% dan antara 97,10% sampai dengan 160,35% masing-masing pada tanggal 31 Desember 2013 dan 2012.

BNI mengakui adanya kerugian yang belum direalisasi atas penurunan nilai pasar Obligasi Pemerintah dalam kelompok tersedia untuk dijual (neto setelah pajak) sebesar Rp2.120.364 dan Rp4.994 masing-masing pada tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012 yang tercatat pada bagian ekuitas laporan posisi keuangan konsolidasian.

13. GOVERNMENT BONDS (continued)

a. By type and currency (continued)

The total outstanding nominal amount of Government Bonds received by BNI from the recapitalization program amounted to Rp15,280,514 and Rp16,057,914 as of 31 December 2013 and 2012, respectively.

The total available-for-sale Government Bonds sold during the current year were as follows:

	Total dijual/ Sold	Kepada pihak ketiga/ To third parties	
	Nilai nominal/ Nominal value	Nilai nominal/ Nominal value	Harga jual/ Selling price
Year ended 31 December 2013	2,476,306	2,476,306	2,671,298
Year ended 31 December 2012	8,515,494	8,515,494	9,621,712

Total Government Bonds which matured amounted to Rp1,498,375 (nominal value) and Rp829,005 (nominal value) during 2013 and 2012, respectively.

For floating interest rate bonds, the market price of Government Bonds ranged from 99.45% to 99.84% and from 99.23% to 99.94%, as of 31 December 2013 and 2012, respectively, of the nominal amounts.

For fixed interest rate bonds, the market price of Government Bonds ranged from 71.21% to 134.23% and from 97.10% to 160.35% as of 31 December 2013 and 2012, respectively.

BNI recognized the unrealized losses from the decrease in the market value of the Government Bonds categorized as available-for-sale (net of taxes) in the amount of Rp2,120,364 and Rp4,994 for years ended 31 December 2013 and 2012, respectively, recorded in the equity section of the consolidated statements of financial position.

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13. OBLIGASI PEMERINTAH (lanjutan)

13. GOVERNMENT BONDS (continued)

b. Berdasarkan kisaran tanggal jatuh tempo

b. Based on maturity date

	2013	2012	
Diperdagangkan	23/02/2014 -	15/08/2015 -	<i>Trading</i>
Obligasi tingkat bunga tetap	15/06/2032	15/02/2037	<i>Fixed rate bonds</i>
Tersedia untuk dijual	23/02/2014 -	10/02/2013 -	<i>Available-for-sale</i>
Obligasi tingkat bunga tetap	15/11/2043	15/11/2042	<i>Fixed rate bonds</i>
Obligasi tingkat bunga mengambang	25/12/2014 - 25/07/2020	25/12/2014 - 25/07/2020	<i>Floating rate bonds</i>
Dimiliki hingga jatuh tempo	09/01/2014 -	20/02/2013 -	<i>Held-to-maturity</i>
Obligasi tingkat bunga tetap	15/04/2043	15/07/2038	<i>Fixed rate bonds</i>

c. Tingkat suku bunga tetap tahunan

c. Annual fixed interest rates

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Dolar Singapura/ Singapore Dollar %	
Suku bunga kontrak:				<i>Contractual interest rate:</i>
2013	4.45 - 12.50	0.13 - 11.63	2.25 - 3.25	2013
2012	5.25 - 14.28	0.25 - 11.63	2.25 - 8.80	2012
Suku bunga efektif:				<i>Effective interest rate:</i>
2013	4.58 - 13.74	0.20 - 6.13	1.08 - 1.64	2013
2012	5.13 - 11.67	0.25 - 5.95	1.08 - 4.38	2012

d. Tingkat suku bunga mengambang tahunan

d. Annual floating interest rates

	Rupiah %	
2013	1.95 - 5.16	2013
2012	1.95 - 4.05	2012

14. EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

14. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL

Efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2013 terdiri dari:

Securities purchased under agreements to resell as of 31 December 2013 is as follows:

2013

<i>Counterparty</i>	<i>Jenis Sekuritas/ Type of Securities</i>	<i>Nilai Nominal/ Nominal Amount</i>	<i>Tanggal Dimulai/ Start Date</i>	<i>Tanggal Jatuh Tempo/ Maturity Date</i>	<i>Liabilitas Penjualan Kembali/ Resale Liabilities</i>	<i>Pendapatan Bunga yang Belum Direalisasi/ Unrealized Interest</i>	<i>Nilai Tercatat/ Carrying Value</i>
Pihak ketiga/Third parties							
PT Bank Bukopin, Jakarta	OBN	70,000	30/12/2013	15/01/2014	64,971	183	64,788
Panin Bank, Jakarta	OBN	110,000	20/12/2013	06/01/2014	113,268	106	113,162
Bank Jabar Banten	SDBI	110,000	19/12/2013	09/01/2014	97,218	156	97,062
Bank Jabar Banten	SDBI	110,000	19/12/2013	09/01/2014	97,218	156	97,062
Bank Jabar Banten	SDBI	110,000	30/12/2013	06/01/2014	97,169	94	97,075
Bank Jabar Banten	SDBI	115,000	30/12/2013	06/01/2014	101,586	98	101,488
PT Bank Bukopin, Jakarta	OBN	180,000	30/12/2013	15/01/2014	133,762	376	133,386
Panin Bank, Jakarta	OBN	185,000	20/12/2013	06/01/2014	192,899	180	192,719
PT Bank Bukopin, Jakarta	OBN	221,000	20/12/2013	03/01/2014	199,851	75	199,776
PT Bank Mandiri (Persero) Tbk	OBN	280,000	31/12/2013	09/01/2014	250,548	389	250,159
PT Bank Mandiri (Persero) Tbk	OBN	280,000	31/12/2013	09/01/2014	250,548	389	250,159
Panin Bank, Jakarta	SDBI	337,000	24/12/2013	07/01/2014	300,074	354	299,720
		2,108,000			1,899,112	2,556	1,896,556

Efek yang dibeli dengan janji dijual kembali tersebut di atas diklasifikasikan sebagai lancar.

Securities purchased under agreements to resell are classified as current.

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15. BEBAN DIBAYAR DIMUKA

15. PREPAID EXPENSES

	2013	2012	
Sewa dibayar dimuka	945,152	832,939	<i>Prepaid rent</i>
Promosi	45,391	67,934	<i>Promotion</i>
Asuransi	30,271	15,331	<i>Insurance</i>
Lainnya	200,309	137,618	<i>Others</i>
	1,221,123	1,053,822	

16. PENYERTAAN SAHAM

16. EQUITY INVESTMENTS

Penyertaan jangka panjang

Long-term equity investments

	Biaya Perolehan/ Cost		Bagian BNI Atas Laba (Rugi Akumulasi)/ BNI 's Share of Accumulated Profit/(Losses)		Nilai Tercatat/ Carrying Value		
	2013	2012	2013	2012	2013	2012	
Metode ekuitas	40,742	40,742	(35,342)	(35,066)	5,400	5,676	<i>Equity method</i>
Klasifikasi tersedia untuk dijual					56,101	38,421	<i>Classified as available-for-sale</i>
Total					61,501	44,097	<i>Total</i>
Cadangan kerugian penurunan nilai					(21,994)	(20,071)	<i>Allowance for impairment losses</i>
Neto					39,507	24,026	<i>Net</i>

Penyertaan jangka panjang berdasarkan kolektibilitas Bank Indonesia adalah:

The long-term equity investments by Bank Indonesia collectibility classification are:

	2013	2012	
Lancar	60,965	43,561	<i>Current</i>
Macet	536	536	<i>Loss</i>
Total	61,501	44,097	<i>Total</i>
Cadangan kerugian penurunan nilai	(21,994)	(20,071)	<i>Allowance for impairment losses</i>
Neto	39,507	24,026	<i>Net</i>

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	2013	2012	
Saldo awal	20,071	17,334	<i>Beginning balance</i>
Penyisihan selama tahun berjalan	1,923	2,737	<i>Allowance during the year</i>
Neto	21,994	20,071	<i>Net</i>

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai di atas telah memadai.

Management believes that the allowance for impairment losses is adequate.

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16. PENYERTAAN SAHAM (lanjutan)

16. EQUITY INVESTMENTS (continued)

Penyertaan pada perusahaan asosiasi adalah sebagai berikut:

The equity investments are as follows:

Nama Perusahaan	Kegiatan Usaha/ Business Activity	Persentase Kepemilikan/ Percentage of Ownership		Company's Name
		2013	2012	
Metode ekuitas				Equity method
PT Swadharma Surya Finance	Pembiayaan/Financing	25.00%	25.00%	PT Swadharma Surya Finance
Diklasifikasikan sebagai tersedia untuk dijual				Classified as available-for-sale
PT Sarana Bersama Pembiayaan Indonesia	Investasi/Investment	8.00%	8.00%	PT Sarana Bersama Pembiayaan Indonesia
PT Kustodian Sentral Efek Indonesia	Lembaga penyelesaian efek/ Settlement and depository	2.50%	1.00%	PT Kustodian Sentral Efek Indonesia
PT Pemeringkat Efek Indonesia (Persero)	Pemeringkat efek/ Credit rating agency	1.46%	1.43%	PT Pemeringkat Efek Indonesia (Persero)
PT Bank Mizuho Indonesia	Bank/Banking	1.00%	1.00%	PT Bank Mizuho Indonesia
PT Bank Sumitomo Mitsui Indonesia	Bank/Banking	0.52%	0.52%	PT Bank Sumitomo Mitsui Indonesia
PT Bursa Efek Indonesia	Bursa efek/Stock exchange	0.50%	0.50%	PT Bursa Efek Indonesia

Pada tanggal 27 Maret 2013, BNI melakukan penambahan penyertaan pada PT Bank Mizuho Indonesia sebesar Rp19.460 untuk mempertahankan persentase kepemilikan saham sebesar 1%.

On 27 March 2013, BNI increased its investment in PT Bank Mizuho Indonesia amounting to Rp19,460 to maintain its percentage of ownership of 1%.

17. ASET LAIN-LAIN –NETO

17. OTHER ASSETS – NET

	2013	2012	
Piutang lain-lain			Other receivables
BNI	601,307	1,337,519	BNI
Entitas Anak:			Subsidiaries:
Piutang dari PT Kliring Penjaminan Efek Indonesia (KPEI)*	-	15,157	Receivables from PT Kliring Penjaminan Efek Indonesia (KPEI)*
Piutang nasabah	115,502	190,151	Receivables from customers
Piutang premi asuransi	2,829	9,023	Insurance premium receivables
Lain-lain	16,030	9,382	Others
Sub-total piutang lain-lain	735,668	1,561,232	Sub-total other receivables
Piutang bunga	1,147,129	850,145	Interest receivables
Tagihan kepada nasabah	427,062	7,458	Receivables from customers
Persediaan kantor	277,803	440,649	Office supplies
Agunan yang diambil alih setelah dikurangi penyisihan kerugian penurunan nilai sebesar Rp159.693 masing-masing pada tanggal 31 Desember 2013 dan 2012	9,037	8,005	Foreclosed collateral, net of allowance for impairment losses of Rp159,693 as of 31 December 2013 and 2012, respectively
Lain-lain setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp22.280 pada tanggal 31 Desember 2013 (2012: Rp40.551)	560,192	444,543	Others, net of allowance for impairment losses of Rp22,280 as of 31 December 2013 (2012: Rp40,551)
Total	3,156,891	3,312,032	Total

*) hasil neto dari piutang dan utang pada PT Kliring Penjaminan Efek Indonesia (KPEI), berdasarkan KEP-566/BL/2011

*) net consist of receivable and payable to PT Kliring Penjaminan Efek Indonesia (KPEI), based on KEP-566/BL/2011

Piutang bunga sebagian besar merupakan bunga yang berasal dari Obligasi Pemerintah sebesar Rp532.876 dan Rp493.017 masing-masing pada tanggal 31 Desember 2013 dan 2012.

Interest receivables are mostly comprised of interest from Government Bonds amounting to Rp532,876 and Rp493,017 as of 31 December 2013 and 2012, respectively.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai yang dibentuk atas aset-aset yang disebutkan di atas telah memadai.

Management believes that the allowance for impairment losses on the respective assets outlined above is adequate.

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18. ASET TETAP

18. FIXED ASSETS

Aset tetap kepemilikan langsung:

Direct ownership of fixed assets:

		2013				
	Saldo awal/ <i>Beginning balance</i>	Penambahan/ <i>Additions</i>	Pengurangan dan reklasifikasi/ <i>Disposals and reclassification</i>	Saldo akhir/ <i>Ending balance</i>		
Biaya perolehan						Cost
Tanah	1,744,678	4,473	-	1,749,151		Land
Bangunan	2,526,691	136,322	(6,491)	2,656,522		Buildings
Perlengkapan kantor dan kendaraan bermotor	5,183,214	725,587	(71,295)	5,837,506		Office equipment and motor vehicles
Total biaya perolehan	9,454,583	866,382	(77,786)	10,243,179		Total cost
Aset dalam penyelesaian	233,163	716,074	(11,180)	938,057		Construction in progress
Total biaya perolehan	9,687,746	1,582,456	(88,966)	11,181,236		Total cost
Akumulasi penyusutan						Accumulated depreciation
Bangunan	1,157,173	201,969	(3,035)	1,356,107		Buildings
Perlengkapan kantor dan kendaraan bermotor	3,938,985	439,947	(67,372)	4,311,560		Office equipment and motor vehicles
Total akumulasi penyusutan	5,096,158	641,916	(70,407)	5,667,667		Total accumulated depreciation
Nilai buku neto	4,591,588			5,513,569		Net book value
2012						
	Saldo awal/ <i>Beginning balance</i>	Penambahan/ <i>Additions</i>	Pengurangan dan reklasifikasi/ <i>Disposals and reclassification</i>	Saldo akhir/ <i>Ending balance</i>		
Biaya perolehan						Cost
Tanah	1,744,635	43	-	1,744,678		Land
Bangunan	2,386,890	146,620	(6,819)	2,526,691		Buildings
Perlengkapan kantor dan kendaraan bermotor	4,545,918	688,272	(50,976)	5,183,214		Office equipment and motor vehicles
Total biaya perolehan	8,677,443	834,935	(57,795)	9,454,583		Total cost
Aset dalam penyelesaian	-	299,177	(66,014)	233,163		Construction in progress
Total biaya perolehan	8,677,443	1,134,112	(123,809)	9,687,746		Total cost
Akumulasi penyusutan						Accumulated depreciation
Bangunan	968,411	191,920	(3,158)	1,157,173		Buildings
Perlengkapan kantor dan kendaraan bermotor	3,656,324	326,459	(43,798)	3,938,985		Office equipment and motor vehicles
Total akumulasi penyusutan	4,624,735	518,379	(46,956)	5,096,158		Total accumulated depreciation
Nilai buku neto	4,052,708			4,591,588		Net book value

Rincian keuntungan penjualan aset tetap adalah sebagai berikut:

Details of gain on sale of fixed assets are as follows:

	2013	2012	
Harga jual	13,359	14,530	<i>Proceeds Book value</i>
Nilai buku	(7,379)	(10,839)	
Keuntungan	5,980	3,691	Gain

Manajemen berkeyakinan bahwa tidak terdapat penurunan nilai aset tetap selama tahun berjalan karena manajemen berpendapat bahwa nilai tercatat aset tetap tidak melebihi estimasi nilai yang dapat diperoleh kembali.

Management believes that there is no impairment in the value of fixed assets owned by the Bank during the year because management believes that the carrying amounts of fixed assets do not exceed the estimated recoverable amount.

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18. ASET TETAP (lanjutan)

Aset tetap Bank pada tanggal 31 Desember 2013 diasuransikan terhadap risiko kebakaran dan pencurian dengan nilai pertanggungan sebesar Rp6.105.541 (2012: Rp5.377.921). Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset tersebut.

Estimasi persentase tingkat penyelesaian aset dalam penyelesaian pada tanggal 31 Desember 2013 adalah berkisar 15% - 30% (2012: 20% - 95%) (tidak diaudit).

Penilaian pada nilai wajar tanah dan bangunan yang dimiliki Bank pada tanggal 31 Desember 2013 dan 2012 adalah dengan menggunakan nilai dari Nilai Jual Obyek Pajak (NJOP). NJOP dianggap sebagai estimasi terbaik yang mencerminkan nilai wajar. Pada tanggal 31 Desember 2013, NJOP tanah dan bangunan yang dimiliki Bank masing-masing bernilai Rp2.892.696 dan Rp1.103.995 (2012: Rp3.169.596 dan Rp1.149.249). Selain tanah dan bangunan, tidak ada perbedaan yang signifikan antara nilai wajar aset tetap dengan nilai tercatatnya.

Tidak ada aset tetap yang dijaminkan.

19. LIABILITAS SEGERA

Liabilitas segera terdiri dari kiriman uang, dana setoran cek, deposito yang sudah jatuh tempo tetapi belum diambil nasabah, transaksi kliring, setoran pajak yang diterima oleh BNI sebagai bank persepsi dan simpanan sementara yang belum diselesaikan.

20. SIMPANAN NASABAH

Informasi mengenai simpanan berdasarkan pihak yang berelasi diungkapkan pada Catatan 41.

a. Berdasarkan jenis dan mata uang

	2013	2012	
Rupiah			Rupiah
Giro	53,283,402	52,596,884	Current accounts
Tabungan	111,760,963	100,026,808	Savings account
Deposito berjangka	80,960,766	67,510,920	Time deposits
	<u>246,005,131</u>	<u>220,134,612</u>	
Mata uang asing			Foreign currencies
Giro	34,899,975	20,768,694	Current accounts
Tabungan	38,671	56,645	Savings account
Deposito berjangka	10,946,418	16,700,890	Time deposits
	<u>45,885,064</u>	<u>37,526,229</u>	
Total	<u>291,890,195</u>	<u>257,660,841</u>	Total

18. FIXED ASSETS (continued)

As of 31 December 2013, the fixed assets of the Bank were insured against risk of fire and theft with sum insured amounting to Rp6,105,541 (2012: Rp5,377,921). Management believes that the sum insured is adequate to cover possible losses on the assets insured.

The estimated percentage of completion of construction in progress as of 31 December 2013 is between 15% - 30% (2012: 20% - 95%) (unaudited).

Estimated fair value of land and buildings owned by the Bank as of 31 December 2013 and 2012 were determined using value of Sales Value of Tax Object (NJOP). NJOP is regarded as the best estimates which reflect the fair value. As of 31 December 2013, the NJOP of land and buildings owned by the Bank are Rp2,892,696 and Rp1,103,995 (2012: Rp3,169,596 and Rp1,149,249), respectively. Other than land and buildings, there are no significant difference between the estimated fair value and carrying value of fixed assets.

There were no fixed assets pledged as collateral.

19. OBLIGATIONS DUE IMMEDIATELY

Obligations due immediately consist of money transfers, fund deposits for cheques, deposits matured but not yet collected by customers, items for clearing, tax collection received by BNI as a collecting bank and temporary deposit transactions not yet settled.

20. DEPOSITS FROM CUSTOMERS

Information with respect to transactions with related parties are disclosed in Note 41.

a. By type and currency

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20. SIMPANAN NASABAH (lanjutan)

20. DEPOSITS FROM CUSTOMERS (continued)

a. Berdasarkan jenis dan mata uang (lanjutan)

a. By type and currency (continued)

Perincian simpanan nasabah berdasarkan mata uang adalah sebagai berikut:

Deposits from customers based on currencies are as follows:

	2013	2012	
Rupiah	246,005,131	220,134,612	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	44,367,187	34,812,756	United States Dollar
Dolar Singapura	584,401	310,455	Singapore Dollar
Euro	490,577	2,076,711	Euro
Pound Sterling Inggris	203,672	196,736	Great Britain Pound Sterling
Yen Jepang	189,259	91,904	Japanese Yen
Dolar Hong Kong	40,947	30,006	Hong Kong Dollar
Franc Swiss	6,382	4,918	Swiss Franc
Yuan Cina	2,146	1,280	Chinese Yuan
Dolar Australia	493	1,463	Australian Dollar
	45,885,064	37,526,229	
Total	291,890,195	257,660,841	Total

Simpanan nasabah berdasarkan prinsip syariah termasuk di dalamnya adalah giro *wadiah*, tabungan *wadiah*, tabungan *mudharabah* dan deposito *mudharabah*.

Deposits from customers based on sharia principles include wadiah current accounts, wadiah savings, mudharabah savings and mudharabah deposits.

Giro *wadiah* dan tabungan *wadiah* merupakan simpanan *wadiah yad-dhamanah* dimana pemilik dana akan memperoleh pendapatan bonus. Jumlah giro *wadiah* pada tanggal-tanggal 31 Desember 2013 dan 2012, masing-masing sebesar Rp1.488.185 dan Rp1.468.456, sedangkan jumlah tabungan *wadiah* masing-masing sebesar Rp790.905 dan Rp420.248.

Wadiah current accounts and wadiah savings represent a wadiah yad-dhamanah deposit in which the customers are entitled to receive bonus income. The balances of wadiah current accounts as of 31 December 2013 and 2012 were Rp1,488,185 and Rp1,468,456, respectively, while the balances of wadiah savings were Rp790,905 and Rp420,248, respectively.

Tabungan *mudharabah* merupakan simpanan dana dimana pemilik dana akan mendapatkan imbalan bagi hasil atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan sebelumnya. Pada tanggal 31 Desember 2013 dan 2012, jumlah tabungan *mudharabah* masing-masing adalah sebesar Rp4.280.855 dan Rp3.389.019.

Mudharabah savings are fund deposits on which the depositors are entitled to receive a share of income in return for the use of the funds in accordance with the defined terms (nisbah). As of 31 December 2013 and 2012, the balances of mudharabah savings accounts were Rp4,280,855 and Rp3,389,019, respectively.

Deposito berjangka *mudharabah* merupakan simpanan deposito dari pihak lain yang memberikan bagian dari pendapatan atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya. Pada tanggal 31 Desember 2013 dan 2012, jumlah deposito berjangka *mudharabah* masing-masing sebesar Rp4.916.755 dan Rp3.702.313.

Mudharabah time deposits are fund deposits which entitle the depositor to receive a share of income in return for the use of the funds in accordance with the defined terms (nisbah). As of 31 December 2013 and 2012, the balances of mudharabah time deposit accounts were Rp4,916,755 and Rp3,702,313, respectively.

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20. SIMPANAN NASABAH (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Berdasarkan Undang-Undang No. 24 tanggal 22 September 2004 yang berlaku efektif sejak tanggal 22 September 2005, sebagaimana diubah dengan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia No. 3 tanggal 13 Oktober 2008, Lembaga Penjaminan Simpanan (LPS) dibentuk untuk menjamin liabilitas tertentu bank-bank umum berdasarkan program penjaminan yang berlaku, yang besaran nilai jaminannya dapat berubah jika memenuhi kriteria tertentu yang berlaku.

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 66 Tahun 2008 tanggal 13 Oktober 2008 mengenai Besarnya Nilai Simpanan yang dijamin Lembaga Penjaminan Simpanan, maka pada tanggal 31 Desember 2013 dan 2012, jumlah simpanan yang dijamin LPS adalah simpanan sampai dengan Rp2.000 untuk per nasabah per bank. Simpanan nasabah dijamin hanya jika suku bunganya sama dengan atau dibawah 7,50% untuk simpanan dalam Rupiah dan 1,50% untuk simpanan dalam mata uang asing pada tanggal 31 Desember 2013 (2012: 5,50% dan 1,00%).

Pada tanggal 31 Desember 2013 dan 2012, BNI adalah peserta dari program penjaminan tersebut.

b. Berdasarkan hubungan

	2013	2012	
Pihak berelasi			
Rupiah			Related parties
Giro	78,728	53,889	Rupiah
Tabungan	64,580	92,822	Current accounts
Deposito berjangka	150,122	175,816	Savings account
	<u>293,430</u>	<u>322,527</u>	Time deposits
Mata uang asing			Foreign currencies
Giro	25,350	14,335	Current accounts
Deposito berjangka	15,617	12,178	Time deposits
	<u>40,967</u>	<u>26,513</u>	
Total pihak berelasi	<u>334,397</u>	<u>349,040</u>	Total related parties

20. DEPOSITS FROM CUSTOMERS (continued)

a. By type and currency (continued)

Based on Law No. 24 dated 22 September 2004, effective on 22 September 2005, which was amended by the Government Regulation No. 3 dated 13 October 2008, the Indonesia Deposit Insurance Agency (LPS) was formed to guarantee certain liabilities of commercial banks under the applicable guarantee program, which the amount of guarantee can be amended if the situation complies with the valid particular criterias.

As of 31 December 2013 and 2012, based on Government Regulation No. 66 Year 2008 dated 13 October 2008 regarding The Amount of Deposit Guaranteed by Indonesia Deposit Insurance Corporation, the amount of deposits covered by LPS is customer deposits up to Rp2,000 per depositor per bank. Customer deposits are only covered if the rate of interest is equal to or below 7.50% for deposits denominated in Rupiah and 1.50% for deposits denominated in foreign currency as of 31 December 2013 (2012: 5.50% and 1.00%).

As of 31 December 2013 and 2012, BNI was a participant of that guarantee program.

b. By relationship

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20. SIMPANAN NASABAH (lanjutan)

20. DEPOSITS FROM CUSTOMERS (continued)

b. Berdasarkan hubungan (lanjutan)

b. By relationship(continued)

	2013	2012	
Pihak ketiga Rupiah			Third parties Rupiah
Giro	53,204,674	52,542,995	Current accounts
Tabungan	111,696,383	99,933,986	Savings account
Deposito berjangka	80,810,644	67,335,104	Time deposits
	<u>245,711,701</u>	<u>219,812,085</u>	
Mata uang asing			Foreign currencies
Giro	34,874,625	20,754,359	Current accounts
Tabungan	38,671	56,645	Savings account
Deposito berjangka	10,930,801	16,688,712	Time deposits
	<u>45,844,097</u>	<u>37,499,716</u>	
Total pihak ketiga	<u>291,555,798</u>	<u>257,311,801</u>	Total third parties
Total	<u>291,890,195</u>	<u>257,660,841</u>	Total

c. Tabungan berdasarkan jenis

c. Savings accounts by type

	2013	2012	
Tabungan BNI	105,617,029	95,228,266	BNI savings accounts
Tabungan Syariah	5,071,760	3,809,267	Sharia savings accounts
Tabungan Haji	1,110,845	1,045,920	Haji savings accounts
Total	<u>111,799,634</u>	<u>100,083,453</u>	Total

d. Simpanan yang diblokir dan dijadikan jaminan

d. Deposits blocked and pledged as collateral

	2013	2012	
Giro	12,245,519	8,444,827	Current account
Tabungan	9,188,934	10,043,659	Savings account
Deposito berjangka	3,423,737	4,007,933	Time deposit
Total	<u>24,858,190</u>	<u>22,496,419</u>	Total

e. Tingkat suku bunga dan bagi hasil per tahun

e. Annual interest rates and profit sharing

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Dolar Singapura/ Singapore Dollar %	Euro %	
2013	0.00 - 10.00	0.00 - 2.50	0.00 - 1.53	0.00 - 0.20	2013
2012	0.00 - 7.00	0.00 - 2.14	0.00 - 1.60	0.00 - 0.75	2012

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21. SIMPANAN DARI BANK LAIN

21. DEPOSITS FROM OTHER BANKS

a. Berdasarkan jenis dan mata uang

a. By type and currency

	<u>2013</u>	<u>2012</u>	
Rupiah			Rupiah
Giro	1,445,674	602,284	Current accounts
Deposito berjangka	883,561	702,878	Time deposits
Simpanan lainnya	289,397	291,669	Other deposits
	<u>2,618,632</u>	<u>1,596,831</u>	
Mata uang asing			Foreign currencies
Pinjaman pasar uang antar bank	-	262,246	Interbank money market
Giro	266,695	92,212	Current accounts
Deposito berjangka	57,732	1,293,954	Time deposits
Simpanan lainnya	241,924	-	Other deposits
	<u>566,351</u>	<u>1,648,412</u>	
Total	<u>3,184,983</u>	<u>3,245,243</u>	Total

Simpanan dari bank lain berdasarkan prinsip syariah termasuk di dalamnya adalah giro wadiah dan deposito mudharabah.

Deposits from other banks based on sharia principles include wadiah current accounts and mudharabah deposits.

Giro wadiah merupakan simpanan wadiah yad-dhamanah dimana pemilik dana akan memperoleh pendapatan bonus. Jumlah giro wadiah pada tanggal-tanggal 31 Desember 2013 dan 2012, masing-masing sebesar Rp44.205 dan Rp31.461.

Wadiah current accounts represent a wadiah yad-dhamanah deposit in which the customers are entitled to receive bonus income. The balances of wadiah current accounts as of 31 December 2013 and 2012 were Rp44,205 and Rp31,461, respectively.

Deposito berjangka mudharabah merupakan simpanan deposito yang memberikan bagian dari pendapatan atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya. Pada tanggal 31 Desember 2013 dan 2012, jumlah deposito berjangka mudharabah masing-masing sebesar Rp1.507.538 dan Rp181.105.

Mudharabah time deposits are fund deposits which entitle the depositor to receive a share of income in return for the use of the funds in accordance with the defined terms (nisbah). As of 31 December 2013 and 2012, the balances of mudharabah time deposits were Rp1,507,538 and Rp181,105, respectively.

Perincian simpanan dari bank lain berdasarkan mata uang adalah sebagai berikut:

Deposits from other banks based on currencies are as follows:

	<u>2013</u>	<u>2012</u>	
Rupiah	<u>2,618,632</u>	<u>1,596,831</u>	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	339,756	1,481,283	United States Dollar
Dolar Hong Kong	101,125	8,047	Hong Kong Dollar
Dolar Singapura	78,014	122,741	Singapore Dollar
Yen Jepang	39,499	20,685	Japanese Yen
Euro	4,222	12,190	Euro
Pound Sterling Inggris	3,735	3,466	Great Britain Pound Sterling
	<u>566,351</u>	<u>1,648,412</u>	
Total	<u>3,184,983</u>	<u>3,245,243</u>	Total

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21. SIMPANAN DARI BANK LAIN (lanjutan)

21. DEPOSITS FROM OTHER BANKS (continued)

b. Berdasarkan hubungan

b. By relationship

	2013	2012	
Pihak berelasi			Related parties
Rupiah			Rupiah
Giro	16,053	11,138	Current accounts
Deposito berjangka	22,450	27,450	Time deposits
Simpanan lainnya	4,653	806	Other deposits
	<u>43,156</u>	<u>39,394</u>	
Mata uang asing			Foreign currencies
Giro	479	221	Current accounts
Total pihak berelasi	<u>43,635</u>	<u>39,615</u>	Total related parties
Pihak ketiga			Third parties
Rupiah			Rupiah
Giro	1,429,621	591,146	Current accounts
Deposito berjangka	861,111	675,428	Time deposits
Simpanan lainnya	284,744	290,863	Other deposits
	<u>2,575,476</u>	<u>1,557,437</u>	
Mata uang asing			Foreign currencies
Giro	266,216	91,991	Current accounts
Deposito berjangka	57,732	1,293,954	Time deposits
Pinjaman pasar uang antar bank		262,246	Interbank money market
Simpanan lainnya	241,924	-	Other deposits
	<u>565,872</u>	<u>1,648,191</u>	
Total pihak ketiga	<u>3,141,348</u>	<u>3,205,628</u>	Total third parties
Total	<u>3,184,983</u>	<u>3,245,243</u>	Total

c. Berdasarkan tingkat suku bunga dan bagi hasil per tahun

c. By annual interest rates and profit sharing

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Dolar Singapura/ Singapore Dollar %	
2013	0.00 - 3.00	0.80 - 0.97	-	2013
2012	0.00 - 3.00	0.40 - 1.61	0.60	2012

22. LIABILITAS AKSEPTASI

22. ACCEPTANCES PAYABLE

a. Berdasarkan pihak dan mata uang

a. By party and currency

	2013	2012	
Rupiah			Rupiah
Bank	274,917	239,749	Banks
Kreditur non-bank	15,093	15,193	Non-bank creditors
	<u>290,010</u>	<u>254,942</u>	
Mata uang asing			Foreign currencies
Bank	5,653,921	4,338,250	Banks
Kreditur non-bank	255,041	31,309	Non-bank creditors
	<u>5,908,962</u>	<u>4,369,559</u>	
Total	<u>6,198,972</u>	<u>4,624,501</u>	Total

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22. LIABILITAS AKSEPTASI (lanjutan)

**a. Berdasarkan pihak dan mata uang
(lanjutan)**

Perincian liabilitas akseptasi berdasarkan mata uang adalah sebagai berikut:

	2013	2012
Rupiah	290,010	254,942
Mata uang asing		
Dolar Amerika Serikat	5,595,162	4,119,451
Euro	185,298	197,062
Yen Jepang	54,950	53,046
Dolar Singapura	73,552	-
	5,908,962	4,369,559
Total	6,198,972	4,624,501

b. Berdasarkan hubungan

Pada tanggal 31 Desember 2013 dan 2012, seluruh liabilitas akseptasi merupakan transaksi dengan pihak ketiga.

22. ACCEPTANCES PAYABLE (continued)

a. By party and currency (continued)

Acceptances payable based on currencies are as follow:

	2013	2012
Rupiah	290,010	254,942
Foreign currencies		
United States Dollar	5,595,162	4,119,451
Euro	185,298	197,062
Japanese Yen	54,950	53,046
Singapore Dollar	73,552	-
	5,908,962	4,369,559
Total	6,198,972	4,624,501

b. By relationship

As of 31 December 2013 and 2012, acceptances payable are all with third parties.

23. BEBAN YANG MASIH HARUS DIBAYAR

	2013	2012
Biaya kantor	219,970	133,477
Kewajiban sebagai bank penerbit	188,223	329,505
Lain-lain	74,712	64,380
Total	482,905	527,362

23. ACCRUED EXPENSES

Office expenses	219,970
Issuer bank liabilities	188,223
Others	74,712
Total	482,905

24. PENYISIHAN

	2013	2012
Penyisihan atas perkara hukum	59,707	29,338
Estimasi kerugian atas komitmen dan kontinjensi	44,385	25,436
Total	104,092	54,774

24. PROVISION

Provision for legal cases	59,707
Estimated losses from commitments and contingencies	44,385
Total	104,092

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24. PENYISIHAN (lanjutan)

Perubahan cadangan atas perkara hukum adalah sebagai berikut:

	2013	2012
Saldo awal	29,338	40,711
Penyisihan/(pembalikan) selama tahun berjalan	30,369	(11,373)
Saldo akhir	59,707	29,338

Manajemen berpendapat bahwa jumlah cadangan atas perkara hukum di atas telah memadai.

Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut:

	2013	2012
Saldo awal	25,436	105,449
Pembalikan selama tahun berjalan	-	(93,345)
Penyesuaian karena penjabaran mata uang asing	18,949	13,332
Saldo akhir	44,385	25,436

Manajemen berpendapat bahwa estimasi kerugian pada komitmen dan kontinjensi di atas telah memadai.

24. PROVISION (continued)

The movements of the allowance for legal cases are as follows:

	2013	2012
Beginning balance	29,338	40,711
Provision/(reversal) during the year	30,369	(11,373)
Ending balance	59,707	29,338

Management believes that the allowance for legal cases are adequate.

The movements of estimated losses on commitments and contingencies are as follows:

	2013	2012
Beginning balance	25,436	105,449
Reversal during the year	-	(93,345)
Foreign exchange translation adjustment	18,949	13,332
Ending balance	44,385	25,436

Management believes that the estimated losses on commitments and contingencies are adequate.

25. LIABILITAS LAIN-LAIN

	2013	2012
Utang ke pemegang polis	2,740,473	2,268,887
Setoran jaminan	932,705	791,207
Uang muka dari Sumitomo Life (Catatan 1i)	630,000	-
Utang bunga	235,533	179,463
Nota kredit dalam penyelesaian	166,732	185,477
Pendapatan yang belum diakui	148,011	36,481
Utang nasabah	84,080	111,819
Utang reasuransi	30,043	24,812
Lain - lain	740,274	560,275
Total	5,707,851	4,158,421

Pada tanggal-tanggal 31 Desember 2013 dan 2012, utang nasabah pihak berelasi masing-masing sebesar RpNihil.

25. OTHER LIABILITIES

	2013	2012
Obligation to policy holders	2,740,473	2,268,887
Guarantee deposits	932,705	791,207
Advance payment from Sumitomo Life (Note 1i)	630,000	-
Interest payable	235,533	179,463
Credit memo in process	166,732	185,477
Unearned income	148,011	36,481
Payable to customers	84,080	111,819
Reinsurance payable	30,043	24,812
Others	740,274	560,275
Total	5,707,851	4,158,421

As of 31 December 2013 and 2012, payable to related party customers amounted to RpNil, respectively.

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26. PERPAJAKAN

26. TAXATION

a. Pajak dibayar dimuka

a. Prepaid taxes

	2013	2012	
Pajak penghasilan badan - 2013			Corporate income tax – 2013
BNI	816,858	-	BNI
Entitas Anak	-	29,365	Subsidiaries
Total	816,858	29,365	Total

b. Utang pajak

b. Taxes payable

	2013	2012	
Pajak penghasilan badan			Corporate income tax
BNI			BNI
Pasal 29	130,053	19,457	Article 29
Pasal 25	143,352	144,407	Article 25
	273,405	163,864	
Pajak lainnya	35,712	36,210	Other taxes
Entitas Anak	14,840	42,309	Subsidiaries
	50,552	78,519	
Total	323,957	242,383	Total

c. Beban pajak

c. Tax expense

	2013	2012	
BNI			BNI
Kini	2,137,073	1,487,255	Current
Tangguhan	37,375	321,484	Deferred
Pajak penghasilan – BNI	2,174,448	1,808,739	Income tax - BNI
Entitas Anak	45,776	42,461	Subsidiaries
Total	2,220,224	1,851,200	Total

Rekonsiliasi antara beban pajak penghasilan dengan hasil perkalian laba akuntansi sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between income tax expense and the theoretical tax amount on the profit before income tax are as follows:

	2013	2012	
Laba konsolidasian sebelum pajak penghasilan	11,278,165	8,899,562	Consolidated income before income tax
Pajak dihitung dengan tarif pajak yang berlaku	2,266,721	1,794,850	Tax calculated at applicable tax rates
Dampak pajak penghasilan pada:			Tax effect of:
BNI			BNI
Beda waktu:			Timing differences:
- Pembalikan cadangan	(43,433)	(205,573)	Reversal allowance -
- Lain-lain	6,057	8,371	Others -
Beda tetap:			Permanent differences:
- Kenikmatan karyawan	22,226	16,151	Benefit in kind -
- Lain-lain	(59,060)	(51,856)	Others -
Entitas Anak	(55,438)	(74,688)	Subsidiaries
	2,137,073	1,487,255	

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26. PERPAJAKAN (lanjutan)

c. Beban pajak (lanjutan)

Rekonsiliasi antara laba sebelum pajak penghasilan menurut laba rugi BNI dengan estimasi penghasilan kena pajak adalah sebagai berikut:

	2013	2012
Grup		
Laba konsolidasian sebelum pajak penghasilan	11,278,165	8,899,562
Laba sebelum pajak penghasilan dari entitas anak	(221,754)	(298,752)
Laba sebelum pajak penghasilan - BNI	11,056,411	8,600,810
Beda waktu		
- Penyusutan aset tetap	27,579	22,204
- Pembalikan cadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	(357,742)	(1,039,463)
- Pembalikan cadangan hukum, kecurangan (<i>fraud</i>) dan lainnya	29,239	(6,953)
- Rugi (laba) yang belum direalisasi atas efek yang diperdagangkan	2,706	19,649
- Pembalikan cadangan imbalan kerja	105,350	88,647
- Pembalikan cadangan kerugian penurunan nilai aset produktif selain pinjaman yang diberikan	5,990	(70,096)
	(186,878)	(986,012)
Beda tetap		
- Kenikmatan karyawan	111,130	80,758
- Pembalikan cadangan kerugian penurunan nilai - aset lain-lain	(12,633)	(8,090)
- Program insentif pengganti MESOP	(53,959)	(5,920)
- Keuntungan atas reksadana	(458,418)	(408,505)
- Lain-lain	229,711	163,234
	(184,169)	(178,523)
Penghasilan kena pajak - BNI	10,685,364	7,436,275

Beban pajak penghasilan tahun berjalan dan taksiran utang pajak penghasilan BNI adalah sebagai berikut:

	2013	2012
Beban pajak penghasilan sesuai tarif pajak yang berlaku		
20% x Rp10.685.364	2,137,073	-
20% x Rp7.436.275	-	1,487,255
Beban pajak penghasilan	2,137,073	1,487,255
Pajak dibayar di muka	(2,007,020)	(1,467,798)
Utang pajak penghasilan - BNI	130,053	19,457

26. TAXATION (continued)

c. Tax expense (continued)

A reconciliation between the income before tax as shown in BNI's profit and loss and estimated taxable income are as follows:

	2013	2012
The Group		
Consolidated income before income tax		
Income before income tax of subsidiaries		
Income before income tax - BNI		
Timing differences		
Depreciation of fixed assets		
-		
Reversal of allowance for impairment losses on earning assets - loans		
-		
Reversal of allowance for legal, fraud and others		
-		
Unrealized loss (gain) on trading securities		
-		
Reversal of allowance for employee benefits		
-		
Reversal of allowance for impairment earning assets - other than loans		
-		
Permanent differences		
Employees' fringe benefits		
-		
Reversal of allowance for impairment losses on other assets		
-		
Incentive for MESOP replacement program		
-		
Gain on mutual fund		
-		
Others		
-		
Total permanent differences		
Taxable income - BNI		

Taxable income for the current year and the estimated corporate income tax payable is as follows:

	2013	2012
Income tax based on the applicable tax rates		
20% x Rp10,685,364		
20% x Rp7,436,275		
Corporate income tax expense		
Prepaid tax		
Corporate income tax payable - BNI		

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26. PERPAJAKAN (lanjutan)

c. Beban pajak (lanjutan)

Perhitungan pajak penghasilan badan untuk tahun yang berakhir 31 Desember 2013 di atas adalah suatu perhitungan sementara yang dibuat untuk tujuan akuntansi dan dapat berubah pada waktu BNI menyampaikan SPT tahunannya. Perhitungan perpajakan untuk tahun yang berakhir 31 Desember 2012 sesuai dengan Surat Pemberitahuan Pajak (SPT) BNI.

Berdasarkan Undang-undang No. 36 Tahun 2008 tentang Pajak Penghasilan, Peraturan Pemerintah (PP) No. 81 Tahun 2007 tertanggal 28 Desember 2007, yang kemudian dicabut dan digantikan oleh PP No. 77 Tahun 2013 tertanggal 21 November 2013 tentang Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka dan Peraturan Menteri Keuangan No.238/PMK.03/2008 tanggal 30 Desember 2008 tentang Tata Cara Pelaksanaan dan Pengawasan Pemberian Penurunan Tarif Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka mengatur bahwa perseroan terbuka dalam negeri di Indonesia dapat memperoleh fasilitas penurunan tarif pajak penghasilan sebesar 5% lebih rendah dari tarif tertinggi pajak penghasilan yang ada dengan memenuhi beberapa persyaratan tertentu, yaitu paling sedikit 40% (empat puluh persen) dari jumlah keseluruhan saham yang disetor dicatat untuk diperdagangkan di bursa efek di Indonesia dan masuk dalam penitipan kolektif di lembaga penyimpanan dan penyelesaian, saham tersebut harus dimiliki paling sedikit oleh 300 pihak serta masing-masing pihak hanya boleh memiliki saham kurang dari 5% dari keseluruhan saham ditempatkan dan disetor penuh. Ketentuan sebagaimana dimaksud di atas harus dipenuhi dalam waktu paling singkat 183 (seratus delapan puluh tiga) hari kalender dalam jangka waktu 1 (satu) tahun pajak.

26. TAXATION (continued)

c. Tax expense (continued)

The calculation of income tax for the year ended 31 December 2013 is a preliminary estimate made for accounting purposes and is subject to change at the time BNI submits its annual tax return. Tax calculation for the year ended 31 December 2012 is in accordance with BNI's income tax (SPT).

Based on UU No. 36 Year 2008 regarding Income Tax, Government Regulation (GR) No. 81 Year 2007 dated 28 December 2007 which subsequently has been revoked and replaced by GR No. 77 Year 2013 dated 21 November 2013 regarding Reduction of Tax Rate of Income Tax Resident Corporate Tax Payers and Regulation of the Minister of Finance No. 238/PMK.03/2008 dated 30 December 2008 regarding Procedures for Implementing and Supervising the Granting of Reduction of the Tax Rate of Income Tax Resident Corporate Tax Payers in the Form of Public Listed Company, a public listed company can obtain a reduction of income tax rate by 5% lower from the highest income tax rate by fulfilling several requirements, which include 40% of total issued and fully paid in capital shares traded in Indonesia Stock Exchange and must be recorded in depository and settlement institutional and the shares are owned by at least 300 parties and each party can only own less than 5% of the total paid up shares. The above requirements must be fulfilled by the tax payers at the minimum of 183 (one hundred and eighty three) calendar days in a period of (1) one fiscal year.

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26. PERPAJAKAN (lanjutan)

26. TAXATION (continued)

c. Beban pajak (lanjutan)

c. Tax expense (continued)

Sampai dengan tanggal laporan keuangan konsolidasian ini, masa mulai berlakunya penerapan PP No. 77 Tahun 2013 tersebut masih dalam proses pembahasan dan peraturan terkait masa transisi dari PP No. 77 Tahun 2013 tersebut masih belum diterbitkan, sehingga kepastian pemenuhan persyaratan transisi sesuai dengan PP No.77 Tahun 2013 masih perlu diklarifikasi lebih lanjut. Manajemen akan terus melakukan pemantauan terkait kepastian pemenuhan persyaratan transisi ini. Manajemen berkeyakinan bahwa BNI akan memenuhi semua persyaratan untuk memperoleh fasilitas penurunan tarif pajak penghasilan untuk tahun pajak 2013. Oleh karena itu, pajak penghasilan badan BNI untuk tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012 telah dihitung dengan menggunakan tarif pajak 20%.

Up to the date of this consolidated financial statements, the effective date of GR No. 77 Year 2013 is still in discussion process and the regulation on the transition period of GR No. 77 Year 2013 is not yet issued, therefore the confirmation on the fulfillment of the transition requirements in accordance with GR No. 77 Year 2013 is still need to be further clarified. Management will continue to monitor the certainty of the fulfillment of these transition requirements. Management believes that BNI will fulfill all the requirements to obtain income tax reduction for 2013 fiscal year. Therefore, the BNI's corporate income tax for the years ended 31 December 2013 and 2012 are calculated using the tax rate of 20%.

d. Aset pajak tangguhan - neto

d. Deferred tax assets - net

Aset pajak tangguhan pada tanggal-tanggal 31 Desember 2013 dan 2012 merupakan pengaruh beda pajak dengan rincian sebagai berikut:

The deferred tax assets as of 31 December 2013 and 2012 represent the tax effects on the following:

	2013				
	Saldo awal/ Beginning balance	Dikreditkan/ (dibebankan) ke laporan laba rugi komprehensif konsolidasian/ Credited/ (charged) to consolidated statement of comprehensive income	Dibebankan ke ekuitas/ Charged to equity	Saldo akhir/ Ending balance	
Cadangan kerugian penurunan nilai aset produktif- pinjaman yang diberikan	(2,186)	(71,548)	-	(73,734)	Allowance for impairment losses on earning assets - loans
Cadangan imbalan kerja	215,177	21,070	-	236,247	Allowance for employee benefits
Cadangan kerugian penurunan nilai aset produktif - selain pinjaman yang diberikan	70,679	1,198	-	71,877	Allowance for impairment losses on other assets other than loans
Rugi yang belum direalisasi atas efek-efek yang tersedia untuk dijual	19,900	-	710,406	730,306	Unrealized loss on available-for-sale-securities
Cadangan hukum, kecurangan (<i>fraud</i>) dan lainnya	7,883	5,848	-	13,731	Allowance for legal, fraud and others
Rugi yang belum direalisasi atas efek yang diperdagangkan	1,186	541	-	1,727	Unrealized loss on trading securities
Penyusutan aset tetap	(50,259)	5,516	-	(44,743)	Depreciation of fixed assets
Aset pajak tangguhan BNI - neto	262,380	(37,375)	710,406	935,411	Net deferred tax assets - BNI
Aset pajak tangguhan Entitas Anak - neto	57,295			51,051	Net deferred tax assets - Subsidiaries
Aset pajak tangguhan konsolidasian - neto	319,675			986,462	Net consolidated deferred tax assets

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26. PERPAJAKAN (lanjutan)

26. TAXATION (continued)

d. Aset pajak tangguhan (lanjutan)

d. Deferred tax assets (continued)

2012					
Saldo awal/ Beginning balance	Dikreditkan/ (dibebankan) ke laporan laba rugi komprehensif konsolidasian/ Credited/ (charged) to consolidated statement of comprehensive income	Dibebankan ke ekuitas/ Charged to equity	Saldo akhir/ Ending balance		
Cadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	257,134	(259,320)	-	(2,186)	Allowance for impairment losses on earning assets - loans
Cadangan imbalan kerja	246,810	(31,633)	-	215,177	Allowance for employee benefits
Cadangan kerugian penurunan nilai aset produktif - selain pinjaman yang diberikan	105,873	(35,194)	-	70,679	Allowance for impairment losses on other assets other than loans
Rugi/(laba) yang belum direalisasi atas efek-efek yang tersedia untuk dijual	72,172	-	(52,272)	19,900	Unrealized loss/(gain) on available-for-sale-securities
Cadangan hukum, kecurangan (<i>fraud</i>) dan lainnya	11,592	(3,709)	-	7,883	Allowance for legal, fraud and others
Rugi/(laba) yang belum direalisasi atas efek yang diperdagangkan	(402)	1,588	-	1,186	Unrealized loss/(gain) on trading securities
Penyusutan aset tetap	(54,701)	4,442	-	(50,259)	Depreciation of fixed assets
Aset pajak tangguhan BNI - neto	638,478	(323,826)	(52,272)	262,380	Net deferred tax assets - BNI
Aset pajak tangguhan Entitas Anak - neto	57,124			57,295	Net deferred tax assets - Subsidiaries
Aset pajak tangguhan konsolidasian - neto	695,602			319,675	Net consolidated deferred tax assets

Manajemen berpendapat bahwa aset pajak tangguhan dapat dipulihkan seluruhnya.

Management believes that deferred tax assets are fully realizable.

e. Surat ketetapan pajak

e. Tax assessment letters

Pada tanggal 28 November 2012, BNI menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") No. 00002/206/10/093/12 atas Pajak Penghasilan Badan ("PPH Badan") untuk tahun fiskal 2010 sebesar Rp1.633.716 (termasuk denda). Pada tanggal 26 Desember 2012, BNI telah melakukan pembayaran sebagian atas SKPKB PPH Badan sebesar Rp9.798. Pada tanggal 19 Februari 2013, BNI telah mengajukan surat keberatan ke Direktorat Jenderal Pajak terhadap sisa SKPKB PPH Badan tersebut. Pada tanggal 26 Februari 2013, BNI telah melakukan pembayaran sebagian atas sisa SKPKB PPH Badan sebesar Rp816.858. Pada tanggal 3 Februari 2014, BNI menerima surat dari Direktorat Jenderal Pajak No. S-500/WPJ.19/2014 yang menolak keberatan atas SKPKB PPH Badan tersebut. BNI akan mengajukan banding atas penolakan keberatan tersebut.

On 28 November 2012, BNI received the tax assessment letter ("SKPKB") No. 00002/206/10/093/12 which stated that there was an underpayment of corporate income tax for fiscal year 2010 amounting to Rp1,633,716 (including penalties). On 26 December 2012, BNI has made a partial payment amounting to Rp9,798. On 19 February 2013, BNI has submitted an objection letter to the Directorate General of Tax for the remaining underpayment. On 26 February 2013, BNI has made a partial payment of the remaining underpayment amounting to Rp816,858. On 3 February 2014, BNI received a letter from Directorate General of Tax No. S-500/WPJ.19/2014 which rejected the objection of the above SKPKB. BNI will submit an appeal on the above rejection.

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26. PERPAJAKAN (lanjutan)

e. Surat ketetapan pajak (lanjutan)

Pada tanggal 28 November 2012, BNI juga menerima SKPKB No. 00197/207/10/093/12 atas Pajak Pertambahan Nilai ("PPN") untuk tahun fiskal 2010 sebesar Rp19.362 (termasuk denda). Pada tanggal 26 dan 27 Desember 2012, BNI telah membayar seluruh SKPKB PPN tersebut. Pada tanggal 19 Februari 2013, BNI telah mengajukan surat keberatan ke Direktorat Jenderal Pajak terhadap SKPKB PPN tersebut. Pada tanggal 3 Februari 2014, BNI menerima surat dari Direktorat Jenderal Pajak No. S-501/WPJ.19/2014 yang menolak keberatan atas SKPKB PPN tersebut. BNI akan mengajukan banding atas penolakan keberatan tersebut.

26. TAXATION (continued)

e. Tax assessment letters (continued)

On 28 November 2012, BNI has also received SKPKB No. 00197/207/10/093/12 which stated that there was an underpayment of Value Added Tax ("VAT") for fiscal year 2010 amounting to Rp19,362 (including penalties). On 26 and 27 December 2012, BNI has fully paid the above SKPKB VAT. On 19 February 2013, BNI has submitted an objection letter to the Directorate General of Tax for the above underpayment. On 3 February 2014, BNI received a letter from Directorate General of Tax No. S-501/WPJ.19/2014 which rejected the objection of the above SKPKB. BNI will submit an appeal on the above rejection.

27. EFEK-EFEK YANG DITERBITKAN

a. Berdasarkan jenis

	2013	
	Saldo/ Balance	Peringkat/ Rating *)
Obligasi-BNI, setelah dikurangi diskonto yang belum diamortisasi sebesar Rp48.467 per 31 Desember 2013 (2012: Rp49.940)	6,036,533	BBB-

*) Fitch

Obligasi – BNI

Pada tanggal 27 April 2012, BNI, melalui BNI Cabang London, menerbitkan surat utang dengan jumlah nilai nominal USD500 juta yang akan jatuh tempo pada tanggal 27 April 2017. Tingkat suku bunga sebesar 4,13% per tahun yang akan dibayarkan setiap enam bulan pada tanggal 27 April dan 27 Oktober setiap tahunnya, sejak tanggal 27 Oktober 2012. Surat utang tersebut dapat dicairkan, secara keseluruhan tetapi tidak sebagian, sejumlah pokok yang terhutang beserta bunga yang ditangguhkan dan bunga yang belum dibayarkan, jika ada, atas pilihan penerbit surat hutang setiap saat dalam hal terdapat perubahan tertentu yang dapat mempengaruhi pajak di Indonesia. Surat utang dikeluarkan pada harga 98,89% setara dengan USD494,4 juta dan terdaftar pada Singapore Exchange Securities Trading Limited (SGX-ST).

27. SECURITIES ISSUED

a. By type

	2012	
	Saldo/ Balance	Peringkat/ Rating *)
Bonds-BNI, net of unamortized discount cost of Rp48,467 as of 31 December 2013 (2012: Rp49,940)	4,768,810	BBB-

*) Fitch

Bonds – BNI

On 27 April 2012, BNI, through its London Branch, issued Notes with total nominal value of USD500 million that will be due on 27 April 2017. The Notes bear interest of 4.13% per annum payable semi-annually in arrears on 27 April and 27 October in each year, commencing on 27 October 2012. The Notes are subject to redemption, in whole but not in part, of their outstanding principal amount, together with accrued and unpaid interest, if any, at the option of the Issuer at any time in the event of certain changes affecting taxes in Indonesia. The Notes were issued at a price of 98.89% equivalent to USD494.4 million and are listed on the Singapore Exchange Securities Trading Limited (SGX-ST).

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27. EFEK-EFEK YANG DITERBITKAN (lanjutan)

a. Berdasarkan jenis (lanjutan)

Obligasi – BNI (lanjutan)

Dari jumlah yang diterima sebesar USD494,4 juta tersebut, sebesar USD400 ribu digunakan sebagai biaya penerbitan surat utang. Penerimaan bersih dari penerbitan surat utang tersebut akan digunakan oleh Bank sebagai tambahan sumber pendanaan untuk cabang-cabang luar negeri Bank dan untuk tujuan pendanaan umum Bank. Surat utang ini merupakan kewajiban langsung, tanpa syarat dan (tergantung pada ketentuan dan kondisi di bawah) tanpa jaminan dari Bank dan akan diperingkat pari passu (kecuali terdapat ketentuan hukum tertentu yang mewajibkan adanya preferensi) dan setara dengan kewajiban tanpa jaminan dan tidak disubordinasi lain dari Bank, dari waktu ke waktu selama kewajiban masih berjalan.

Persyaratan dari surat utang berisi ketentuan jaminan negatif (*negative pledge*) dengan beberapa batasan terhadap kemampuan Bank dan Entitas Anak yang material untuk membuat atau mengizinkan adanya penggantian suatu hipotik, biaya, gadai, hak gadai atau bentuk lain dari hak tanggungan atau hak jaminan atas hasil usaha, aset atau pendapatan untuk menjamin jenis utang tertentu.

b. Berdasarkan mata uang

	<u>2013</u>	<u>2012</u>	
Mata uang asing	<u>6,036,533</u>	<u>4,768,810</u>	Foreign currencies

c. Tingkat suku bunga per tahun

	Dolar Amerika Serikat/ United States Dollar %		
2013	4.13		2013
2012	4.13		2012

28. PINJAMAN YANG DITERIMA

a. Berdasarkan jenis dan mata uang

	<u>2013</u>	<u>2012</u>	
Rupiah			
Pinjaman penerusan	145,155	25,285	
Kredit likuiditas untuk kredit koperasi primer kepada anggotanya	978	1,708	
Lain-lain	<u>12,156</u>	<u>140,962</u>	
	<u>158,289</u>	<u>167,955</u>	
Mata uang asing			
Bankers acceptance	15,589,048	4,780,200	
Pinjaman bilateral	1,825,500	2,891,250	
Pinjaman penerusan	507,425	60,010	
Lain-lain	<u>870,261</u>	<u>850,347</u>	
	<u>18,792,234</u>	<u>8,581,807</u>	
Total	<u>18,950,523</u>	<u>8,749,762</u>	

27. SECURITIES ISSUED (continued)

a. By type (continued)

Bonds – BNI (continued)

Of the USD494.4 million proceeds, USD400 thousand was withheld as payment for various issuance costs. The net proceeds of the issuance of the Notes will be utilized by the Bank to supplement funding sources for the Bank's overseas branches and for general funding purposes of the Bank. The Notes will constitute direct, unconditional and (subject to the provisions of condition below) unsecured obligations of the Bank and will rank pari passu among themselves and (save for certain obligations required to be preferred by law) equally with all other unsecured and unsubordinated obligations of the Bank, from time to time outstanding.

The conditions of the Notes contain a negative pledge provision with certain limitations on the ability of the Bank and its material Subsidiaries to create or permit any mortgage, charge, pledge, lien or other form of encumbrance or security interest on its undertaking, assets or revenues to secure certain types of indebtedness.

b. By currency

	<u>2013</u>	<u>2012</u>	
Mata uang asing	<u>6,036,533</u>	<u>4,768,810</u>	Foreign currencies

c. Annual interest rates

	Dolar Amerika Serikat/ United States Dollar %		
2013	4.13		2013
2012	4.13		2012

28. BORROWINGS

a. By type and currency

Rupiah	
Two step loans	
Liquidity credit for members of primary cooperatives	
Others	
Foreign currencies	
Bankers acceptance	
Bilateral loans	
Two step loans	
Others	
Total	

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28. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Pinjaman penerusan

Pinjaman penerusan terdiri dari fasilitas pinjaman dalam Rupiah dan mata uang asing yang diperoleh dari beberapa lembaga pembiayaan internasional melalui Bank Indonesia dan Lembaga Pembiayaan Ekspor Indonesia (Badan Usaha Milik Negara) yang ditujukan untuk membiayai proyek-proyek tertentu di Indonesia termasuk wesel Surat Kredit Berdokumen Dalam Negeri (SKBDN) dan *letters of credit* ekspor dan impor. Pinjaman ini memiliki beberapa jangka waktu jatuh tempo mulai dari 2004 sampai 2017. Tingkat bunga rata-rata per tahun atas fasilitas tersebut berkisar antara 1,25% sampai dengan 7,83% untuk tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012. Bunga dibayar setiap enam bulan.

Pinjaman penerusan pada tanggal-tanggal 31 Desember 2013 dan 2012 di atas mencakup pinjaman penerusan dari *Kreditanstalt fur Wiederaufbau* untuk pembiayaan *Industrial Efficiency and Pollution Control Phase I* dan II yang diterima pada tahun 2001 dan 2004 dan Asian Development Bank untuk pembiayaan *Small Medium Enterprise Export Development Project* yang diterima pada tahun 2004. Pinjaman penerusan dari Asian Development Bank telah dilunasi penuh per tanggal 13 Mei 2013.

Berdasarkan Perjanjian Penerusan Pinjaman antara BNI dan Departemen Keuangan No. SLA-1162/DP3/2004 tertanggal 5 Februari 2004, Pemerintah telah menyetujui BNI sebagai bank pelaksana dengan jumlah fasilitas tidak melebihi USD20 juta dan jangka waktu penarikan dana selama 3 tahun. Jangka waktu pinjaman penerusan ini adalah 15 tahun, termasuk masa tenggang selama 3 tahun.

Berdasarkan Perjanjian Penerusan Pinjaman antara BNI dan Departemen Keuangan No. SLA-1145/DP3/2001 tertanggal 30 Maret 2001 dan SLA-174/DP3/2004 tertanggal 25 Agustus 2004, Pemerintah telah menyetujui BNI sebagai bank pelaksana dengan jumlah fasilitas masing-masing tidak melebihi DM11,700 juta dan EUR 9 juta. Tanggal terakhir penarikan pinjaman adalah masing-masing pada tanggal 30 Juni 2001 dan 30 Desember 2007. Jangka waktu pinjaman penerusan ini adalah masing-masing selama 12 tahun termasuk masa tenggang 2 tahun dan 40 tahun termasuk masa tenggang 10 tahun.

28. BORROWINGS (continued)

a. By type and currency (continued)

Two step loans

Two step loans consist of credit facilities in Rupiah and foreign currencies obtained from international funding institutions through Bank Indonesia and Lembaga Pembiayaan Ekspor Indonesia (a state-owned enterprise) which are used to finance specific projects in Indonesia including finance local letters of credit and export and import letters of credit. These facilities have various maturity terms starting from 2004 to 2017. Annual average interest rates of the facilities ranged from 1.25% to 7.83% for year ended 31 December 2013 and 2012. Interest is paid semi-annually.

The above two step loans as of 31 December 2013 and 2012 include a step loan from Kreditanstalt fur Wiederaufbau to finance Industrial Efficiency and Pollution Control Phase I and II that was received in 2001 and 2004 and from Asian Development Bank to finance the Small Medium Enterprise Export Development Project that was received in 2004. The two step loans from Asian Development Bank had fully paid on 13 May 2013.

Based on the two step loans agreement between BNI and the Ministry of Finance No. SLA-1162/DP3/2004 dated 5 February 2004, the Government appointed BNI as an executor bank with a total facility not exceeding USD20 million and a 3 year fund withdrawal period. The term of two step loans is 15 years, including 3 years grace period.

Based on the two step loans agreement between BNI and the Ministry of Finance No. SLA-1145/DP3/2001 dated 30 March 2001 and SLA-174/DP3/2004 dated 25 August 2004, the Government appointed BNI as an executor bank with a total facilities for each not exceeding DM11,700 million and EUR 9 million. Latest withdrawal date were 30 June 2001 and 30 December 2007, respectively. The term of two step loans are 12 years including 2 years grace period and 40 years including 10 years grace period, respectively.

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28. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Kredit likuiditas untuk kredit koperasi primer kepada anggotanya

Merupakan fasilitas kredit yang diperoleh dari Bank Indonesia terutama ditujukan untuk debitur BNI sehubungan dengan program kredit Pemerintah untuk pinjaman investasi usaha kecil, pinjaman modal kerja dan pinjaman pengusaha kecil. Sesuai dengan Peraturan Pemerintah, manajemen program kredit likuiditas telah dialihkan ke PT Permodalan Nasional Madani (Persero), Badan Usaha Milik Negara, yang akan jatuh tempo dalam beberapa tanggal, berdasarkan penyelesaian dari program-program tersebut.

Tingkat bunga atas fasilitas ini berkisar antara 3,00% sampai dengan 7,00% per tahun.

Bankers acceptance

Bankers acceptance merupakan pinjaman antarbank yang diperoleh BNI dari bank-bank luar negeri yang ditujukan untuk meningkatkan likuiditas.

Pinjaman bilateral

Termasuk di dalam pinjaman bilateral adalah fasilitas pinjaman di bawah ini:

Pada tanggal 18 Mei 2009, BNI menandatangani pinjaman bilateral yang akan digunakan untuk membiayai kegiatan umum dan kebutuhan *trade finance* dengan Standard Chartered Bank Cabang Jakarta sebesar USD150 juta dengan tingkat suku bunga LIBOR 3 bulan ditambah 2,75% dan akan jatuh tempo pada tanggal 22 Mei 2014. Pinjaman yang diterima ini dilindungi nilai dengan *swap* suku bunga seperti yang dinyatakan dalam Catatan 11.

b. Berdasarkan hubungan

Pada tanggal-tanggal 31 Desember 2013 dan 2012 seluruh pinjaman yang diterima merupakan transaksi dengan pihak ketiga.

c. Tingkat suku bunga per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	
2013	3.00 - 4.00	0.77 - 2.99	2013
2012	1.73 - 4.23	0.10 - 7.75	2012

28. BORROWINGS (continued)

a. By type and currency (continued)

Liquidity credit for members of primary cooperatives credit

This is a credit facility provided by Bank Indonesia specifically for BNI's debtors in relation to the Government's loan program for small investment loans, working capital loans and small business loans. In accordance with the Government Regulation, the management of this liquidity loan program was transferred to PT Permodalan Nasional Madani (Persero), a state-owned enterprise. The loan will mature on various dates based on the completion of such programs.

Interest rates on the facility range from 3.00% to 7.00% per annum.

Bankers acceptance

Bankers acceptance represents interbank borrowings obtained by BNI from various foreign banks for liquidity purposes.

Bilateral loans

Bilateral loans include the following borrowing facilities:

On 18 May 2009, BNI signed a bilateral loan that was being used for financing general activities and trade finance needs with Standard Chartered Bank Jakarta Branch amounting to USD150 million with interest at 3 months LIBOR plus 2.75% and will mature on 22 May 2014. This borrowing is hedged by an interest rate swap as disclosed in Note 11.

b. By relationship

As of 31 December 2013 and 2012, all borrowings were with third parties.

c. Annual interest rates

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28. PINJAMAN YANG DITERIMA (lanjutan)

c. Tingkat suku bunga per tahun (lanjutan)

Pembatasan dari persyaratan perjanjian di atas antara lain bahwa BNI harus meyakini bahwa kepemilikan saham, langsung dan tidak langsung, yang dimiliki oleh Pemerintah Indonesia adalah sekurang-kurangnya lima puluh satu persen (51%).

28. BORROWINGS (continued)

c. Annual interest rates (continued)

The restrictions under the terms of the agreements require that, among others, BNI has to ensure that the ownership of the Government of Indonesia in the Bank, directly and indirectly, is at least fifty one percent (51%).

**29. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR**

Modal Saham

Pada tanggal-tanggal 31 Desember 2013 dan 2012, kepemilikan modal saham BNI adalah sebagai berikut:

**29. SHARE CAPITAL AND ADDITIONAL PAID-IN
CAPITAL**

Share Capital

As of 31 December 2013 and 2012, BNI's share capital ownership is as follows:

Pemegang saham	2013			Shareholders
	Jumlah lembar saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid	Persentase kepemilikan (%)/ Percentage of ownership (%)	Jumlah/ Amount	
Saham Seri A Dwiwarna Negara Republik Indonesia	1	-	-	Class A Dwiwarna share Republic of Indonesia
Saham Seri B				Class B shares
Negara Republik Indonesia	217,006,399	1.16	1,627,548	Republic of Indonesia
Fero Poerbonegoro (Komisaris)	2,000	-	15	Fero Poerbonegoro (Commissioner)
Karyawan	6,500,267	0.03	48,752	Employees
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	65,833,200	0.35	493,749	Public (ownership less than 5% each)
Total saham SeriB	289,341,866	1.54	2,170,064	Total Class B shares
Saham Seri C				Class C shares
Negara Republik Indonesia	10,972,187,475	58.84	4,114,570	Republic of Indonesia
Perseroan terbatas (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	2,719,960,459	14.59	1,019,985	Limited liability (ownership less than 5% each)
Badan usaha asing (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	4,281,041,116	22.96	1,605,390	Foreign investment entities (ownership less than 5% each)
Gatot M. Suwondo (Direktur Utama)	4,848,536	0.03	1,818	Gatot M. Suwondo (President Director)
Felia Salim (Wakil Direktur Utama)	4,061,758	0.02	1,523	Felia Salim (Vice President Director)
Krishna R. Suparto (Direktur)	3,939,551	0.02	1,477	Krishna R. Suparto (Director)
Suwoko Singoastro (Direktur)	3,884,904	0.02	1,457	Suwoko Singoastro (Director)
Adi Setianto (Direktur)	3,864,981	0.02	1,449	Adi Setianto (Director)
Sutanto (Direktur)	3,848,414	0.02	1,443	Sutanto (Director)
Yap Tjay Soen (Direktur)	3,847,981	0.02	1,443	Yap Tjay Soen (Director)
Ahdi Jumhari Luddin (Direktur)	3,847,981	0.02	1,443	Ahdi Jumhari Luddin (Director)
Honggo Widjojo Kangmasto (Direktur)	3,847,981	0.02	1,443	Honggo Widjojo Kangmasto (Director)
Darmadi Sutanto (Direktur)	2,647,981	0.02	993	Darmadi Sutanto (Director)
Tirta Hidayat (Wakil Komisaris Utama)	1,289,378	0.01	484	Tirta Hidayat (Vice President Commissioner)
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	346,196,095	1.85	129,825	Public (ownership less than 5% each)
Total saham Seri C	18,359,314,591	98.46	6,884,743	Total Class C shares
Total	18,648,656,458	100.00	9,054,807	Total

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**29. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR (lanjutan)**

Modal Saham (lanjutan)

**29. SHARE CAPITAL AND ADDITIONAL PAID-IN
CAPITAL (continued)**

Share Capital (continued)

Pemegang saham	2012			Shareholders
	Jumlah lembar saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid	Persentase kepemilikan (%)/ Percentage of ownership (%)	Jumlah/ Amount	
Saham Seri A Dwiwarna Negara Republik Indonesia	1	-	-	Class A Dwiwarna share Republic of Indonesia
Saham Seri B				Class B shares
Negara Republik Indonesia	217,006,399	1.16	1,627,548	Republic of Indonesia
Fero Poerbonegoro (Komisaris)	2,000	-	15	Fero Poerbonegoro (Commissioner)
Karyawan Masyarakat	6,500,267	0.03	48,752	Employees
(kepemilikan masing-masing dibawah 5% untuk setiap pihak)	65,833,200	0.35	493,749	Public (ownership less than 5% each)
Total saham Seri B	289,341,866	1.54	2,170,064	Total Class B shares
Saham Seri C				Class C shares
Negara Republik Indonesia	10,972,187,475	58.84	4,114,570	Republic of Indonesia
Perseroan terbatas (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	2,719,960,459	14.59	1,019,985	Limited liability (ownership less than 5% each)
Badan usaha asing (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	4,281,041,116	22.96	1,605,390	Foreign investment entities (ownership less than 5% each)
Gatot M. Suwondo (Direktur Utama)	4,813,536	0.03	1,805	Gatot M. Suwondo (President Director)
Felia Salim (Wakil Direktur Utama)	4,061,758	0.02	1,523	Felia Salim (Vice President Director)
Krishna R. Suparto (Direktur)	3,939,551	0.02	1,477	Krishna R. Suparto (Director)
Suwoko Singoastro (Direktur)	3,884,904	0.02	1,457	Suwoko Singoastro (Director)
Adi Setianto (Direktur)	3,864,981	0.02	1,449	Adi Setianto (Director)
Sutanto (Direktur)	3,848,414	0.02	1,443	Sutanto (Director)
Yap Tjay Soen (Direktur)	3,847,981	0.02	1,443	Yap Tjay Soen (Director)
Ahdi Jumhari Luddin (Direktur)	3,847,981	0.02	1,443	Ahdi Jumhari Luddin (Director)
Honggo Widjojo Kangmasto (Direktur)	3,847,981	0.02	1,443	Honggo Widjojo Kangmasto (Director)
Darmadi Sutanto (Direktur)	3,847,981	0.02	1,443	Darmadi Sutanto (Director)
Tirta Hidayat (Wakil Komisaris Utama)	2,030,878	0.01	762	Tirta Hidayat (Vice President Commissioner)
Bagus Rumbogo (Komisaris)	1,923,990	0.01	721	Bagus Rumbogo (Commissioner)
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	342,365,605	1.84	128,389	Public (ownership less than 5% each)
Total saham Seri C	18,359,314,591	98.46	6,884,743	Total Class C shares
Total	18,648,656,458	100.00	9,054,807	Total

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**29. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR (lanjutan)**

Modal Saham (lanjutan)

Saham Seri A Dwiwarna adalah saham yang memberikan hak-hak preferen kepada pemegangnya untuk menyetujui pengangkatan dan pemberhentian Komisaris dan Direksi, perubahan Anggaran Dasar, menyetujui pembubaran dan likuidasi, penggabungan, dan pengambilalihan BNI dan semua hak-hak lainnya yang dimiliki saham Seri B dan saham Seri C. Saham Seri A Dwiwarna tidak dapat dialihkan kepada pihak lain.

Saham Seri B dan Saham Seri C adalah saham biasa atas nama yang memiliki hak yang sama.

Pada tanggal 13 Agustus 2007, Pemerintah Republik Indonesia, melakukan divestasi sebesar 3.475.231.980 saham Seri C, mewakili 22,54% dari kepemilikan di BNI melalui Penawaran Umum Saham Kedua.

Tambahan Modal Disetor

Perubahan tambahan modal disetor adalah sebagai berikut:

Saldo pada tanggal 1 Januari 2010	591,156
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas I pada tahun 2000 (lihat Catatan 1c)	56,883,826
	<hr/> 57,474,982
Pengurangan tambahan modal disetor akibat Pengembalian dana rekapitalisasi kepada Pemerintah Indonesia (lihat Catatan 1d)	(581,474)
	<hr/> 56,893,508
Dieliminasi dengan akumulasi kerugian dalam rangka kuasi-reorganisasi per tanggal 30 Juni 2003 (lihat Catatan 1e)	(54,367,847)
	<hr/> 2,525,661
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas II pada tahun 2007 (lihat Catatan 1f)	3,287,218
Biaya emisi penerbitan saham	(195,280)
	<hr/> 5,617,599
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas III pada tahun 2010 (lihat Catatan 1g)	9,196,100
Biaya emisi penerbitan saham	(245,231)
	<hr/> <hr/> 14,568,468

**29. SHARE CAPITAL AND ADDITIONAL PAID-IN
CAPITAL (continued)**

Share Capital (continued)

The Class A Dwiwarna is a share that gives the holder preferred rights to approve the appointment and dismissal of Commissioners and Directors, amend the Articles of Association, approve the dissolution and liquidation, merger, and takeover of BNI and all other rights of Class B and Class C shares. The Class A Dwiwarna share may not be transferred to other parties.

Class B and Class C shares are ordinary shares that have the same rights.

On 13 August 2007, the Government of the Republic of Indonesia divested 3,475,231,980 Class C shares, representing 22.54% of shareholding in BNI through a Second Initial Public Offering (IPO).

Additional Paid in Capital

The movement in additional paid in capital are as follows:

591,156	<i>Balance as of 1 January 2010</i>
56,883,826	<i>Additional paid in capital due to Right Issue I in 2000 (refer to Note 1c)</i>
(581,474)	<i>Reduction paid in capital due to refund of excess recapitalization funds to the Government of Indonesia (refer to Note 1d)</i>
(54,367,847)	<i>Elimination against accumulated losses in relation to the quasi-reorganization as of 30 June 2003 (refer to Note 1e)</i>
3,287,218	<i>Additional paid in capital due to Right Issue II in 2007 (refer to Note 1f)</i>
(195,280)	<i>Shares issuance cost</i>
9,196,100	<i>Additional paid in capital due to Right Issue III in 2010 (refer to Note 1g)</i>
(245,231)	<i>Shares issuance cost</i>

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30. PENGGUNAAN LABA NETO

Berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan tanggal 28 Maret 2013 dan 18 April 2012, pengalokasian laba neto masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2012 dan 2011 adalah sebagai berikut:

	<u>2012</u>	<u>2011</u>
Pembagian dividen	2,113,844	1,165,181
Pembentukan cadangan khusus	704,615	582,590
Pembentukan cadangan umum dan wajib	352,307	582,590
Dana Program Kemitraan	-	58,259
Dana Program Bina Lingkungan	-	174,777
Saldo laba	<u>3,875,379</u>	<u>3,262,506</u>
Total	<u>7,046,145</u>	<u>5,825,903</u>

Rapat Umum Pemegang Saham telah menyetujui pembagian dividen dari laba neto tahun 2012 dan 2011, masing-masing sebesar Rp2.113.844 dan Rp1.165.181.

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-08/MBU/2013, untuk tahun buku 2013, pembukuan Dana Program Kemitraan dan Bina Lingkungan yang dananya bersumber dari anggaran Bank diperhitungkan sebagai biaya tahun berjalan.

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 28 Maret 2013, para pemegang saham menyetujui Bank tidak mengalokasikan laba bersih tahun buku 2012 untuk sumber dana Program Kemitraan dan Bina Lingkungan.

31. CADANGAN UMUM DAN WAJIB

Cadangan umum dan wajib pada awalnya dibentuk dalam rangka memenuhi ketentuan Pasal 61 ayat (1) Undang-undang No. 1/1995 mengenai Perseroan Terbatas (kemudian diganti dengan Undang-undang Perseroan Terbatas No. 40/2007), yang mengharuskan perusahaan Indonesia untuk membuat penyisihan cadangan umum dan wajib sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk pembentukan penyisihan tersebut.

30. APPROPRIATION OF NET INCOME

In accordance with the resolutions of the Annual General Shareholders' Meetings held on 18 March 2013 and 18 April 2012, the allocation of the net income for the years ended 31 December 2012 and 2011, respectively, are as follows:

Distribution of dividends
Appropriation for specific reserves
Appropriation for general and legal reserves
Partnership Fund Program
Community Development Fund program
Retained earnings

Total

General Shareholders' meeting has approved the dividend distribution of Rp2,113,844 and Rp1,165,181, respectively from the 2012 and 2011 net income.

Based on Ministry of State Owned Enterprises Regulation No. PER-08/MBU/2013, for the year ended 2013, the recording of Partnership and Community Development Fund Program where the allocation of the fund comes from the Bank's budget is considered as current year expense.

In accordance with the decision of the Extraordinary General Shareholders' Meeting on 28 March 2013, the shareholders approved that the Bank will not allocate the 2012 net income for the Partnership and Community Development Fund Program.

31. GENERAL AND LEGAL RESERVES

The general and legal reserves were originally provided in accordance with Indonesian Limited Liability Company Law No. 1/1995 article 61 paragraph (1) (later superseded by Limited Liability Company Law No. 40/2007), which requires Indonesian companies to set up a general and legal reserve amounting to at least 20% of the issued and paid-up share capital. This particular law does not regulate the period of time in relation to the provision of such reserves.

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32. CADANGAN KHUSUS

Cadangan khusus terdiri dari cadangan yang dibentuk dalam rangka tujuan investasi dan *legal reserved* dari cabang luar negeri.

32. SPECIFIC RESERVES

Specific reserves consist of reserve for investment purposes and legal reserve from overseas branches.

33. PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH

	2013	2012
Pinjaman yang diberikan	21,226,251	17,758,207
Obligasi Pemerintah	2,232,006	2,150,780
Margin, pendapatan bagi hasil dan bonus syariah	1,331,220	977,568
Efek-efek	286,681	280,422
Penempatan pada bank lain dan Bank Indonesia	628,454	936,257
Wesel ekspor dan tagihan lainnya	248,268	204,028
Lain-lain	497,828	397,253
Jumlah	26,450,708	22,704,515

Termasuk dalam pendapatan bunga dari pinjaman yang diberikan adalah pendapatan bunga yang masih akan diterima dari pinjaman yang diberikan yang mengalami penurunan nilai secara individual untuk tahun yang berakhir 31 Desember 2013 adalah sebesar Rp17.743 (2012: Rp8.157).

33. INTEREST INCOME AND SHARIA INCOME

<i>Loans</i>
<i>Government Bonds</i>
<i>Margin, profit-sharing revenue and sharia bonus</i>
<i>Marketable securities</i>
<i>Placements with other banks and Bank Indonesia</i>
<i>Bills and other receivables</i>
<i>Others</i>
Total

Included in interest income from loans is accrued interest income on individual impaired loans for the year ended 31 December 2013 amounting to Rp17,743 (2012: Rp8,157).

34. BEBAN BUNGA DAN BEBAN SYARIAH

	2013	2012
Simpanan nasabah dan bank lain	6,305,304	6,353,780
Bagi hasil <i>mudharabah</i>	418,331	299,680
Pinjaman yang diterima	331,935	343,009
Efek-efek yang diterbitkan	305,589	212,990
Bonus <i>wadiah</i>	31,268	20,724
Lain-lain	-	15,341
Total	7,392,427	7,245,524

35. PENDAPATAN OPERASIONAL LAINNYA - LAIN-LAIN

Dalam akun ini termasuk pendapatan lainnya yang ditagihkan kepada pelanggan.

34. INTEREST EXPENSE AND SHARIA EXPENSE

<i>Deposits from customers and other banks</i>
<i>Mudharabah profit-sharing expense</i>
<i>Borrowings</i>
<i>Marketable securities issued</i>
<i>Wadiah bonuses</i>
<i>Others</i>
Total

35. OTHER OPERATING INCOME – OTHERS

This account includes other income from customers.

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36. BEBAN GAJI DAN TUNJANGAN

36. SALARIES AND EMPLOYEE BENEFITS EXPENSE

	2013	2012	
Gaji dan upah	3,366,494	2,931,664	Salaries and wages
Tunjangan	2,500,884	2,368,751	Allowances
Pendidikan dan pelatihan	216,498	277,452	Training and development
Total	6,083,876	5,577,867	Total

Jumlah gaji dan tunjangan, bonus/tantiem, imbalan kerja jangka panjang Dewan Komisaris, Direksi, Komite Audit serta *Executive Vice President* dan *Senior Vice President* masing-masing untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2013 dan 2012 adalah sebagai berikut:

Total gross salaries and allowances, bonus/tantiem, long-term employment benefits of the Boards of Commissioners, Directors, Audit Committee and Executive Vice President and Senior Vice President for the period ended 31 December 2013 and 2012, respectively, are as follows:

2013					
	Gaji dan tunjangan/ Salaries and allowances	Bonus/tantiem (termasuk MESOP)/ Bonus/tantiem (including MESOP)	Imbalan kerja jangka panjang/ Long-term employment benefits	Jumlah/ Total	
Dewan Komisaris	6,424	48,985	1,480	56,889	The Board of Commissioners
Direksi	26,889	161,293	4,847	193,029	Directors
Komite Audit	600	-	-	600	Audit Committee
<i>Executive Vice President</i> dan <i>Senior Vice President</i>	51,247	126,499	38,807	216,553	<i>Executive Vice Presidents and Senior Vice Presidents</i>
	85,160	336,777	45,134	467,071	
2012					
	Gaji dan tunjangan/ Salaries and allowances	Bonus/tantiem (termasuk MESOP)/ Bonus/tantiem (including MESOP)	Imbalan kerja jangka panjang/ Long-term employment benefits	Jumlah/ Total	
Dewan Komisaris	6,429	24,318	1,518	32,265	The Board of Commissioners
Direksi	27,983	72,650	5,162	105,795	Directors
Komite Audit	500	180	20	700	Audit Committee
<i>Executive Vice President</i> dan <i>Senior Vice President</i>	48,170	644	2,860	51,674	<i>Executive Vice Presidents and Senior Vice Presidents</i>
	83,082	97,792	9,560	190,434	

Sesuai dengan kebijakan Bank, selain gaji, pegawai juga mendapatkan fasilitas dan tunjangan berupa Tunjangan Hari Raya (THR), fasilitas kesehatan, sumbangan kematian, tunjangan cuti, fasilitas jabatan untuk jabatan tertentu, program pensiun untuk pegawai tetap, insentif sesuai dengan kinerja Bank dan pegawai, dan manfaat untuk pegawai yang berhenti bekerja sesuai dengan Undang-Undang Ketenagakerjaan yang berlaku.

Under the Bank's policy, in addition to salaries, employees are entitled to allowances and benefits, such as yearly allowance (THR), medical reimbursements, death allowance, leave allowance, functional allowance for certain levels, pension plan for permanent employees, incentives based on the Bank and employees' performance, and post-employment benefits in accordance with prevailing Labor Law.

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37. BEBAN UMUM DAN ADMINISTRASI

37. GENERAL AND ADMINISTRATIVE EXPENSES

	2013	2012	
Biaya sewa	717,315	604,332	<i>Rental expenses</i>
Beban tenaga kerja	715,832	610,254	<i>Personnel expenses</i>
Perlengkapan kantor	592,034	526,765	<i>Office supplies</i>
Penyusutan	552,990	518,329	<i>Depreciation</i>
Perbaikan dan pemeliharaan	507,621	528,095	<i>Repairs and maintenance</i>
Komunikasi	398,323	319,497	<i>Communications</i>
Teknologi informasi	340,474	231,626	<i>Information technology</i>
Listrik dan air	238,708	186,178	<i>Electricity and water</i>
Transportasi	210,031	182,825	<i>Transportation</i>
Jasa profesional	68,112	48,735	<i>Professional services</i>
Penelitian dan pengembangan	60,566	52,303	<i>Research and development</i>
Beban lain-lain	137,693	111,632	<i>Other expenses</i>
Jumlah	4,539,699	3,920,571	Total

38. IMBALAN KERJA

38. EMPLOYEE BENEFITS

	2013	2012	
Imbalan kerja jangka pendek	1,854,193	1,407,281	<i>Short-term employee benefits</i>
Imbalan kerja jangka panjang lainnya			<i>Other long-term employee benefits</i>
BNI	1,181,235	1,075,885	<i>BNI</i>
Entitas Anak	114,269	82,708	<i>Subsidiaries</i>
	1,295,504	1,158,593	
Liabilitas yang diakui pada laporan posisi keuangan konsolidasian	3,149,697	2,565,874	Liability recognized in the consolidated statements of financial position

Program pensiun manfaat pasti

Defined benefit pension plan

Program ini dikelola oleh Dana Pensiun PT Bank Negara Indonesia (Persero) Tbk ("Dana Pensiun"). Kontribusi pegawai adalah sebesar 7,5% dari penghasilan dasar pensiun karyawan dan sisa jumlah yang diperlukan untuk mendanai program tersebut ditanggung oleh BNI.

This plan is managed by Dana Pensiun PT Bank Negara Indonesia (Persero) Tbk ("Dana Pensiun"). The employees' contributions are 7.5% of the employee's pension salary-based and the remaining amounts required to fund the program/pension plan are contributed by BNI.

Penilaian aktuarial atas manfaat pensiun pada tahun yang berakhir tanggal 31 Desember 2013 dan 2012, dilakukan oleh perusahaan konsultan aktuarial terdaftar, PT Sentra Jasa Aktuarial (Biro Pusat Aktuarial), dengan menggunakan metode "Projected Unit Credit".

The actuarial calculations of pension benefits for the year ended 31 December 2013 and 2012 were prepared by a registered actuarial consulting firm, PT Sentra Jasa Aktuarial (Biro Pusat Aktuarial), using the "Projected Unit Credit" method.

Rekonsiliasi status pembiayaan atas program pensiun berdasarkan laporan aktuarial PT Sentra Jasa Aktuarial tanggal 30 Januari 2014 dan 25 Februari 2013 disajikan sebagai berikut:

A reconciliation of the funding status of the pension plan based on the actuarial reports of PT Sentra Jasa Aktuarial dated 30 January 2014 and 25 February 2013 are as follows:

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38. IMBALAN KERJA (lanjutan)

38. EMPLOYEE BENEFITS (continued)

Program pensiun manfaat pasti (lanjutan)

Defined benefit pension plan (continued)

	2013	2012	
Nilai wajar aset dana pensiun	5,021,908	4,517,555	<i>Fair value of pension plan assets</i>
Nilai kini liabilitas manfaat pasti yang didanai	(4,572,574)	(4,615,379)	<i>Present value of funded defined benefit obligation</i>
Selisih lebih/(defisit) pendanaan (Keuntungan)/kerugian aktuarial yang belum diakui	449,334	(97,824)	<i>Funding excess/(deficit)</i>
Penyesuaian aset	(183,767) (265,567)	185,353 (87,529)	<i>Unrecognized actuarial (gains)/losses Asset adjustment</i>
Aset - neto	-	-	Asset - net

Tidak ada aset yang diakui di laporan posisi keuangan konsolidasian karena ketentuan untuk pengakuan aset yang disyaratkan dalam standar akuntansi tidak terpenuhi.

The above assets were not recognized in the consolidated statements of financial position as the assets did not meet the recognition criteria under the accounting standards.

Rekonsiliasi atas perubahan aset neto selama tahun yang berakhir 31 Desember 2013 dan 2012 yang diakui di laporan posisi keuangan dana pensiun adalah sebagai berikut:

The reconciliation of the movements of the net assets during the years ended 31 December 2013 and 2012 recognized in the pension fund's statement of financial position are as follows:

	2013	2012	
Aset neto pada awal tahun	-	173,746	<i>Net assets at beginning of year</i>
Beban tahun berjalan	(67,226)	(239,428)	<i>Current year expenses</i>
Kontribusi pemberi kerja	67,226	65,682	<i>Employer's contributions</i>
Aset - neto pada akhir tahun	-	-	Net assets at end of year

Mutasi nilai wajar aset program selama tahun berjalan adalah sebagai berikut:

The movement in the fair value of plan assets of the years are as follows:

	2013	2012	
Pada awal tahun	4,517,555	4,348,486	<i>At beginning of the year</i>
Hasil yang diharapkan dari aset program	496,931	478,333	<i>Expected return on plan assets</i>
Kerugian aktuarial	339,691	(47,558)	<i>Actuarial losses</i>
luran pemberi kerja	67,226	65,682	<i>Employer's contributions</i>
luran pekerja	25,120	24,629	<i>Employee's contributions</i>
Imbalan yang dibayar	(424,615)	(352,017)	<i>Benefits paid</i>
Pada akhir tahun	5,021,908	4,517,555	At end of the year

Biaya imbalan pensiun yang dibebankan pada laporan laba rugi adalah sebagai berikut:

Pension expenses recognized in profit or loss, are as follows:

	2013	2012	
Biaya jasa kini	130,777	146,349	<i>Current service cost</i>
Kontribusi karyawan	(25,120)	(24,629)	<i>Employees' contributions</i>
Biaya bunga	276,923	292,232	<i>Interest cost</i>
Keuntungan neto aktuarial	3,540	401,634	<i>Net actuarial gain</i>
Hasil yang diharapkan atas aset dana pensiun	(496,931)	(478,333)	<i>Expected return on plan assets</i>
Penyesuaian aset berdasarkan PSAK No.24	178,037	(97,825)	<i>Asset adjustment based on SFAS No.24</i>
Biaya yang dibebankan pada laporan laba rugi	67,226	239,428	Expense recognized in profit or loss

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38. IMBALAN KERJA (lanjutan)

Program pensiun manfaat pasti (lanjutan)

Hasil aktual aset program adalah sebagai berikut:

	2013	
	Nilai wajar/ Fair value	%
Instrumen ekuitas	1,223,981	24.9%
Instrumen utang	2,623,060	53.3%
Properti	1,071,562	21.8%
	<u>4,918,603</u>	<u>100%</u>

Investasi telah terdiversifikasi dengan baik, sehingga kinerja buruk satu investasi tidak akan memberikan dampak material bagi seluruh kelompok aset. Proporsi terbesar aset investasi ditempatkan pada instrumen ekuitas, meskipun Grup juga berinvestasi pada properti, obligasi, *hedge funds* dan kas. Grup meyakini bahwa instrumen ekuitas memberikan imbal hasil yang paling baik dalam jangka panjang pada tingkatan risiko yang dapat diterima. Sebagian besar instrumen ekuitas merupakan portofolio perusahaan *blue chip* di Indonesia.

Hasil yang diharapkan dari aset program ditentukan dengan mempertimbangkan imbal hasil yang diharapkan atas aset yang mengacu pada kebijakan investasi. Hasil investasi bunga tetap didasarkan pada hasil pengembalian bruto pada tanggal pelaporan. Hasil yang diharapkan dari investasi ekuitas dan properti mencerminkan tingkat imbal hasil jangka panjang aktual yang terjadi untuk tiap-tiap pasar.

Kontribusi yang diharapkan untuk program imbalan pasca kerja untuk tahun 2014 adalah Rp92.346.

Alternatif lain dari metode penilaian *projected unit credit* adalah metode *buy-out*. Metode ini mengasumsikan bahwa seluruh kewajiban imbalan pasca kerja akan diselesaikan pada saat pemindahan seluruh kewajiban kepada penanggung asuransi yang sesuai. Grup mengestimasi bahwa jumlah yang dibutuhkan untuk menyelesaikan kewajiban imbalan pasca kerja pada akhir periode pelaporan adalah sebagai berikut:

	2013	2012	2011	2010	2009
Nilai kini kewajiban imbalan pasti	(4,572,574)	(4,615,379)	(4,174,740)	(3,806,776)	(3,583,235)
Nilai wajar aset program	5,021,908	4,517,555	4,348,486	4,228,084	4,024,648
Funding/(defisit) program	<u>449,334</u>	<u>(97,824)</u>	<u>173,746</u>	<u>421,308</u>	<u>441,413</u>
Penyesuaian pengalaman pada liabilitas program	<u>(924)</u>	<u>(195,790)</u>	<u>(9,413)</u>	<u>(10,236)</u>	<u>(454,988)</u>
Penyesuaian pengalaman pada aset program	<u>(468,798)</u>	<u>47,558</u>	<u>96,139</u>	<u>(74,030)</u>	<u>(139,024)</u>

Present value of defined benefit obligation
Fair value of plan assets
Funding/(deficit) in the plan
Experience adjustments on plan liabilities
Experience adjustments on plan asset

38. EMPLOYEE BENEFITS (continued)

Defined benefit pension plan (continued)

The actual return on plan assets are as follows:

	2012		
	Nilai wajar/ Fair value	%	
	917,812	20.8%	Equity instrument
	2,874,872	65.2%	Debt instruments
	614,694	14.0%	Property
	<u>4,407,378</u>	<u>100%</u>	

Investments are well-diversified, such that the failure of any single investment would not have a material impact on the overall level of assets. The largest proportion of assets is invested in equities, although the Group also invests in property, bonds, *hedge funds* and cash. The Group believes that equities offer the best returns over the long term with an acceptable level of risk. The majority of equities are in a globally diversified portfolio of Indonesian blue chip companies.

The expected return on plan assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as of the reporting date. Expected returns on equity and property investments reflect long-term real rates of return experienced in the respective markets.

Expected contributions to post-employment benefit plans for the year 2014 is Rp92,346.

An alternative method of valuation to the projected unit credit method is a buy-out valuation. This assumes that the entire post-employment benefit obligation will be settled by transferring all obligations to a suitable insurer. The Group estimates the amount required to settle the post-employment benefit obligation at the end of the reporting period is as follow:

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38. IMBALAN KERJA (lanjutan)

Program pensiun manfaat pasti (lanjutan)

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah:

	<u>2013</u>	<u>2012</u>
Asumsi ekonomi:		
Tingkat diskonto per tahun	8.5%	6%
Tingkat kenaikan penghasilan dasar per tahun	9%	9%
Asumsi lainnya:		
Usia pensiun normal	55 tahun/years Tabel Mortalita/ Mortality Table	55 tahun/years Tabel Mortalita/ Mortality Table
Tingkat kematian	Indonesia 2011 (TMI2011)	Indonesia 2011 (TMI2011)
Tingkat cacat	10% dari TMI '11/ 10% from TMI '11	10% dari TMI '11/ 10% from TMI '11

Program pensiun iuran pasti

BNI juga memiliki Program Pensiun Iuran Pasti, untuk karyawannya, dimana kontribusi iuran proporsional antara BNI dan karyawan masing-masing adalah sebesar 75% dan 25% dari jumlah iuran pensiun yang ditetapkan oleh BNI untuk karyawan tetap yang dipekerjakan sebelum tanggal 1 September 2005. Untuk karyawan tetap yang dipekerjakan mulai tanggal 1 September 2005, kontribusi BNI dan karyawan adalah masing-masing sebesar iuran 11,5% dan 3,5% dari gaji karyawan. Program Pensiun Iuran Pasti dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk.

Beban pensiun iuran pasti yang telah dibebankan pada laporan laba rugi adalah sebesar Rp67.051 dan Rp46.798 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012.

Imbalan kerja jangka panjang lainnya

Liabilitas atas imbalan kerja jangka panjang lainnya meliputi uang jasa, uang pisah dan pesangon sesuai dengan Undang-undang Tenaga Kerja No. 13/2003 dan kompensasi lainnya.

Penilaian aktuarial atas imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012, dilakukan oleh konsultan aktuarial terdaftar, PT Sentra Jasa Aktuarial (Biro Pusat Aktuarial) dengan menggunakan metode "Projected Unit Credit" sebagaimana yang tercantum dalam laporan masing-masing pada tanggal 30 Januari 2014 dan 23 Februari 2013.

Karyawan tetap yang bergabung dengan BNI setelah bulan September 2005, memiliki hak atas program pensiun iuran pasti atau manfaat yang disediakan sesuai dengan Undang-undang Tenaga Kerja No. 13/2003, mana yang lebih tinggi.

38. EMPLOYEE BENEFITS (continued)

Defined benefit pension plan (continued)

The key assumptions used in the above calculation are:

	<u>2013</u>	<u>2012</u>	
			Economic assumptions:
			Annual discount rate
			Annual salary growth rate
			Other assumptions:
			Normal retirement age
			Mortality rate
			Disability rate

Defined contribution pension plan

BNI also has a defined contribution pension plan for its employees, whereby the proportion of contribution between the Bank and employees are 75% and 25%, respectively, of the amount of pension contributions determined by the Bank for employees hired before 1 September 2005. For employees hired after 1 September 2005, the Bank and its employees contribute 11.5% and 3.5%, respectively, of the employees' salaries. The defined contribution pension plan is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk.

Defined contribution pension expense that was charged to profit or loss amounted to Rp67,051 and Rp46,798 for the years ended 31 December 2013 and 2012, respectively.

Other long-term employee benefits

The liability for other long-term employee benefits consisted of service payments, severance and termination benefits based on Labor Law No. 13/2003 and other compensations.

The actuarial valuation of other long-term employee benefits for the year ended 31 December 2013 and 2012, were performed by registered actuarial consulting firm, PT Sentra Jasa Aktuarial (Biro Pusat Aktuarial), using the "Projected Unit Credit" method as stated in its reports dated 30 January 2014 and 23 February 2013.

Permanent employees who joined the Bank after September 2005 are entitled to benefits under defined contribution plan or the benefits provided for under the Labor Law No. 13/2003, whichever is higher.

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38. IMBALAN KERJA (lanjutan)

Imbalan kerja jangka panjang lainnya (lanjutan)

Karyawan tetap yang bergabung dengan BNI sebelum bulan September 2005, memiliki hak atas program pensiun manfaat pasti ditambah dengan program pensiun iuran pasti, atau imbalan kerja yang disediakan sesuai dengan Undang-undang Tenaga Kerja No. 13/2003, mana yang lebih tinggi.

Jumlah pegawai BNI yang memiliki hak atas imbalan kerja adalah 22.157 orang dan 19.082 orang masing-masing pada tanggal 31 Desember 2013 dan 2012 (tidak diaudit).

Perubahan liabilitas yang diakui BNI pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

	2013	2012
Liabilitas neto pada awal tahun	1,075,885	987,238
Biaya selama tahun berjalan	170,458	344,271
Pembayaran imbalan	(65,108)	(255,624)
Liabilitas yang diakui oleh BNI	1,181,235	1,075,885

Biaya imbalan kerja yang dibebankan BNI pada laporan laba rugi:

	2013	2012
Biaya jasa kini	164,940	181,781
Biaya bunga	92,939	88,358
(Keuntungan)/kerugian aktuarial periode berjalan - neto	(44,930)	71,567
Biaya jasa lalu	(45,056)	-
Amortisasi biaya jasa masa lalu non-vested	2,565	2,565
Biaya yang dibebankan pada laporan laba rugi	170,458	344,271

Asumsi utama yang digunakan untuk menghitung estimasi beban dan liabilitas tersebut adalah sebagai berikut:

	2013	2012
Asumsi ekonomi:		
Tingkat diskonto per tahun	8.5%	6%
Tingkat kenaikan penghasilan dasar per tahun	9%	9%
Asumsi lainnya:		
Usia pensiun normal	55 tahun/years	55 tahun/years
Tabel Mortalita/ Mortality Table	Indonesia	Indonesia
Tingkat kematian	2011 (TMI2011)	2011 (TMI2011)
Tingkat cacat	10% dari TMI '11/ 10% from TMI '11	10% dari TMI '11/ 10% from TMI '11

38. EMPLOYEE BENEFITS (continued)

Other long-term employee benefits (continued)

Permanent employees who joined the Bank prior to September 2005 are entitled to defined benefits pension plan plus defined contribution pension plan, or the benefits provided for under the Labor Law No. 13/2003, whichever is higher.

The total number of qualified employees of BNI who are entitled to the benefits are 22,157 employees and 19,082 employees as of 31 December 2013 and 2012, respectively (unaudited).

The movements of the employee benefits liability recognized by BNI in the consolidated statements of financial position are as follows:

	2013	2012
Liabilitas neto pada awal tahun	1,075,885	987,238
Biaya selama tahun berjalan	170,458	344,271
Pembayaran imbalan	(65,108)	(255,624)
Liabilitas yang diakui oleh BNI	1,181,235	1,075,885

Employee benefit expense recognized by BNI in profit or loss:

	2013	2012
Biaya jasa kini	164,940	181,781
Biaya bunga	92,939	88,358
(Keuntungan)/kerugian aktuarial periode berjalan - neto	(44,930)	71,567
Biaya jasa lalu	(45,056)	-
Amortisasi biaya jasa masa lalu non-vested	2,565	2,565
Biaya yang dibebankan pada laporan laba rugi	170,458	344,271

The key assumptions used in the calculation of the above estimated expense and liability are as follows:

	2013	2012
Economic assumptions:		
Tingkat diskonto per tahun	8.5%	6%
Tingkat kenaikan penghasilan dasar per tahun	9%	9%
Other assumptions:		
Usia pensiun normal	55 tahun/years	55 tahun/years
Tabel Mortalita/ Mortality Table	Indonesia	Indonesia
Tingkat kematian	2011 (TMI2011)	2011 (TMI2011)
Tingkat cacat	10% dari TMI '11/ 10% from TMI '11	10% dari TMI '11/ 10% from TMI '11

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**39. LABA PER SAHAM DASAR DIATRIBUSIKAN
KEPADA PEMILIK ENTITAS INDUK**

Laba tahun berjalan per saham dasar dihitung dengan membagi laba tahun berjalan diatribusikan kepada pemilik entitas induk dengan rata-rata tertimbang jumlah lembar saham biasa yang beredar pada tahun bersangkutan.

**39. BASIC EARNINGS PER SHARE ATTRIBUTABLE
TO EQUITYHOLDERS OF THE PARENT ENTITY**

Basic earnings per share is computed by dividing income for the year attributable to owners of the parent entity by the weighted average number of shares of outstanding common stock during the related year.

	2013	2012
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	9,054,345	7,046,145
Rata-rata tertimbang jumlah lembar saham biasa yang beredar	18,648,656,458	18,648,656,458
Laba per saham dasar diatribusikan kepada pemilik entitas induk (dalam Rupiah penuh)	486	378

Income for the year attributable to owners of the parent entity

Weighted average number of ordinary shares outstanding

Basic earnings per share attributable to equityholders of the parent entity (in full Rupiah amount)

40. KOMITMEN DAN KONTINJENSI

40. COMMITMENTS AND CONTINGENCIES

	2013	2012
Liabilitas komitmen		
Fasilitas kredit kepada debitur yang belum digunakan <i>Irrevocable letters of credit</i> yang masih berjalan	34,037,469 10,220,229	30,591,119 9,746,331
Total	44,257,698	40,337,450
Tagihan kontinjensi		
Garansi bank yang diterima Pendapatan bunga dalam penyelesaian Lain-lain	7,525,405 3,020,666 -	4,724,339 2,676,392 6,669
Total	10,546,071	7,407,400
Liabilitas kontinjensi		
Garansi yang diterbitkan dalam bentuk:		
<i>Performance bonds</i>	15,505,180	11,121,724
<i>Standby letters of credit</i>	4,519,452	2,632,324
<i>Advance payment bonds</i>	4,199,708	3,129,360
<i>Bid bonds</i>	2,513,973	2,317,625
Garansi bank lainnya	737,098	956,295
<i>Risk sharing</i>	160,271	58,920
<i>Shipping guarantee</i>	57,364	72,250
Total	27,693,046	20,288,498

Commitments payable

*Unused loan facilities
Outstanding irrevocable letters of credit*

Total

Contingent receivables

*Bank guarantees
Interest receivable on non performing assets
Others*

Total

Contingent payables

*Guarantees issued in the form of:
Performance bonds
Standby letters of credit
Advance payment bonds
Bid bonds
Other bank guarantees
Risk sharing
Shipping guarantee*

Total

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40. KOMITMEN DAN KONTINJENSI (lanjutan)

Transaksi komitmen dan kontinjensi yang terjadi dalam kegiatan normal BNI yang mempunyai risiko kredit adalah sebagai berikut:

	2013	2012
Garansi bank yang diterbitkan Pihak yang berelasi (Catatan 41)	158,051	1,415
Pihak ketiga <i>Irrevocable letters of credit</i>	27,534,995	20,287,083
Pihak ketiga	10,220,229	9,746,332
	37,913,275	30,034,830

40. COMMITMENTS AND CONTINGENCIES (continued)

Commitments and contingent transactions in the normal course of BNI's activities that have credit risk are as follows:

*Bank guarantees issued
Related parties (Note 41)
Third parties
Irrevocable letters of credit
Third parties*

Transaksi komitmen dan kontinjensi yang mempunyai risiko kredit berdasarkan kolektibilitas adalah sebagai berikut:

	2013	2012
Lancar	36,512,870	29,238,909
Dalam perhatian khusus	1,382,543	775,653
Kurang lancar	304	17,389
Diragukan	-	-
Macet	17,558	2,879
Jumlah	37,913,275	30,034,830

Commitments and contingent transactions that have credit risk by collectibility are as follows:

*Current
Special mention
Substandard
Doubtful
Loss*

Total

41. TRANSAKSI DENGAN PIHAK BERELASI

Dalam kegiatan normal usaha, BNI melakukan transaksi dengan pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak-pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

a. Jenis hubungan dan unsur transaksi pihak berelasi

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut:

**Pihak berelasi/
Related parties**

**Jenis hubungan/
Types of relationship**

**Unsur transaksi pihak
berelasi/Related party transactions**

Angkasa Pura I

Pengendalian melalui Pemerintah Republik Indonesia/*Control through The Government of The Republic of Indonesia*

Garansi Bank yang diterbitkan/*Bank Guarantees Issued*, Pinjaman yang Diberikan/*Loans*, Simpanan Nasabah/*Savings*

Angkasa Pura II

Pengendalian melalui Pemerintah Republik Indonesia/*Control through The Government of The Republic of Indonesia*

Simpanan Nasabah/*Savings*, Pinjaman yang Diberikan/*Loans*

41. RELATED PARTY TRANSACTIONS

In the normal course of business, BNI enters into certain transactions with parties which are related to the management and/or owned by the same ultimate shareholder. All transactions with related parties have met the agreed terms and conditions.

a. Type of relationships and related parties transactions

The amounts and transactions with related parties are as follows:

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41. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Asuransi Jasa Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Simpanan Nasabah/Savings
Asuransi Jiwasraya	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Simpanan Nasabah/Savings
Asuransi Kesehatan Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Asuransi Tripakarta	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Simpanan Nasabah/Savings, Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans
PT Bank Mandiri (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/Control through the Government of the Republic of Indonesia	Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables, Garansi Bank yang diterbitkan/Bank Guarantees Issued, Giro Pada Bank Lain/Current Account with Other Bank, Liabilitas Akseptasi/Acceptance Payable, Pinjaman yang Diberikan/Loans, Simpanan Bank Lain/Deposits from Other Bank, Efek-efek/Marketable Securities, Tagihan Akseptasi/Acceptance Receivable, Simpanan Nasabah/Savings
PT Bank Rakyat Indonesia (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/Control through the Government of the Republic of Indonesia	Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables, Tagihan Akseptasi/Acceptance Payable, Simpanan Nasabah/Savings, Liabilitas Akseptasi/Acceptance Payable, Giro Pada Bank Lain/Current Account with Other Bank, Garansi Bank yang diterbitkan/Bank Guarantees Issued, Efek-efek/Marketable Securities

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
PT Bank Tabungan Negara (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Simpanan Nasabah/Savings, Pinjaman yang Diberikan/Loans, Efek-efek/Marketable Securities
Boma Bisma Indra	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Tagihan Akseptasi/Acceptance Receivable, Garansi Bank yang diterbitkan/Bank Guarantees Issued, Simpanan Nasabah/Savings
Brantas Abipraya	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Payable, Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables
PT Bukit Asam (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables,
PT Dahana (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable
PT Danareksa	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Simpanan Nasabah/Savings
PT Dirgantara Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Payable

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Finansia Multifinance	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Garuda Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Payable, Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables
PT Utama Karya	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable, Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables
Industri Gelas	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable, Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables
Inhutani III	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Istaka karya	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Simpanan Nasabah/Savings
Jamsostek	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
PT Jasa Marga (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Kementerian Keuangan//Ministry of Finance	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
PT Kereta Api Indonesia (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Payable
Kertas Leces	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Payable
Manajemen Kunci/ Key Management	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Koperasi Swadharna	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Garansi Bank yang diterbitkan/Bank Guarantees Issued
PT Krakatau Steel (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
LEN Industri	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
LKBN Antara	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Simpanan Nasabah/Savings
LPEI	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Simpanan Nasabah/Savings
Mega Eltra	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Payable, Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables
Nindya Karya	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Tagihan Akseptasi/Acceptance Payable, Simpanan Nasabah/Savings, Pinjaman yang Diberikan/Loans, Letter of Credit, Garansi Bank yang diterbitkan/Bank Guarantees Issued
PT PAL Indonesia (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Letter of Credit, Garansi Bank yang diterbitkan/Bank Guarantees Issued, Simpanan Nasabah/Savings
PT PANN Multi Finance (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Simpanan Nasabah/Savings
Perum Pegadaian	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Pelabuhan Indonesia I	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Pelabuhan Indonesia III	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Tagihan Akseptasi/ <i>Acceptance Payable</i> , Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i> , Letter of Credit, Pinjaman yang Diberikan/ <i>Loans</i> , Simpanan Nasabah/ <i>Savings</i>
Pelni	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Tagihan Akseptasi/ <i>Acceptance Payable</i> , Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Simpanan Nasabah/ <i>Savings</i>
Pembangunan Perumahan	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/ <i>Bills and Other Receivables</i> , Tagihan Akseptasi/ <i>Acceptance Payable</i> , Simpanan Nasabah/ <i>Savings</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Letter of Credit, Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Pengerukan Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i> , Simpanan Nasabah/ <i>Savings</i>
PT Pertamina (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/ <i>Bills and Other Receivables</i> , Tagihan Akseptasi/ <i>Acceptance Payable</i> , Simpanan Nasabah/ <i>Savings</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Letter of Credit, Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Pertani	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i> , Simpanan Nasabah/ <i>Savings</i>
Perum Jasa Tirta I	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/ <i>Bills and Other Receivables</i> , Simpanan Nasabah/ <i>Savings</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Perum Perhutani	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Garansi Bank yang diterbitkan/Bank Guarantees Issued
Perum Peruri	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Tagihan Akseptasi/Acceptance Payable, Simpanan Nasabah/Savings, Pinjaman yang Diberikan/Loans, Letter of Credit, Garansi Bank yang diterbitkan/Bank Guarantees Issued
Perumnas	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Tagihan Akseptasi/Acceptance Payable, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Perusahaan Perdagangan Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans
Petrokimia Gresik	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables, Tagihan Akseptasi/Acceptance Payable, Simpanan Nasabah/Savings, Pinjaman yang Diberikan/Loans, Letter of Credit, Garansi Bank yang diterbitkan/Bank Guarantees Issued
Pindad	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable
PLN	Pengendalian melalui Pemerintah Republik Indonesia/Control through The Government of The Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Pos Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/ <i>Bills and Other Receivables</i> , Tagihan Akseptasi/ <i>Acceptance Payable</i> , Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Simpanan Nasabah/ <i>Savings</i>
PP Berdikari	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/ <i>Bills and Other Receivables</i> , Tagihan Akseptasi/ <i>Acceptance Payable</i> , Simpanan Nasabah/ <i>Savings</i> , Pinjaman yang Diberikan/ <i>Loans</i> , <i>Letter of Credit</i>
Pupuk Iskandar Muda	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through The Government of The Republic of Indonesia</i>	Tagihan Akseptasi/ <i>Acceptance Payable</i> , Simpanan Nasabah/ <i>Savings</i> , Pinjaman yang Diberikan/ <i>Loans</i> , <i>Letter of Credit</i> , Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Rajawali Nusindo	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i> , <i>Letter of Credit</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Simpanan Nasabah/ <i>Savings</i> , Tagihan Akseptasi/ <i>Acceptance Receivable</i>
Rekayasa Industri	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/ <i>Bills and Other Receivables</i> , Tagihan Akseptasi/ <i>Acceptance Payable</i> , Simpanan Nasabah/ <i>Savings</i> , Pinjaman yang Diberikan/ <i>Loans</i> , <i>Letter of Credit</i> , Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Sang Hyang Seri	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Tagihan Akseptasi/ <i>Acceptance Payable</i> , Pinjaman yang Diberikan/ <i>Loans</i> , Simpanan Nasabah/ <i>Savings</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Semen Gresik	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings</i>
Sucofindo	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings</i>
Swadharma Duta Data	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Saving</i>
Swadharma Kerry Satya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Simpanan Nasabah/Savings</i>
Swadharma Propertindo	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings</i>
Swadharma Sarana Informatika	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings</i>
Swadharma Surya Finance	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued, Simpanan Nasabah/Savings</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Taspen	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
Telkom	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Efek-efek/Marketable Securities
PT Timah (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings
PT Waskita Karya (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Wesel Ekspor dan Tagihan Lainnya/Bills and Other Receivables, Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable
Wijaya Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/Bank Guarantees Issued, Letter of Credit, Pinjaman yang Diberikan/Loans, Simpanan Nasabah/Savings, Tagihan Akseptasi/Acceptance Receivable
Adhi Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings, Garansi Bank yang diterbitkan/Bank Guarantees Issued
Adhi Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Aneka Tambang	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
ASDP	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Askrindo	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Asuransi Jasa Raharja	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Barata Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Batan Teknologi	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Bina Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Bio Farma	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Simpanan Nasabah/Savings
Biro Klasifikasi Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued
Cambrics Primissima	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Simpanan Nasabah/Savings
Djakarta Lloyd	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Simpanan Nasabah/Savings
Dok & Perkapalan Kodja Bahari	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued
Dok & Perkapalan Surabaya	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued
Garam	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Simpanan Nasabah/Savings
Indah Karya	Pengendalian melalui Pemerintah Republik Indonesia/ Control through the Government of the Republic of Indonesia	Garansi Bank yang diterbitkan/Bank Guarantees Issued

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Indra Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Industri Kapal Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Industri Kereta Api	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Industri Telekomunikasi Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Inhutani I	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Inhutani II	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Inhutani IV	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings
Inhutani V	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Jamkrindo	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/Savings

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Kawasan Industri Wijayakusuma	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Kimia Farma	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/ <i>Savings</i>
Merpati Nusantara Airlines	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Otorita Batam	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/ <i>Savings</i>
Perkebunan Nusantara III	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Perkebunan Nusantara VI	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Perkebunan Nusantara VII	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
PT Permodalan Nasional Madani (Persero)	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Perum Bulog	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Perum Pegadaian	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Efek-efek/ <i>Marketable Securities</i>
Perusahaan Gas Negara	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Pradnya Paramita	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/ <i>Savings</i>
Pupuk Kaltim	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Efek-efek/ <i>Marketable Securities</i>
Pupuk Kujang	Pengendalian melalui Pemerintah Pusat Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
Pupuk Sriwijaya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Pinjaman yang Diberikan/ <i>Loans</i>
Surveyor Indonesia	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Virama Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/ <i>Savings</i>
Yodya Karya	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Garansi Bank yang diterbitkan/ <i>Bank Guarantees Issued</i>
Citanduy Perkasa	Pengendalian melalui Pemerintah Republik Indonesia/ <i>Control through the Government of the Republic of Indonesia</i>	Simpanan Nasabah/ <i>Savings</i>
Dana Pensiun BNI	Pendiri dan Dewan Direksi/ <i>Founder and Board of Directors</i>	Simpanan Nasabah/ <i>Savings</i>
PT Mitrayasa Sarana Informasi	Kepemilikan melalui hak minoritas Entitas Anak/ <i>Ownership through Subsidiary's Non-controlling Interest</i>	Simpanan Nasabah/ <i>Savings</i>
Politeknik Swadharma	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
STMIK Swadharma	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
PT Swadharma Garis Dinamika	Kepemilikan melalui PT Tri Handayani Utama/ <i>Ownership through PT Tri Handayani Utama</i>	Simpanan Nasabah/ <i>Savings</i>

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41. TRANSAKSI DENGAN PIHAK BERELASI
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41. RELATED PARTY TRANSACTIONS (continued)

a. Jenis hubungan dan unsur transaksi pihak berelasi (lanjutan)

a. Type of relationships and related parties transactions (continued)

Saldo dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

The amounts and transactions with related parties are as follows (continued):

<u>Pihak berelasi/ Related parties</u>	<u>Jenis hubungan/ Types of relationship</u>	<u>Unsur transaksi pihak berelasi/Related party transactions</u>
PT Swadharma Griyasatya	Kepemilikan melalui PT Tri Handayani Utama dan Dana Pensiun BNI/ <i>Ownership through PT Tri Handayani Utama and Dana Pensiun BNI</i>	Simpanan Nasabah/ <i>Savings</i>
Swadharma Language Centre	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
Swadharma Law Office	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
PT Swadharma Prima Utama	Kepemilikan melalui PT Tri Handayani Utama/ <i>Ownership through PT Tri Handayani Utama</i>	Simpanan Nasabah/ <i>Savings</i>
PT Swadharma Sangga Buana	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
Swadharma Travelindo	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
Tri Handayani Utama	Kepemilikan melalui Yayasan Danar Dana BNI/ <i>Ownership through Yayasan Danar Dana BNI</i>	Simpanan Nasabah/ <i>Savings</i>
Yayasan Danar Dana	Pendiri dan Dewan Direksi/ <i>Founder and Board of Directors</i>	Simpanan Nasabah/ <i>Savings</i>
Yayasan Kesejahteraan Pegawai	Pendiri dan Dewan Direksi/ <i>Founder and Board of Directors</i>	Simpanan Nasabah/ <i>Savings</i>

ASET

ASSETS

b. Pinjaman yang diberikan

b. Loans

	<u>2013</u>	<u>2012</u>	
PT Finansia Multifinance	207,491	196,601	<i>PT Finansia Multifinance</i>
Koperasi Swadharma	155,298	80,585	<i>Koperasi Swadharma</i>
Manajemen Kunci	7,345	33,207	<i>Key Management</i>
PT Asuransi Tripakarta	830	750	<i>PT Asuransi Tripakarta</i>
PT Swadharma Sarana Informatika	100	100	<i>PT Swadharma Sarana Informatika</i>
PT Swadharma Duta Data	20	20	<i>PT Swadharma Duta Data</i>
PT Swadharma Propertindo	1,188	101	<i>PT Swadharma Propertindo</i>
Total	372,272	311,364	Total

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41. RELATED PARTY TRANSACTIONS (continued)

LIABILITAS

LIABILITIES

c. Simpanan nasabah

c. Deposits from customers

	2013	2012	
Manajemen Kunci	130,687	110,104	Key Management
PT Asuransi Tripakarta	102,255	63,471	PT Asuransi Tripakarta
Dana Pensiun BNI	33,602	99,927	Dana Pensiun BNI
PT Swadharma Kerry Satya Shangrila Hotel	21,873	3,585	PT Swadharma Kerry Satya Shangrila Hotel
PT Swadharma Sarana Informatika	12,750	23,685	PT Swadharma Sarana Informatika
Koperasi Swadharma	11,503	15,576	Koperasi Swadharma
PT Finansia Multifinance	6,868	10,327	PT Finansia Multifinance
PT Tri Handayani Utama	4,910	1,038	PT Tri Handayani Utama
PT Citanduy Perkasa	2,562	2,051	PT Citanduy Perkasa
Yayasan Danar Dana Swadharma	1,644	7,075	Yayasan Danar Dana Swadharma
PT Swadharma Surya Finance	1,051	569	PT Swadharma Surya Finance
PT Swadharma Prima Utama	1,017	682	PT Swadharma Prima Utama
Swadharma Law Office	979	1,069	Swadharma Law Office
PT Swadharma Propertindo	754	28	PT Swadharma Propertindo
STMIK Swadharma	604	492	STMIK Swadharma
PT Swadharma Duta Data	336	829	PT Swadharma Duta Data
Yayasan Kesejahteraan Pegawai BNI (YKP)	320	293	Yayasan Kesejahteraan Pegawai BNI (YKP)
PT Swadharma Sangga Buana	254	17	PT Swadharma Sangga Buana
PT Swadharma Garis Dinamika	179	193	PT Swadharma Garis Dinamika
PT Swadharma Travelindo	108	131	PT Swadharma Travelindo
Politeknik Swadharma	123	41	Politeknik Swadharma
Swadharma Language Center	10	10	Swadharma Language Center
PT Mitrayasa Sarana Informasi	8	962	PT Mitrayasa Sarana Informasi
PT Swadharma Griyasatya	-	6,885	PT Swadharma Griyasatya
	334,397	349,040	

d. Garansi bank yang diterbitkan

d. Bank guarantees issued

	2013	2012	
PT Asuransi Tripakarta	156,767	128	PT Asuransi Tripakarta
PT Swadharma Kerry Satya	1,114	852	PT Swadharma Kerry Satya
PT Swadharma Duta Data	170	37	PT Swadharma Duta Data
PT Swadharma Sarana Informatika	-	235	PT Swadharma Sarana Informatika
PT Swadharma Surya Finance	-	64	PT Swadharma Surya Finance
PT Swadharma Propertindo	-	47	PT Swadharma Propertindo
Koperasi Swadharma	-	52	Koperasi Swadharma
Total	158,051	1,415	Total

42. INFORMASI SEGMENT

42. SEGMENT INFORMATION

Segmen operasi Grup dibagi berdasarkan kelompok nasabah utama dan produk, sebagai berikut: Korporasi, Komersial dan Kecil, Konsumer dan Ritel, Tresuri dan Institusi Keuangan, Kantor Pusat dan Entitas Anak. Dalam menentukan hasil segmen, beberapa akun aset dan liabilitas dan pendapatan dan biaya yang terkait diatribusikan ke masing-masing segmen berdasarkan kebijakan pelaporan internal manajemen. Transaksi antar segmen usaha diperlakukan seperti transaksi pihak ketiga yang dicatat ke dalam masing-masing segmen dan dieliminasi di tingkat Bank.

The Group's operating segments represent the key customer and product groups, as follows: Corporate, Commercial and Small, Consumer and Retail, Treasury and Financial Institution, Head Office and Subsidiaries. In determining the segment results, certain assets and liabilities items and related revenues and expenses are attributed to each segment based on internal management reporting policies. Transactions between business segments are recorded within the segment as if they are third party transactions and are eliminated at the Bank level.

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42. INFORMASI SEGMENT (lanjutan)

Ringkasan berikut menjelaskan operasi masing-masing segmen dalam pelaporan segmen Bank:

- **Korporasi** : termasuk kredit yang diberikan, simpanan nasabah dan transaksi-transaksi lainnya atas nasabah korporasi.
- **Komersial dan Kecil** : termasuk kredit yang diberikan, simpanan nasabah dan transaksi-transaksi lainnya atas nasabah dengan skala kecil hingga menengah.
- **Konsumer dan Ritel** : termasuk kredit pembiayaan konsumsi antara lain kredit kepemilikan rumah, kartu kredit dan transaksi-transaksi lain atas nasabah konsumer, serta termasuk kredit yang diberikan kepada individu dengan skala ritel.
- **Tresuri dan Institusi Keuangan** : terkait dengan kegiatan tresuri Bank termasuk transaksi valuta asing, *money market*, *capital market* dan *fixed income*, termasuk antara lain bisnis perbankan internasional dan supervisi cabang Luar Negeri.
- **Kantor Pusat** : merupakan penyediaan jasa secara sentralisasi kepada segmen lainnya.
- **Entitas Anak** : seluruh transaksi yang dilakukan oleh Entitas Anak yang bergerak di bidang perbankan syariah, asuransi, pembiayaan konsumen dan sekuritas.

Kinerja diukur berdasarkan laba segmen sebelum pajak penghasilan, sebagaimana dilaporkan dalam laporan internal manajemen yang direview oleh Manajemen Bank. Keuntungan segmen digunakan untuk mengukur kinerja dimana manajemen berkeyakinan bahwa informasi tersebut paling relevan dalam mengevaluasi hasil segmen tersebut relatif terhadap entitas lain yang beroperasi dalam industri tersebut.

Informasi yang berkaitan dengan segmen usaha yang utama dari Grup disajikan dalam tabel di bawah ini:

42. SEGMENT INFORMATION (continued)

The following summary describes the operations in each of the Bank's reportable segments:

- **Corporate** : includes loans, deposits and other transactions and balances with corporate customers.
- **Commercial and Small** : includes loans, deposits and other transactions and balances with small the middle size of customers.
- **Consumer and Retail** : includes consumer loan such as housing loans, credit cards and other transactions with consumer loans, and including loans to retail customers.
- **Treasury and Financial Institution** : treasury activities include foreign exchange, money market, capital market and fixed income, also including international banking and overseas branch supervision.
- **Head Office** : represent centralized services for other segments.
- **Subsidiaries** : all transactions from Subsidiaries in sharia banking, insurance, consumer financing and securities.

Performance is measured based on segment profit before income tax, as included in the internal management reports that are reviewed by the Bank's Management. Segment profit is used to measure performance of that business segment as management believes that such information is the most relevant in evaluating the results of those segments relative to other entities that operate within these industries.

Information concerning the operating segments of the Group are set out in the table below:

	2013								
	Korporasi/ Corporate	Komersial dan Kecil/ Commercial and Small	Konsumer dan Ritel/ Consumer and Retail	Tresuri dan Institusi Keuangan/ Treasury and Financial Institution	Kantor Pusat/ Head Office	Entitas Anak/ Subsidiaries	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasi/ Consolidation	
Pendapatan bunga dan pendapatan syariah - neto	4,673,633	4,825,988	7,625,088	1,255,758	-	917,083	(239,269)	19,058,281	Interest income and sharia income - net
Pendapatan operasional lainnya	2,102,444	1,830,306	3,248,822	1,608,365	(401,046)	1,920,735	(868,722)	9,440,904	Other operating income
Pembentukan cadangan kerugian penurunan nilai	46,515	(1,554,709)	(858,302)	(6,485)	(346,101)	11,388	-	(2,707,694)	Allowance for impairment losses
Beban operasional lainnya	(1,236,013)	(2,164,839)	(4,883,330)	(824,661)	(2,865,674)	(2,598,171)	-	(14,572,688)	Other operating expenses
Laba operasional	5,586,579	2,936,746	5,132,278	2,032,977	(3,612,821)	251,035	(1,107,991)	11,218,803	Operating income
Pendapatan/(beban) bukan operasional - neto	486	17	1,897	(85,305)	164,288	(22,021)	-	59,362	Non operating income/(expenses) - net
Laba sebelum beban pajak	5,587,065	2,936,763	5,134,175	1,947,672	(3,448,533)	229,014	(1,107,991)	11,278,165	Income before tax expense
Total aset	116,898,486	66,155,619	50,090,167	118,464,923	29,986,970	19,291,750	(14,233,100)	386,654,815	Total assets
Total liabilitas	73,940,474	56,531,318	150,788,759	30,872,697	12,671,273	16,545,859	(2,379,070)	338,971,310	Total liabilities

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42. INFORMASI SEGMENT (lanjutan)

42. SEGMENT INFORMATION (continued)

		2012							
	Korporasi/ Corporate	Komersial dan Kecil/ Commercial and Small	Konsumer dan Ritel/ Consumer and Retail	Tresuri dan Insitusi Keuangan/ Treasury and Financial Institution	Kantor Pusat/ Head Office	Entitas Anak/ Subsidiaries	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasi/ Consolidation	
Pendapatan bunga dan pendapatan syariah - neto	4,346,555	3,523,885	6,470,661	684,613	-	630,139	(196,862)	15,458,991	Interest income and sharia income - net
Pendapatan operasional lainnya	1,679,461	1,570,181	2,744,326	1,634,775	(163,076)	1,531,559	(551,413)	8,445,813	Other operating income
Pembentukan cadangan kerugian penurunan nilai	140,868	(1,782,662)	(944,821)	(4,172)	-	68,494	(2,384)	(2,524,677)	Allowance for impairment losses
Beban operasional lainnya	(1,735,363)	(1,491,088)	(4,348,133)	(951,564)	(2,173,845)	(2,057,515)	18,404	(12,739,104)	Other operating expenses
Laba operasional	4,431,521	1,820,316	3,922,033	1,363,652	(2,336,921)	172,677	(732,255)	8,641,023	Operating income
Pendapatan/(beban) bukan operasional - neto	40	66	6,895	234,283	15,714	1,541	-	258,539	Non operating income/(expenses) - net
Laba sebelum beban pajak	4,431,561	1,820,382	3,928,928	1,597,935	(2,321,207)	174,218	(732,255)	8,899,562	Income before tax expense
Total aset	78,548,530	70,627,469	44,624,012	102,763,107	24,971,121	14,075,604	(2,306,337)	333,303,506	Total assets
Total liabilitas	113,330,325	79,775	136,239,742	14,361,280	14,411,552	12,186,739	(831,198)	289,778,215	Total liabilities

Informasi yang berkaitan dengan segmen geografis BNI dan Entitas Anak disajikan dalam tabel di bawah ini:

Information concerning the geographical segment of BNI and Subsidiaries are set out in the table below:

		2013						
	Indonesia	New York	Eropa/ Europe	Asia	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasi/ Consolidated		
Pendapatan bunga dan pendapatan syariah - neto	18,867,392	19,882	49,293	121,714	-	19,058,281	Interest income and sharia income - net	
Pendapatan operasional lainnya	9,649,165	25,202	23,113	(76,935)	(179,641)	9,440,904	Other operating income	
Pembentukan cadangan kerugian penurunan nilai	(2,698,504)	(489)	-	(8,701)	-	(2,707,694)	Allowance for impairment losses	
Beban operasional lainnya	(14,238,483)	(41,703)	(57,991)	(234,511)	-	(14,572,688)	Other operating expenses	
Laba operasional	11,579,570	2,892	14,415	(198,433)	(179,641)	11,218,803	Operating income	
Pendapatan/(beban) bukan operasional - neto	(178,773)	1,525	544	236,066	-	59,362	Non operating income/(expenses) - net	
Laba sebelum beban pajak	11,400,797	4,417	14,959	37,633	(179,641)	11,278,165	Income before tax expense	
Beban pajak	(2,220,224)	-	-	-	-	(2,220,224)	Tax expense	
Laba bersih	9,180,573	4,417	14,959	37,633	(179,641)	9,057,941	Net income	
Total aset	370,362,559	3,323,320	3,984,111	12,768,277	(3,783,452)	386,654,815	Total assets	
Total liabilitas	318,171,842	3,455,327	4,019,003	12,797,851	527,287	338,971,310	Total liabilities	

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42. INFORMASI SEGMENT (lanjutan)

42. SEGMENT INFORMATION (continued)

	2012						
	Indonesia	New York	Eropa/ Europe	Asia	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasi/ Consolidated	
Pendapatan bunga dan pendapatan syariah - neto	15,225,482	25,099	44,736	163,674	-	15,458,991	Interest income and sharia income - net
Pendapatan operasional lainnya	8,369,419	37,835	43,673	142,826	(147,940)	8,445,813	Other operating income
Pembentukan cadangan kerugian penurunan nilai	(2,493,914)	(190)	-	(30,573)	-	(2,524,677)	Allowance for impairment losses
Beban operasional lainnya	(12,374,355)	(53,373)	(61,863)	(249,513)	-	(12,739,104)	Other operating expense
Laba operasional	8,726,632	9,371	26,546	26,414	(147,940)	8,641,023	Operating income
Pendapatan/(beban) bukan operasional - neto	226,931	613	(84)	31,079	-	258,539	Non operating income/(expenses) - net
Laba sebelum beban pajak	8,953,563	9,984	26,462	57,493	(147,940)	8,899,562	Income before tax expense
Beban pajak	(1,851,200)	-	-	-	-	(1,851,200)	Tax expense
Laba bersih	7,102,363	9,984	26,462	57,493	(147,940)	7,048,362	Net income
Total aset	316,277,180	2,287,377	3,692,784	11,046,165	-	333,303,506	Total assets
Total liabilitas	273,092,415	2,354,960	3,689,491	10,641,349	-	289,778,215	Total liabilities

43. MANAJEMEN RISIKO

Penerapan Manajemen risiko di BNI berpedoman pada Peraturan Bank Indonesia (PBI) tentang Penerapan Manajemen Risiko bagi Bank Umum dan dokumen dari *Basel Committee on Banking Supervision*. Manajemen Risiko didasari oleh kebutuhan akan keseimbangan fungsi bisnis dengan pengelolaan risiko. Manajemen risiko menjadi *strategic partner* dari unit bisnis untuk mengoptimalkan pendapatan dari operasional entitas.

Dalam mengimplementasikan manajemen risiko dilakukan melalui 4 (empat) pilar penerapan manajemen risiko yaitu : Pengawasan Aktif Dewan Komisaris dan Direksi; Kecukupan Kebijakan, Prosedur dan Penetapan Limit; Proses Manajemen Risiko dan Sistem Informasi Manajemen Risiko serta Sistem Pengendalian Intern. Penerapan manajemen risiko di BNI secara umum terangkum dalam kerangka (*framework*) manajemen risiko. Kerangka manajemen risiko ini dituangkan dalam kebijakan, prosedur, limit-limit transaksi, kewenangan dan ketentuan lain serta diaplikasikan dalam perangkat manajemen risiko, yang berlaku di seluruh lingkup aktivitas usaha.

43. RISK MANAGEMENT

Implementation of risk management in BNI is based on Bank Indonesia's regulations (PBI) which govern the Risk Management Implementation of Commercial Banks, and document of Basel Committee on Banking Supervision. The risk management is based on the need to balance between the business functions and risk management. Risk management is a strategic partner of the existing business units to optimize returns from the entity's operations.

Risk management implemented by 4 (four) pillars of risk management : Active Control from Board of Commissioners and Board of Directors; Policies, Procedures and Limit; Risk Management Process and Risk Management Information Systems and Internal Control Systems. Implementation of risk management in BNI is undertaken within risk management framework. Risk management framework is outlined in the policies, procedures, transaction limits, authorities and other regulations and applied in the tools of risk management, which is applicable in the whole scope of business activities.

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43. MANAJEMEN RISIKO (lanjutan)

Secara berkala dilakukan evaluasi terhadap kebijakan dan prosedur manajemen risiko agar sesuai dengan perkembangan bisnis dan perubahan regulasi.

Agar penerapan manajemen risiko dapat berjalan secara efektif, BNI menyusun *Risk Governance* sebagai bagian dari sistem Tata Kelola Perusahaan (*Corporate Governance*) yang fokus pada struktur, proses dan pendekatan pengelolaan risiko dalam upaya pencapaian tujuan bisnis.

Inisiatif dan langkah-langkah perbaikan telah dilakukan untuk meletakkan landasan yang kuat dalam manajemen risiko di BNI yang mencakup aspek-aspek organisasi, strategi, sistem informasi dan operasi, serta pengembangan sumber daya manusia. BNI juga telah melakukan langkah-langkah antisipatif yang menyentuh aspek humanis dan personal setiap individu BNI, yaitu dengan membangun budaya risiko yang kuat yang merupakan bagian dari budaya kerja BNI. BNI melaksanakan program *risk culture enhancement* untuk meningkatkan budaya risiko segenap insan BNI.

Terkait dengan produk atau aktivitas baru yang akan diterbitkan, dilakukan penilaian (*assessment*) terhadap risiko yang melekat pada produk atau aktivitas baru untuk memastikan bahwa potensi risiko telah dimitigasi dengan baik.

Pengelolaan risiko kredit, risiko likuiditas, risiko pasar dan operasional BNI sebagaimana diuraikan pada Catatan 44 sampai dengan Catatan 47 adalah sesuai dengan definisi dari Bank Indonesia.

BNI juga melakukan pengelolaan terhadap risiko lainnya sesuai aturan Bank Indonesia, yaitu (i) risiko hukum untuk mengurangi kemungkinan kerugian dari tuntutan hukum atau kelemahan perikatan seperti klausul hukum yang tidak lengkap; (ii) risiko reputasi untuk mengurangi kemungkinan kerugian dari publikasi negatif yang terkait dengan kegiatan usaha Bank atau persepsi negatif terhadap Bank; (iii) risiko strategis untuk mengurangi kemungkinan kerugian dari penetapan dan pelaksanaan strategi Bank yang tidak tepat, pengambilan keputusan bisnis yang tidak tepat atau strategi yang kurang responsif terhadap perubahan eksternal; dan (iv) risiko kepatuhan untuk mengurangi kemungkinan kerugian karena Bank tidak mematuhi atau tidak melaksanakan peraturan perundang-undangan dan ketentuan lain yang berlaku.

43. RISK MANAGEMENT (continued)

Periodic evaluation is applied to Risk Management Policies and Procedures to ensure it reflects the Bank's current business and regulations.

Risk Governance is needed to enforce effective implementation of Risk Management, and as a part of Corporate Governance system, which focuses on structure, process and approach to risk management in achieving the business goals.

Initiatives and corrective actions have been taken to build a solid foundation for BNI's risk management, covering aspect of organization, strategies, information system and operations, and human capital. BNI have taken some actions to anticipate which are able to touch humanity and personal aspects of each individual of BNI by implementing risk culture enhancement to build a strong risk culture that is part of the work culture in BNI. BNI has implemented a program to increase the risk culture enhancement to enhance the risk culture of the people of BNI.

Related to new product or activity, risk assessment for every new product or activity has been done to ensure that the potential risk has been mitigated.

The management of BNI's credit, liquidity, market and operational risks, as described in Notes 44 to 47, are consistent with Bank Indonesia definition.

BNI also manage risk management for other risks as regulated by Bank Indonesia, as follow (i) legal risk to minimize possible losses on litigation or deficient legal documents such as those wherein legal clauses are incomplete; (ii) reputation risk to minimize possible losses from negative publicity relating to the business activities of the Bank or negative perception about the Bank; (iii) strategic risk to minimize possible losses arising from inappropriate or improper implementation of Bank's strategy and business decisions, or strategy that is not responsive to external changes; and (iv) compliance risk to minimize possible losses of the Bank from non-compliance or failure to implement the prevailing laws and regulations.

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43. MANAJEMEN RISIKO (lanjutan)

Upaya-upaya yang dilakukan untuk mengelola risiko hukum, risiko reputasi, risiko strategis dan risiko kepatuhan seperti tersebut di atas diantaranya adalah:

- Mengelola Pedoman Perusahaan untuk risiko hukum, risiko reputasi, risiko strategis, dan risiko kepatuhan.
- Melakukan analisis aspek hukum dan uji kepatuhan terhadap produk atau aktivitas *existing* dan baru;
- Melakukan supervisi dan review secara berkala terhadap perjanjian atau kontrak yang telah dibuat dan dilaksanakan oleh unit-unit bisnis;
- Melakukan proses perencanaan strategis melalui serangkaian proses untuk penyelarasan strategi perusahaan dengan strategi unit.
- Mengelola dan mengoptimalkan fungsi sarana *Online Customer Complaint* (OCC) serta pelaporannya, selanjutnya menyelesaikan permasalahan tersebut sesuai ketentuan yang berlaku;
- Dilakukan sertifikasi kepatuhan terhadap kebijakan dan prosedur sesuai dengan ketentuan yang berlaku.

Entitas Anak BNI secara umum telah menerapkan manajemen risiko, antara lain dengan membentuk unit risiko pada Entitas Anak. Manajemen risiko pada masing-masing Entitas Anak secara operasional dilakukan terpisah dari unit bisnis di masing-masing Entitas Anak dan menjalankan fungsinya secara independen. Untuk mendukung penerapan manajemen risiko, pada organisasi Entitas Anak juga dibentuk unit kontrol intern yang melakukan pemantauan kepatuhan terhadap kontrol internal secara rutin dan berkala. Disamping itu, Dewan Komisaris dan Direksi pada masing-masing Entitas Anak secara aktif juga melakukan pemantauan, dan evaluasi melalui laporan-laporan yang disampaikan oleh setiap Entitas Anak untuk selanjutnya digunakan sebagai salah satu bahan pertimbangan dalam menetapkan kebijakan pada Entitas Anak.

BNI selaku Entitas Induk telah melakukan koordinasi dengan Entitas Anak untuk menerapkan manajemen risiko sesuai ketentuan Bank Indonesia. Disamping membuat laporan seperti laporan perhitungan Kecukupan Penyediaan Modal Minimum (KPMM) konsolidasian dan Batas Maksimum Pemberian Kredit (BMPK) konsolidasian, BNI juga menyusun laporan profil risiko-risiko dan tingkat kesehatan Bank konsolidasian.

43. RISK MANAGEMENT (continued)

The initiatives taken to manage legal risk, reputation risk, strategic risk and compliance risk as described above, among others, are as follows:

- *Manage Operational Guidance Manual for legal risk, reputation risk, strategic risk, and compliance risk;*
- *Analysis of the legal aspects and compliance test for new product or activities;*
- *Conduct assessment and analysis of the agreements or contracts entered into and executed by the business units;*
- *The strategic planning process is done through a series of strategic planning process to align of corporate strategy and strategy unit*
- *Manage system to record and monitor Online Customer Complaint (OCC) in order to solve such problems based on prevailing policies;*
- *Compliance certificate to all policies and procedures in accordance with applicable regulations*

BNI's Subsidiaries generally have implemented risk management among others by establishing a risk unit in each Subsidiary. Risk management in each Subsidiary is operating separately from the business unit and conducts its function independently. To support the implementation of risk management, the Subsidiaries have established internal control units in their organizational structure, which monitor the compliance with internal controls regularly and periodically on a regular basis. In addition, the Boards of Commissioners and Directors of the respective Subsidiaries actively monitor and evaluate the internal controls of the Subsidiaries, through the reports submitted by the respective Subsidiaries, as a basis in formulating and developing appropriate policies for the Subsidiaries.

As the Parent Entity, BNI coordinates with its Subsidiaries regarding the implementation of risk management policies as defined by Bank Indonesia. Besides preparing the consolidated minimum Capital Adequacy Ratio (CAR) and Legal Lending Limit (LLL), BNI also prepared the consolidated risk profile and Bank's soundness rating.

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43. MANAJEMEN RISIKO (lanjutan)

Profil risiko BNI menggambarkan risiko yang melekat dalam kegiatan bisnis Bank (*inherent risk*) termasuk kualitas penerapan Manajemen Risiko yang mencerminkan sistem pengendalian risiko (*risk control system*) untuk masing-masing jenis risiko. Penilaian Profil Risiko BNI telah dilakukan sesuai dengan lampiran SE BI No. 13/24/ DPNP tanggal 25 Oktober 2011. Berdasarkan hasil laporan terakhir atas penilaian sendiri (*self assessment*), peringkat risiko inheren BNI posisi 31 Desember 2013 adalah *low to moderate* dengan peringkat kualitas penerapan manajemen risiko yang memadai (*satisfactory*) sehingga peringkat komposit BNI adalah 2 (*low to moderate*).

44. RISIKO KREDIT

Pengelolaan kredit Bank diarahkan untuk melakukan ekspansi kredit dan mengelola kualitas setiap kredit sejak saat diberikan sampai dengan dilunasi untuk mencegah kredit tersebut menjadi *Non-Performing Loan* (NPL). Pengelolaan kredit yang efektif dapat meminimalkan kerugian dan mengoptimalkan penggunaan modal yang dialokasikan untuk risiko kredit.

Tujuan pengelolaan risiko kredit Bank selain untuk memenuhi persyaratan-persyaratan yang telah ditetapkan oleh peraturan Bank Indonesia adalah untuk mengelola kemungkinan kerugian dari tidak dibayarnya pinjaman yang diberikan dan kontrak keuangan lainnya seminimal mungkin, baik pada tingkat individual maupun portofolio kredit secara keseluruhan.

Bank telah memiliki kebijakan dan prosedur perkreditan yang diputuskan dalam forum Komite Kebijakan Perkreditan (KKP) dan Kebijakan Prosedur Perkreditan (KPP) serta Radisi (Rapat Direksi), dan juga secara tertulis dituangkan dalam Pedoman Perusahaan (PP) Perkreditan. Kebijakan-kebijakan tersebut memberikan pedoman secara lengkap dan terperinci atas kegiatan manajemen kredit dari saat pengajuan kredit, proses analisis, persetujuan, pemantauan, pendokumentasian, pengendalian dan penyelamatan/restrukturisasi. Dalam rangka mendukung proses pemberian kredit yang lebih hati-hati, BNI melakukan penelaahan dan penyempurnaan kebijakan kredit secara periodik sesuai dengan perkembangan bisnis terkini.

43. RISK MANAGEMENT (continued)

The risk profile of BNI reflects the inherent risk of the Bank's business, including the risk control system for each type of risk. The risk profile of BNI has been performed based on attachment of SE BI No. 13/24/DPNP dated 25 October 2011. Based on the results of a recent self-assessment report, inherent risk rank of BNI as of 31 December 2012 is low to moderate and the quality of the application of risk management rank is satisfactory, therefore the composite rank of BNI is 2 (low to moderate).

44. CREDIT RISK

The Bank's loan management is aimed to support the loan expansion and to manage the quality of each loan from the time the loan was granted until the loan is fully repaid by the debtors, to prevent the loan becoming a Non-Performing Loan (NPL). Effective loan management is intended to minimize the risk of losses and optimize the use of capital allocated for credit risk.

The purpose of the Bank's credit risk management other than to comply with Bank Indonesia regulations is to manage the possible losses on loans and other financial contracts at the minimum level, both on the individual and loan portfolio level.

The Bank has loan policies and procedures that approved in the meeting of Credit Policy Committee (KKP) and Procedures Policy Credit (KPP) and Board of Directors meetings. These policies provide detailed guidance on loan management activities from loan proposal, analysis process, approval, monitoring, documentation, controls and restructuring. To support a prudent loan granting process, BNI conducts periodic reviews and enhances its loan policies in line with current business developments.

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44. RISIKO KREDIT (lanjutan)

Pengelolaan risiko kredit diterapkan pada tingkat individu pinjaman dan tingkat portofolio. Pada tingkat individu pinjaman, setiap keputusan pemberian kredit dilakukan melalui proses analisis oleh Unit Bisnis dan Unit Risiko Bisnis. Mekanisme persetujuan kredit dilakukan melalui rapat Komite Kredit. Komite Kredit merupakan lembaga pemutus kredit yang beranggotakan pemutus dari Unit Bisnis dan Unit Risiko Bisnis, dengan demikian proses pemberian kredit menjadi lebih komprehensif dan hati-hati.

Pada tingkat portofolio, setiap tahun sekali ditetapkan *Loan Exposure Limit*, yaitu diversifikasi portofolio pinjaman berdasarkan industri untuk mengoptimalkan risiko dan pendapatan di masing-masing industri dan mengurangi risiko konsentrasi.

Proses analisis dan persetujuan kredit dilakukan melalui serangkaian proses penilaian tingkat risiko kredit calon debitur, yang diantaranya dengan menggunakan *internal rating system* (untuk kredit produktif) dan *scoring system* (untuk kredit konsumtif), sekaligus juga strategi mitigasi risikonya. Hasil proses analisis dan penilaian tingkat risiko kredit kemudian diajukan kepada Komite Kredit untuk mendapatkan persetujuan.

Kredit yang bermasalah dikelola oleh Unit/Divisi Kredit Khusus agar penyelamatan/penyelesaiannya dapat dilakukan secara lebih baik dan memungkinkan Unit Usaha untuk dapat fokus pada pengelolaan debitur lancar dan melakukan ekspansi kredit.

Pengembangan manajemen risiko kredit dilakukan secara bertahap sesuai dengan kerangka kerja yang ditetapkan Bank Indonesia. Khusus untuk pengukuran risiko kredit, Bank melakukan standarisasi dengan metodologi *standardized approach*. Selanjutnya, Bank juga mempersiapkan dan mengembangkan metodologi *internal ratings-based approach*. Bank masih mempersiapkan parameter risiko kredit, yang nantinya akan digunakan dalam perhitungan risiko kredit seperti *Probability of Default*, *Loss Given Default* dan *Exposure at Default*.

Sistem pengelolaan manajemen risiko kredit Bank telah dibakukan dalam suatu Pedoman Pelaksanaan Manual (PP) dan dikaji secara periodik.

44. CREDIT RISK (continued)

Credit risk management is implemented both at the individual borrower and portfolio level. At the individual level, each loan decision is made through a process of analysis by the Business Unit and Credit Risk Unit. The credit approval process mechanism is through a credit committee meeting. The credit committee constitutes the decision maker for credit approval, which consists of representatives from Business Units and representatives from the Credit Risk Unit.

At portfolio level, the annual loan exposure limit is determined annually to diversify loan portfolio among different industry sectors in order to optimize risk and return in each sector and to reduce concentration risk.

Loan analysis and approval process is conducted through several assessment processes of the applicant's credit risks, i.e. through internal rating system (for productive loans) and scoring system (for consumer loans), followed by the related risk mitigation strategy. The results of the credit's analysis and risk assessment process will be forwarded to the Credit Committee for approval.

Non performing loan is managed by a Special Credit Unit/Division to ensure better recovery and settlement, and to enable the Business Unit to focus on the management of performing debtors and loan expansion.

The development of credit risk management is conducted in stages, and in line with the framework set by Bank Indonesia. Specifically for measuring credit risk, the Bank utilizes the standardized based approach. Further, the Bank is also preparing and developing internal ratings-based methodology. The Bank is still preparing credit risk parameters, which will be used in the calculation of credit risk such as Probability of Default, Loss Given Default and Exposure at Default.

The Bank's credit risk management system has been formalized in the Operational Guidance Manual (OGM) and is reviewed periodically.

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44. RISIKO KREDIT (lanjutan)

44. CREDIT RISK (continued)

- (i) Eksposur maksimum risiko kredit tanpa memperhitungkan agunan dan pendukung kredit lainnya

- (i) *Maximum exposure of the credit risk before collateral held and other credit enhancements*

Eksposur risiko kredit terhadap aset-neto sesudah cadangan kerugian penurunan nilai pada laporan posisi keuangan konsolidasian pada tanggal-tanggal 31 Desember 2013 dan 2012 adalah sebagai berikut:

Credit risk exposures relating to the assets-net of allowance possible losses on the consolidated statements of financial position as of 31 December 2013 and 2012 are as follows:

Keterangan	Eksposur maksimum/ Maximum exposure		Description
	2013	2012	
Giro pada Bank Indonesia	23,130,059	22,422,083	<i>Current accounts with Bank Indonesia</i>
Giro pada bank lain	4,102,129	5,841,006	<i>Current accounts with other banks</i>
Penempatan pada bank lain dan Bank Indonesia	23,472,702	32,616,662	<i>Placements with other banks and Bank Indonesia</i>
Efek-efek			<i>Marketable securities</i>
Nilai wajar melalui laporan laba rugi	1,805,091	1,756,300	<i>Fair value through profit or loss</i>
Tersedia untuk dijual	8,271,116	7,756,073	<i>Available-for-sale</i>
Dimiliki hingga jatuh tempo	1,889,491	288,597	<i>Held-to-maturity</i>
Efek-efek yang dibeli dengan janji dijual kembali	1,896,556	-	<i>Securities purchased under agreements to resell</i>
Wesel ekspor dan tagihan lainnya	3,416,879	2,839,499	<i>Bills and other receivables</i>
Tagihan akseptasi	11,478,853	10,077,154	<i>Acceptances receivable</i>
Tagihan derivatif	177,839	10,571	<i>Derivatives receivable</i>
Pinjaman yang diberikan	243,757,807	193,834,670	<i>Loans</i>
Obligasi Pemerintah			<i>Government Bonds</i>
Nilai wajar melalui laporan laba rugi	17,274	1,019,027	<i>Fair value through profit or loss</i>
Tersedia untuk dijual	33,503,119	30,346,855	<i>Available-for-sale</i>
Dimiliki hingga jatuh tempo	7,911,563	7,195,123	<i>Held-to-maturity</i>
Penyertaan saham	39,507	24,026	<i>Equity investments</i>
Aset lain-lain - neto*)	1,882,797	2,411,377	<i>Other assets - net*)</i>
Neto	366,752,782	318,439,023	Net

*) Aset lain-lain - neto terdiri dari piutang lain-lain dan piutang bunga.

**) Other assets - net consist of other receivables and interest receivable.*

Eksposur risiko kredit terhadap rekening administratif konsolidasian pada tanggal-tanggal 31 Desember 2013 dan 2012 adalah sebagai berikut:

Credit risk exposures relating to consolidated administrative accounts items as of 31 December 2013 and at 2012 are as follows:

Keterangan	Eksposur maksimum/ Maximum exposure		Description
	2013	2012	
Irrevocable letters of credit yang masih berjalan	10,220,229	9,746,332	<i>Outstanding irrevocable letters of credit</i>
Garansi yang diterbitkan	27,693,046	20,288,498	<i>Guarantees issued</i>
Total	37,913,275	30,034,830	Total

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44. RISIKO KREDIT (lanjutan)

- (i) Eksposur maksimum risiko kredit tanpa memperhitungkan agunan dan pendukung kredit lainnya (lanjutan)

Tabel di atas menggambarkan eksposur maksimum atas risiko kredit bagi Grup pada tanggal 31 Desember 2013 dan 2012, tanpa memperhitungkan agunan atau pendukung kredit lainnya. Untuk aset laporan posisi keuangan konsolidasian, eksposur di atas ditentukan berdasarkan nilai tercatat neto seperti yang diungkapkan pada laporan posisi keuangan konsolidasian.

Seperti yang telah dijelaskan di atas, pada tanggal 31 Desember 2013 dan 2012, masing-masing sebesar 66,46% dan 60,87% dari jumlah eksposur risiko kredit maksimum terhadap aset pada laporan posisi keuangan konsolidasian berasal dari pinjaman yang diberikan.

Manajemen yakin akan kemampuan Bank untuk mengendalikan dan memelihara eksposur risiko kredit yang berasal dari kredit yang diberikan berdasarkan hal-hal sebagai berikut:

- Proses peningkatan pengelolaan kredit secara berkelanjutan melalui penyempurnaan proses kredit, pengembangan produk dan peningkatan kemampuan SDM dibidang perkreditan
- Bank telah memiliki pedoman tertulis mengenai kebijakan dan proses kredit yang mencakup seluruh aspek pemberian kredit yang dilakukan. Setiap pemberian kredit harus senantiasa mengacu pada kebijakan tersebut.
- Bank telah memiliki sistem deteksi dini permasalahan melalui "early warning system" dan pemantauan yang disiplin.
- Seluruh kredit diberikan dengan agunan kecuali untuk jenis kredit tertentu seperti kartu kredit, *personal loans* dan fasilitas antar bank.
- Pada tanggal 31 Desember 2013 dan 2012 masing-masing sebesar 97,83% dan 97,19% dari portofolio kredit yang diberikan dikategorikan sebagai kredit yang tidak mengalami penurunan nilai.

44. CREDIT RISK (continued)

- (i) *Maximum exposure of the credit risk before collateral held and other credit enhancements (continued)*

The above table represents credit risk exposures of the Group as of 31 December 2013 and 2012, without taking into account any collateral held or other credit enhancements. For assets on the consolidated statements of financial position, the exposures set out above are based on net carrying value as reported in the consolidated statements of financial position.

As explained above, as of 31 December 2013 and 2012, 66.46% and 60.87%, respectively, of the total maximum credit risk exposure in consolidated statements of financial position are from loans.

Management is confident in its ability to control and sustain exposure of credit risk to the Bank resulting from its loans based on the following:

- *The process of improving credit management in a sustainable manner by improving credit processes, product development and capacity building of human resources.*
- *The Bank has a documented credit policies and manual procedures that cover all aspects of the Bank's lending activities. Each loan transactions must adhere to the requirements of the Bank's policy.*
- *The Bank has an early problem detection system through "early warning system" and disciplined monitoring.*
- *All loans are secured by collaterals, except for certain loans such as credit cards, personal loans and interbank loans.*
- *As of 31 December 2013 and 2012, 97.83% and 97.19%, respectively, of the total loans were classified as not impaired.*

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44. RISIKO KREDIT (lanjutan)

44. CREDIT RISK (continued)

(ii) Informasi kualitas kredit belum jatuh tempo dan tidak mengalami penurunan nilai per tanggal 31 Desember 2013 dan 2012 sebagai berikut:

(ii) The information on the credit quality of neither past due nor impaired financial assets as of 31 December 2013 and 2012 are as follows:

	2013								
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ Neither past due nor impaired					Jatuh tempo dan tidak mengalami penurunan nilai/ Past-due but not impaired	Mengalami penurunan nilai/ Impaired	Total	
	Grup 1/ Group 1	Grup 2/ Group 2	Grup 3/ Group 3	Grup 4/ Group 4	Grup 5/ Group 5				
Giro pada Bank Indonesia	-	23,130,059	-	-	-	-	-	23,130,059	Current accounts with Bank Indonesia
Giro pada bank lain	-	4,103,838	-	-	-	-	-	4,103,838	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	-	23,474,807	-	-	-	-	-	23,474,807	Placements with other banks and Bank Indonesia
Efek-efek	-	11,910,572	-	-	-	65,655	3,906	11,980,133	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	-	1,896,556	-	-	-	-	-	1,896,556	Securities purchased under agreements to resell
Wesel ekspor dan tagihan lainnya	-	3,421,741	-	-	-	-	622	3,422,363	Bills and other receivables
Tagihan akseptasi	-	11,494,463	-	-	-	54,483	-	11,548,946	Acceptances receivable
Tagihan derivatif	-	177,839	-	-	-	-	-	177,839	Derivatives receivable
Pinjaman yang diberikan									Loans
Modal kerja	5,947,306	92,760,944	21,469,020	142,566	2,472,792	2,622,704	2,956,359	128,371,691	Working capital
Investasi	4,046,429	36,511,994	7,504,258	146,763	763,355	1,374,115	1,660,417	52,007,331	Investment
Konsumen	4,012,389	37,309,085	7,071,420	79,258	66,531	2,490,765	702,644	51,732,092	Consumer
Sindikasi	154,021	5,890,590	6,910,687	-	1,545,907	619,494	45,390	15,166,089	Syndicated
Karyawan	65,077	2,326,819	314,436	7,458	129	25,068	13,242	2,752,229	Employee
Program Pemerintah	10,497	505,820	37,946	270	-	10,887	42,991	608,411	Government programs
Obligasi Pemerintah	-	41,431,956	-	-	-	-	-	41,431,956	Government Bonds
Penyertaan saham	-	60,965	-	-	-	-	536	61,501	Equity investments
Aset lain-lain - neto*)	-	1,882,797	-	-	-	-	-	1,882,797	Other assets - net*)
Total	14,235,719	298,290,845	43,307,767	376,315	4,848,714	7,263,171	5,426,107	373,748,638	Total
Cadangan kerugian penurunan nilai								(6,995,856)	Allowance for impairment losses
Neto								366,752,782	Net
	2012								
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ Neither past due nor impaired					Jatuh tempo dan tidak mengalami penurunan nilai/ Past-due but not impaired	Mengalami penurunan nilai/ Impaired	Total	
	Grup 1/ Group 1	Grup 2/ Group 2	Grup 3/ Group 3	Grup 4/ Group 4	Grup 5/ Group 5				
Giro pada Bank Indonesia	-	22,422,083	-	-	-	-	-	22,422,083	Current accounts with Bank Indonesia
Giro pada bank lain	-	5,844,375	-	-	-	-	-	5,844,375	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	-	32,621,101	-	-	-	-	-	32,621,101	Placements with other banks and Bank Indonesia
Efek-efek	-	9,816,541	-	-	-	-	-	9,816,541	Marketable securities
Wesel ekspor dan tagihan lainnya	-	2,842,311	-	-	-	-	-	2,842,311	Bills and other receivables
Tagihan akseptasi	-	10,145,925	25,650	-	-	-	-	10,171,575	Acceptances receivable
Tagihan derivatif	-	10,571	-	-	-	-	-	10,571	Derivatives receivable
Pinjaman yang diberikan									Loan
Modal kerja	5,201,271	52,600,889	30,618,410	314,466	1,554,642	2,586,854	3,302,781	96,179,313	Working capital
Investasi	3,477,617	29,146,802	6,739,455	223,666	726,009	1,555,446	1,508,061	43,377,056	Investment
Konsumen	4,759,685	28,934,008	7,157,007	88,061	34,431	2,111,998	714,924	43,800,114	Consumer
Sindikasi	-	4,989,397	2,418,962	4,649,990	1,422,441	619,691	69,586	14,170,067	Syndicated
Karyawan	39,294	2,214,237	273,164	11,477	-	26,240	10,669	2,575,081	Employee
Program Pemerintah	86,350	402,484	107,554	34	-	13,457	30,795	640,674	Government programs
Obligasi Pemerintah	-	38,561,005	-	-	-	-	-	38,561,005	Government Bonds
Penyertaan saham	-	44,097	-	-	-	-	-	44,097	Equity investments
Aset lain-lain - neto*)	-	2,411,377	-	-	-	-	-	2,411,377	Other assets - net*)
Total	13,564,217	243,007,203	47,340,202	5,287,694	3,737,523	6,913,686	5,636,816	325,487,341	Total
Cadangan kerugian penurunan nilai								(7,048,318)	Allowance for impairment losses
Neto								318,439,023	Net

*) Aset lain-lain – neto terdiri dari piutang lain-lain dan piutang bunga

*) Other assets – net consists of other receivables and interest receivables

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44. RISIKO KREDIT (lanjutan)

(ii) Informasi kualitas kredit belum jatuh tempo dan tidak mengalami penurunan nilai per tanggal 31 Desember 2013 dan 2012 sebagai berikut: (lanjutan)

- **Grup 1** : Debitur baru (kurang dari 6 bulan).
- **Grup 2** : Nasabah lama yang tidak memiliki historis pernah menunggak dalam 3 tahun terakhir.
- **Grup 3** : Nasabah lama yang memiliki historis pernah menunggak kurang dari 90 hari dalam 3 tahun terakhir.
- **Grup 4** : Nasabah lama yang memiliki historis pernah menunggak diatas 90 hari dalam 3 tahun terakhir.
- **Grup 5** : Nasabah lama yang pinjamannya pernah/telah direstrukturisasi.

(iii) Analisis umur pinjaman yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2013 dan 2012.

44. CREDIT RISK (continued)

(ii) The information on the credit quality of neither past due nor impaired financial assets as of 31 December 2013 and 2012 are as follows: (continued)

- **Group 1** : New customers (less than 6 months).
- **Group 2** : Existing customers with no history of overdue for the past 3 years.
- **Group 3** : Existing customers with history of overdue below 90 days in the past 3 years.
- **Group 4** : Existing customers with history of default more than 90 days in the past 3 years.
- **Group 5** : Existing customers with loans that was/has been restructured.

(iii) The aging analysis of past due but not impaired loans as of 31 December 2013 and 2012.

	2013				
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	Lebih dari 60 hari/ More than 60 days	Total	
Modal kerja	711,627	93,917	1,817,160	2,622,704	Working capital
Investasi	3,578	6,743	1,363,794	1,374,115	Investment
Konsumen	344,871	7,270	2,138,624	2,490,765	Consumer
Sindikasi	-	-	619,494	619,494	Syndicated
Karyawan	200	8	24,860	25,068	Employee
Program pemerintah	389	-	10,498	10,887	Government programs
Total	1,060,665	107,938	5,974,430	7,143,033	Total
Cadangan kerugian penurunan nilai	(336,543)	(12,566)	(1,209,517)	(1,558,626)	Allowance for impairment losses
Neto	724,122	95,372	4,764,913	5,584,407	Net
	2012				
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	Lebih dari 60 hari/ More than 60 days	Total	
Modal kerja	867,723	218,953	1,500,178	2,586,854	Working capital
Investasi	16,667	5,202	1,533,577	1,555,446	Investment
Konsumen	342,483	51,916	1,717,599	2,111,998	Consumer
Sindikasi	-	-	619,691	619,691	Syndicated
Karyawan	121	4	26,115	26,240	Employee
Program pemerintah	206	-	13,251	13,457	Government programs
Total	1,227,200	276,075	5,410,411	6,913,686	Total
Cadangan kerugian penurunan nilai	(155,257)	(18,737)	(603,304)	(777,298)	Allowance for impairment losses
Neto	1,071,943	257,338	4,807,107	6,136,388	Net

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45. RISIKO LIKUIDITAS

Pengelolaan dan pemantauan posisi likuiditas BNI berada dalam tanggung jawab Divisi Tresuri. Untuk memenuhi kebutuhan likuiditas BNI, *Primary Reserve* dijaga dalam bentuk giro pada Bank Indonesia agar memenuhi ketentuan Bank Indonesia.

Selain itu ditetapkan pula jumlah pagu kas cabang dan *Secondary Reserve* yang ideal. Penetapan pagu kas cabang ditujukan agar cabang dapat memenuhi liabilitas jangka pendeknya berupa penarikan dana pihak ketiga, sekaligus menjaga kondisi kas cabang agar tidak *idle*. *Secondary Reserve* yang ideal ditetapkan sebagai dana untuk berjaga-jaga dan ditetapkan oleh *Risk and Capital Committee* BNI secara periodik.

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan pada *undiscounted cash flows*.

45. LIQUIDITY RISK

The management and monitoring of BNI's liquidity position is under the responsibility of the Treasury Division. For BNI's liquidity purposes, Primary Reserves are maintained in the form of current accounts with Bank Indonesia to comply with Bank Indonesia regulations.

In addition, the branch cash limit and the ideal Secondary Reserve amounts are also determined. The purpose of the branch cash limit is to enable the branch to meet their short-term obligation in the form of withdrawals of third party funds and to avoid idle cash in the branches. An ideal Secondary Reserve is set up as a precautionary reserve and is determined periodically by BNI's Risk and Capital Committee.

The table below shows the remaining contractual maturities of the financial liabilities based on undiscounted cash flows.

2013

	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total	
LIABILITAS							LIABILITIES
Liabilitas segera	1,405,217	1,177	-	-	-	1,406,394	Obligations due immediately
Simpanan nasabah	115,478,276	15,211,774	7,821,986	9,224,322	144,942,873	292,679,231	Deposits from customers
Simpanan dari bank lain	6,410,960	122,857	279,915	17,920	8,732	6,840,384	Deposits from other banks
Liabilitas derivatif	1,107,850	36,941	36,941	-	-	1,181,732	Derivatives payable
Liabilitas akseptasi Efek-efek yang diterbitkan	6,198,971	-	-	-	-	6,198,971	Acceptances payable
Pinjaman yang diterima	184,064	6,635,382	10,783,074	3,885	52,216	17,658,621	Securities issued Borrowings
Liabilitas lain-lain*)	236,443	82,162	98,981	23,455	333,958	774,999	Other liabilities*)
Total	131,021,781	22,090,293	19,146,400	9,395,085	152,050,294	333,703,853	Total
Total aset	61,399,928	2,017,419	2,300,234	2,921,162	48,242,260	116,881,003	Total assets
KOMITMEN DAN KONTINJENSI							COMMITMENT AND CONTINGENCIES
Fasilitas kredit kepada debitur yang belum digunakan	34,037,470	-	-	-	-	34,037,470	Unused loan facilities
<i>Irrevocable letter of credit</i> yang masih berjalan	10,220,229	-	-	-	-	10,220,229	Outstanding irrevocable letters of credit
Garansi yang diterbitkan	27,693,046	-	-	-	-	27,693,046	Guarantees issued
Total	71,950,745	-	-	-	-	71,950,745	Total

*) Liabilitas lain-lain terdiri dari biaya yang masih harus dibayar, setoran jaminan dan lainnya.

*) Other liabilities consist of accrued expenses, guarantee deposits and others.

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45. RISIKO LIKUIDITAS (lanjutan)

45. LIQUIDITY RISK (continued)

2012							
	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total	
LIABILITAS							LIABILITIES
Liabilitas segera	2,770,254	-	-	-	-	2,770,254	Obligations due immediately
Simpanan nasabah	111,688,460	12,097,396	6,509,325	8,562,328	119,871,986	258,729,495	Deposits from customers
Simpanan dari bank lain	3,380,618	688,271	928,978	45,255	15,633	5,058,755	Deposits from other banks
Liabilitas derivatif	454,647	17,136	17,136	17,136	68,546	574,601	Derivatives payable
Liabilitas akseptasi Efek-efek yang diterbitkan	4,624,501	-	-	-	-	4,624,501	Acceptances payable
Pinjaman yang diterima	742,937	1,563,397	3,075,462	99,387	5,514,457	8,749,762	Securities issued Borrowings
Liabilitas lain-lain *)	532,753	197,356	125,452	7,349	142,566	1,005,476	Other liabilities*)
Total	124,194,170	14,563,556	10,755,740	9,713,516	127,999,093	287,226,075	Total
Total aset	66,675,016	20,711,491	503,188	5,833,174	10,535,964	104,258,833	Total assets
KOMITMEN DAN KONTINJENSI							COMMITMENT AND CONTINGENCIES
Fasilitas kredit kepada debitur yang belum digunakan	30,591,119	-	-	-	-	30,591,119	Unused loan facilities
Irrevocable letter of credit yang masih berjalan	9,746,332	-	-	-	-	9,746,332	Outstanding irrevocable letters of credit
Garansi yang diterbitkan	20,288,498	-	-	-	-	20,288,498	Guarantees issued
Total	60,625,949	-	-	-	-	60,625,949	Total

*) Liabilitas lain-lain terdiri dari biaya yang masih harus dibayar, setoran jaminan dan lainnya.

*) Other liabilities consist of accrued expenses, guarantee deposits and others.

46. RISIKO PASAR

Risiko Pasar adalah risiko kerugian yang timbul akibat perubahan faktor pasar yang tidak sesuai atas posisi yang diambil oleh BNI baik pada posisi aset dan liabilitas keuangan dan rekening administratif. Risiko Pasar melekat pada hampir seluruh aktivitas Bank, baik *trading book* maupun *banking book* yang mencakup Risiko Suku Bunga dan Risiko Nilai Tukar.

Pengelolaan Risiko Pasar BNI dilakukan melalui koordinasi beberapa Divisi terkait, yaitu Divisi *Enterprise Risk Management* (Divisi ERM) dan Unit *Policy Governance* (Unit PGV) yang bertanggung jawab kepada Direktur *Enterprise Risk Management* (Dir. ER), Divisi *Tresuri* (Divisi TRS) dan Kantor Cabang Luar Negeri dengan supervisi Divisi *Internasional* (Divisi INT) yang bertanggung jawab kepada Direktur *Tresuri* dan *Financial Institution* (Dir. TS). Dalam mengelola Risiko Pasar, Direksi didukung oleh *Risk Management Committee* (RMC) dan Komite Aset dan Liabilitas (ALCO) serta dalam pengawasannya didukung oleh Komisaris melalui Komite Pemantau Risiko.

46. MARKET RISK

Market risk is the risk of loss due to the adverse volatility of market price movements against BNI's financial assets and liabilities (on balance sheet) including administrative accounts (off balance sheet). Market risk is embedded in the Bank's business activities, both in trading and banking books, which cover Interest Rate risks and Foreign Exchange risks.

Market Risk Management is done through coordination with BNI's several related divisions such as: *Enterprise Risk Management Division* (ERM) and *Policy Governance Unit* (PGV) which report to the Director of *Enterprise Risk Management*; and *Treasury Division* (TRS) as well as Overseas branches supervised by the *International Division* (INT) which report to the Director of *Treasury* and *Financial Institution*. The Market Risk Management is also supported by *Risk Management Committee* (RMC) and *Assets and Liabilities Committee* (ALCO) and supervised by the Board of Commissioners through the *Risk Monitoring Committee*.

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46. RISIKO PASAR (lanjutan)

BNI telah memiliki Aplikasi Manajemen Risiko Pasar untuk mendukung proses Manajemen Risiko Pasar dalam rangka pengelolaan Risiko Pasar. Pengukuran potensi Risiko Pasar untuk pengendalian internal BNI dilakukan secara harian menggunakan Model Internal - *Value at Risk (VaR) Methodology*, sedangkan pengukuran Risiko Pasar dalam rangka perhitungan Kewajiban Penyediaan Modal Minimum dilakukan secara bulanan menggunakan Metode Standar. BNI juga melakukan pengukuran Risiko Suku Bunga pada *Banking Book* secara bulanan menggunakan *Assets & Liabilities Gap Report* serta pengukuran Risiko dan pengukuran Risiko Nilai Tukar pada *Banking Book* melalui perhitungan Posisi Devisa Neto (PDN) secara harian dan bulanan sesuai ketentuan Bank Indonesia.

Sehubungan dengan penggunaan Model Internal (VaR) dalam pengukuran Risiko Pasar, BNI telah melakukan proses validasi melalui *Back Testing* setiap 3 (tiga) bulan sekali untuk menilai akurasi pengukuran VaR yang digunakan. Selain itu, BNI telah melakukan proses *Stress Testing* terhadap instrumen keuangan yang terekspos Risiko Nilai Tukar dan Risiko Suku Bunga (portofolio obligasi) untuk menilai ketahanan Bank dalam menghadapi perubahan faktor pasar yang ekstrim pada saat kondisi pasar abnormal. *Stress Testing* dilakukan setiap 6 (enam) bulan sekali atau periode yang lebih pendek jika terjadi kondisi tidak normal.

Proses pengendalian Risiko Pasar melalui penetapan dan kaji ulang limit Risiko Pasar dilakukan secara periodik oleh Divisi ERM dan Unit PGV yang independen terhadap *risk taking units* (TRS dan cabang-cabang luar negeri). Limit-limit Risiko Pasar adalah sebagai berikut:

- a. Limit Risiko Pasar pada *trading book*
 - (i) Limit Value at Risk (VaR)
 - (ii) Limit Nominal Transaksi
 - (iii) Limit Nominal Open Position
 - (iv) Limit Kerugian

Limit ditetapkan pada masing-masing *desk* (*Forex Desk, Money Market Desk, dan Capital Market Desk*).

- b. Limit Risiko Pasar pada *banking book*
 - (i) Limit Gap Aset & Liabilitas – Rupiah
 - (ii) Limit Gap Aset & Liabilitas – Valuta Asing
 - (iii) Limit Posisi Devisa Netto internal BNI.

46. MARKET RISK (continued)

BNI has market risk tools to support the implementation of the Market Risk Process. The measurement of potential market risk, for internal control purposes, is conducted on a daily basis using an Internal Model - VaR Methodology. On the other hand, the market risk measurement for Capital Adequacy Ratio purposes, is conducted on a monthly basis using the Standard Method. BNI also conducts on a monthly basis the measurement of interest rate risk on banking book using Assets & Liabilities Gap Report (A/L Gap Report) and the measurement for foreign exchange risk is by calculating the Net Open Position (NOP) both daily and monthly in accordance with Bank Indonesia regulation.

In line with the use of the Internal Model (VaR) in measuring market risk, BNI conducts Back Testing on a quarterly basis to assess the accuracy of the VaR methodologies used. Stress Testing has also been conducted semi-annually for the financial instruments that are exposed to interest rate risk (limited to bond positions) and foreign exchange risk in order to assess the Bank's resilience in encountering extreme change of risk factors in abnormal market conditions. Stress Testing is done every 6 (six) month or whichever is earlier in case there is an abnormal condition.

BNI Market Risk limit as a part of the risk controlling process is set and reviewed periodically by ERM and PGV which are independent from risk taking units (TRS and overseas branches). The Market Risk limits are as follows:

- a. *Market Risk limits on trading book*
 - (i) *VaR limit*
 - (ii) *Nominal Limit*
 - (iii) *Open Position Limit*
 - (iv) *Loss Limit*

These limits are performed for each trading desk (Forex, Money Market, and Capital Market).

- b. *Market Risk limits on banking book:*
 - (i) *Gap Asset & Liability Limit – Indonesian Rupiah*
 - (ii) *Gap Asset & Liability Limit – Foreign Currency*
 - (iii) *Internal BNI Net Open Position Limit.*

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46. RISIKO PASAR (lanjutan)

Pemantauan Risiko Pasar dilakukan melalui laporan yang memberikan informasi mengenai eksposur risiko pasar dan kepatuhan terhadap limit-limit. Laporan VaR diberikan kepada manajemen BNI secara berkala (harian, mingguan dan bulanan) melalui laporan sirkulasi atau forum RMC. Khusus terkait dengan laporan perkembangan Risiko Suku Bunga pada *banking book* disampaikan kepada manajemen melalui forum ALCO.

BNI menggunakan nilai *Value at Risk* (VaR) untuk menghitung potensi risiko pasar yang timbul akibat perubahan faktor pasar yang dapat mempengaruhi nilai pasar pada portofolio produk Bank. Cakupan Risiko Pasar adalah sebagai berikut:

- a. Risiko Nilai Tukar pada *trading book* dan *banking book*.
- b. Risiko Suku Bunga pada *trading book* dan *banking book* (tidak termasuk aset yang bersifat investasi/hold to maturity).

Metode untuk menghitung VaR yang digunakan adalah *Variance Covariance/Risk Metrics*. Pengukuran VaR dengan metode *Variance Covariance/Risk Metrics* menggunakan formula dengan memasukkan parameter-parameter tertentu seperti volatilitas dan korelasi. Metode ini mengasumsikan bahwa segala perubahan dalam faktor risiko yang mempengaruhi kondisi pasar normal dan mengikuti distribusi normal.

VaR tidak menyediakan informasi potensi laba atau rugi pada kondisi pasar yang ekstrem atau *stress*. BNI melakukan *Stress Testing* pada kondisi pasar yang ekstrem tersebut.

Pengukuran VaR adalah estimasi yang menggunakan tingkat keyakinan 99% dan rentang waktu 1 (satu) hari, sehingga VaR adalah estimasi maksimum potensi kerugian Risiko Pasar untuk 1 (satu) hari ke depan dengan tingkat keyakinan 99% pada posisi portofolio yang dimiliki tidak berubah. Penggunaan tingkat keyakinan 99% berarti dalam kondisi normal, kerugian harian yang melebihi VaR akan terjadi sebanyak maksimum 1 (satu) kali dalam 100 hari.

Karena VaR adalah bagian dari pengelolaan Risiko Pasar Bank, limit-limit VaR telah dibentuk untuk seluruh *trading operation* dan eksposur perlu direview oleh manajemen secara harian terhadap limit-limit.

46. MARKET RISK (continued)

Market Risk monitoring is conducted through reports which give information about the market risk exposures and the limit compliance. The VaR reports are submitted to BNI management on a periodic basis (daily, weekly, and monthly) through circular reports or RMC forum. Specifically the report for interest rate risk on banking book is submitted to management on a monthly basis through the ALCO forum.

BNI uses Value at Risk model (VaR) to measure potential market risk arising from possible changes of market factors which can affect the market value of the Bank portfolio. The scope of Market Risk are as follows:

- a. Foreign exchange risk on trading book and banking book.*
- b. Interest rate risk on trading book and banking book (excluding asset/hold-to-maturity investments).*

The VaR method used in BNI is Variance Covariance/Risk Metrics. This method uses formulas with some parameters such as volatility and correlation. It assumes that any changes occurring in the risk factors affecting the normal market condition will follow a normal distribution.

VaR does not provide information for potential gain or loss in the extreme or stress market condition. BNI performs stress testing in the extreme market condition.

The VaR calculation that is an estimate which using a 99% confidence level, of the potential loss that is not expected to be exceeded if the current market risk positions were to be held unchanged for one day. The use of a 99% confidence level means that, within a one day horizon, losses exceeding the VaR figure should occur, on average under normal market conditions, not more than once every hundred days.

Since VaR is an integral part of the Bank's market risk management, VaR limits have been established for all trading operations and exposures are required to be reviewed daily against the limits by management.

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46. RISIKO PASAR (lanjutan)

46. MARKET RISK (continued)

Tabel dibawah ini menunjukkan VaR agregat pada
portofolio *trading book* milik Bank:

*The table below presents the aggregate VaR on
the Bank's trading book portfolio:*

31 Desember 2013 dan tahun yang berakhir pada tanggal tersebut/ 31 December 2013 and the year ended				
	Mata uang asing/ Foreign exchange	Suku bunga/ Interest rate	Total	
2013 - 31 Desember	8,937	52	8,989	2013 - 31 December
2013 - Rata-rata harian	3,606	2,500	6,106	2013 - Average daily
2013 - Tertinggi	12,354	6,382	18,736	2013 - Highest
2013 - Terendah	520	12	532	2013 - Lowest
31 Desember 2012 dan tahun yang berakhir pada tanggal tersebut/ 31 December 2012 and the year ended				
	Mata uang asing/ Foreign exchange	Suku bunga/ Interest rate	Total	
2012 - 31 Desember	1,433	4,872	6,305	2012 - 31 December
2012 - Rata-rata harian	1,687	3,807	5,494	2012 - Average daily
2012 - Tertinggi	5,598	13,444	19,042	2012 - Highest
2012 - Terendah	20	63	83	2012 - Lowest

Tabel dibawah ini menunjukkan VaR agregat pada
portofolio *banking book* milik Bank:

*The table below presents the aggregate VaR on
the Bank's banking book portfolio.*

31 Desember 2013 dan tahun yang berakhir pada tanggal tersebut/ 31 December 2013 and the year ended				
	Mata uang asing/ Foreign exchange	Suku bunga/ Interest rate	Total	
2013 - 31 Desember	13,872	190,108	203,980	2013 - 31 December
2013 - Rata-rata harian	5,528	144,053	149,581	2013 - Average daily
2013 - Tertinggi	15,110	190,108	205,218	2013 - Highest
2013 - Terendah	1,604	101,376	102,980	2013 - Lowest
31 Desember 2012 dan tahun yang berakhir pada tanggal tersebut/ 31 December 2012 and the year ended				
	Mata uang asing/ Foreign exchange	Suku bunga/ Interest rate	Total	
2012 - 31 Desember	3,035	140,091	143,126	2012 - 31 December
2012 - Rata-rata harian	3,838	175,021	178,859	2012 - Average daily
2012 - Tertinggi	7,790	628,286	636,076	2012 - Highest
2012 - Terendah	1,108	134,547	135,655	2012 - Lowest

(i) Risiko tingkat suku bunga

(i) Interest rate risk

Risiko tingkat suku bunga timbul pada instrumen keuangan yang mempunyai kemungkinan kerugian akibat perubahan tingkat suku bunga yang akan berdampak pada arus kas masa depan atau nilai wajar instrumen keuangan.

Interest rate risks arise from financial instruments which have the possibilities of changes in interest rates that affect future cash flows or fair value of the financial instruments.

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46. RISIKO PASAR (lanjutan)

46. MARKET RISK (continued)

(i) Risiko tingkat suku bunga (lanjutan)

(i) Interest rate risk (continued)

Risk and Capital Committee BNI yang beranggotakan Direksi dan beberapa anggota manajemen senior, bertanggung jawab untuk menetapkan, melaksanakan serta menjaga kebijakan pengelolaan risiko tingkat suku bunga sesuai dengan pedoman umum BNI. Tujuan utama *Risk and Capital Committee* adalah memaksimalkan hasil usaha BNI dengan tetap memperhatikan *limit* risiko yang ditetapkan.

BNI's Risk and Capital Committee, consisting of the Board of Directors and selected members of senior management, is responsible for determining, executing and overseeing the interest rate risk management policy in accordance with the overall guidelines of BNI. The main objective of the Risk and Capital Committee is to maximize BNI's returns within the predetermined risk limits.

Tabel di bawah ini merupakan kisaran tingkat suku bunga kontraktual per tahun untuk aset dan liabilitas konsolidasian yang signifikan untuk tahun yang berakhir pada tanggal 31 Desember 2013 dan 2012:

The tables below summarize the range of contractual interest rates per annum for significant consolidated assets and liabilities as of 31 December 2013 and 2012:

		2013				
	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Euro %	Dolar Singapura/ Singapore Dollar %		
ASET					ASSETS	
Penempatan pada bank lain dan Bank Indonesia	4.25 - 12.00	0.01 - 3.00	-	-	Placements with other banks and Bank Indonesia	
Efek-efek	4.90 - 14.85	0.77 - 7.75	-	-	Marketable securities	
Wesel ekspor dan tagihan lainnya	7.84 - 8.84	3.67 - 5.35	1.20 - 3.66	-	Bills and other receivables	
Pinjaman yang diberikan	4.00 - 36.78	1.19 - 9.75	(LIBOR + 1.80%)	1.98 - 7.50	Loans	
Obligasi Pemerintah					Government Bonds	
- Tingkat bunga tetap	4.45 - 12.50	0.13 - 11.63	-	2.25 - 3.25	Fixed interest rate -	
- Tingkat bunga mengambang	1.95 - 5.16	-	-	-	Floating interest rate -	
LIABILITAS					LIABILITIES	
Simpanan nasabah	0.00 - 10.00	0.00 - 2.50	0.00 - 0.20	0.00 - 1.53	Deposits from customers	
Simpanan dari bank lain	0.00 - 3.00	0.80 - 0.97	-	-	Deposits from other banks	
Efek-efek yang diterbitkan	-	4.13	-	-	Securities issued	
Pinjaman yang diterima	3.00 - 4.00	0.77 - 2.99	-	-	Borrowings	
		2012				
	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Euro %	Dolar Singapura/ Singapore Dollar %		
ASET					ASSETS	
Penempatan pada bank lain dan Bank Indonesia	2.00 - 8.25	0.03 - 2.00	-	-	Placements with other banks and Bank Indonesia	
Efek-efek	6.60 - 14.85	0.77 - 10.75	-	-	Marketable securities	
Wesel ekspor dan tagihan lainnya	7.29 - 8.29	1.30 - 5.51	-	-	Bills and other receivables	
Pinjaman yang diberikan	1.00 - 48.00	1.18 - 9.41	(LIBOR + 1.80%)	6.50 - 7.50	Loans	
Obligasi Pemerintah					Government Bonds	
- Tingkat bunga tetap	5.25 - 14.28	0.25 - 11.63	-	2.25 - 8.80	Fixed interest rate -	
- Tingkat bunga mengambang	1.95 - 4.05	-	-	-	Floating interest rate -	
LIABILITAS					LIABILITIES	
Simpanan nasabah	0.00 - 7.00	0.00 - 2.14	0.00 - 0.75	0.00 - 1.60	Deposits from customers	
Simpanan dari bank lain	0.00 - 3.00	0.40 - 1.61	-	0.60	Deposits from other banks	
Efek-efek yang diterbitkan	-	4.13	-	-	Securities issued	
Pinjaman yang diterima	1.73 - 4.23	0.10 - 7.75	0.05 - 0.08	-	Borrowings	

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46. RISIKO PASAR (lanjutan)

(i) Risiko tingkat suku bunga (lanjutan)

Tabel berikut menunjukkan sensitivitas terhadap kemungkinan perubahan suku bunga dalam Rupiah yang wajar, dengan semua variabel lainnya tetap konstan, dalam laporan laba rugi Bank. Sensitivitas laporan laba rugi adalah dampak dari perubahan asumsi suku bunga pada laporan laba rugi pada periode tersebut. Sensitivitas total laba atau rugi didasarkan pada asumsi bahwa ada pergeseran paralel kurva hasil.

2013	
Perubahan presentase/ Percentage change	Pengaruh terhadap laporan laba rugi/ Impact to profit or loss
±25	±21,593
±50	±43,187
2012	
Perubahan presentase/ Percentage change	Pengaruh terhadap laporan laba rugi/ Impact to profit or loss
±25	±29,326
±50	±58,653

Bank memiliki eksposur terhadap risiko tingkat suku bunga dalam mata uang Dolar Singapura, Amerika Serikat Dolar, Euro dan lainnya. Bank telah melakukan penilaian atas dampak dari risiko tingkat suku bunga tersebut dan hasilnya tidak signifikan.

(ii) Risiko mata uang

Risiko valuta asing timbul sebagai akibat adanya aset dan liabilitas keuangan dalam valuta asing dan rekening administratif konsolidasian baik pada sisi aset konsolidasian maupun liabilitas konsolidasian. Posisi valuta asing BNI dapat dikelompokkan dalam dua aktivitas yaitu: *trading book*, yang dilakukan dalam rangka memperoleh keuntungan transaksi valuta asing, dan *banking book*, yang dilakukan dalam rangka mengendalikan Posisi Devisa Neto BNI secara keseluruhan.

46. MARKET RISK (continued)

(i) Interest rate risk (continued)

The following tables demonstrate the sensitivity to a reasonable possible change in IDR interest rates, with all other variables held constant, of the Bank's profit or loss. The sensitivity of profit or loss is the effect of the assumed changes in interest rates on the profit or loss for the period. The total sensitivity of profit or loss is based on the assumption that there are parallel shifts in the yield curve.

The Bank has other exposure to interest rate risks in Singapore Dollar, United States Dollar, Euro and others. The Bank assessed that the impact of that interest rate risk is not significant.

(ii) Currency risk

Foreign currency risks arise from consolidated financial assets and liabilities and administrative accounts in foreign currency positions, both on the consolidated assets and liabilities. BNI's foreign currency position is divided into two activities: the *trading book*, which is prepared to generate profit from the exchange rate, and the *banking book*, which is prepared to control BNI's overall Net Open Position.

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46. RISIKO PASAR (lanjutan)

(ii) Risiko mata uang (lanjutan)

Bank memiliki kebijakan untuk menjaga eksposur mata uang asing dalam batas yang wajar dan berdasarkan peraturan yang berlaku. Manajemen berkeyakinan bahwa saat ini eksposur mata uang asing atas aset dan liabilitas masih dalam batas yang konservatif.

Berikut adalah Posisi Devisa Neto (PDN), dalam nilai absolut, BNI pada tanggal 31 Desember 2013 per mata uang, sesuai dengan peraturan Bank Indonesia:

46. MARKET RISK (continued)

(ii) Currency risk (continued)

The Bank's policy is to maintain foreign currency exposure within acceptable limits and within existing regulatory guidelines. The Management believes that its current profile of foreign currency exposure on its assets and liabilities is within conservative limits.

Presented below is the Net Open Position (NOP), in absolute amounts, of BNI as of 31 December 2013 by currency, based on Bank Indonesia regulations:

2013				
Mata Uang	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto/ Net Open Position	Currencies
KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)				AGGREGATE (ON-STATEMENT OF FINANCIAL POSITION AND ADMINISTRATIVE ACCOUNTS)
Dolar Amerika Serikat	163,557,297	162,962,961	594,336	United States Dollar
Euro	5,324,535	5,737,989	413,454	Euro
Yen Jepang	2,417,903	2,279,597	138,306	Japanese Yen
Dolar Singapura	1,861,841	1,892,862	31,021	Singapore Dollar
Poundsterling Inggris	714,761	734,672	19,911	British Pound Sterling
Dolar Hongkong	346,369	432,342	85,973	Hong Kong Dollar
Lain-lain	330,100	136,303	193,797*)	Others
Total			1,476,798	Total
LAPORAN POSISI KEUANGAN				ON-STATEMENT OF FINANCIAL POSITION
Dolar Amerika Serikat	81,680,477	81,737,996	57,519	United States Dollar
Euro	838,097	1,169,095	330,998	Euro
Yen Jepang	1,045,435	1,123,531	78,096	Japanese Yen
Dolar Singapura	1,555,670	1,282,169	273,501	Singapore Dollar
Poundsterling Inggris	365,128	380,635	15,507	British Pound Sterling
Dolar Hongkong	252,476	162,015	90,461	Hong Kong Dollar
Lain-lain	230,968	20,284	210,684*)	Others
Total			1,056,766	Total
Total Modal Tier I dan Tier II dikurangi penyertaan pada Entitas Anak (Catatan 49)			43,563,420	Total Tier I and II Capital less investment in Subsidiaries (Note 49)
Rasio PDN (Keseluruhan)			3.39%	NOP Ratio (Aggregate)
Rasio PDN (Laporan Posisi Keuangan)			2.43%	NOP Ratio (On-Statement of Financial Position)

*) Merupakan penjumlahan absolut dari selisih antara aset dan liabilitas dari beberapa mata uang asing lainnya

*) Sum of the absolute values of the difference between assets and liabilities of some foreign currencies

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46. RISIKO PASAR (lanjutan)

46. MARKET RISK (continued)

(ii) Risiko mata uang (lanjutan)

(ii) Currency risk (continued)

Berikut adalah Posisi Devisa Neto (PDN), dalam nilai absolut, BNI pada tanggal 31 Desember 2012 per mata uang, sesuai dengan peraturan Bank Indonesia:

Presented below is the Net Open Position, in absolute amounts, of BNI as of 31 December 2012 by currency, based on Bank Indonesia regulations:

2012				
Mata Uang	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto/ Net Open Position	Currencies
KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)				AGGREGATE (ON-STATEMENT OF FINANCIAL POSITION AND ADMINISTRATIVE ACCOUNTS)
Dolar Amerika Serikat	109,313,196	109,226,547	86,649	United States Dollar
Euro	6,250,610	6,356,059	105,449	Euro
Yen Jepang	2,262,070	2,077,520	184,550	Japanese Yen
Dolar Singapura	924,128	1,059,055	134,927	Singapore Dollar
Poundsterling Inggris	750,692	727,454	23,238	British Pound Sterling
Dolar Hongkong	302,287	480,977	178,690	Hong Kong Dollar
Lain - lain	261,879	98,668	163,211*)	Others
Total			876,714	Total
LAPORAN POSISI KEUANGAN				ON-STATEMENT OF FINANCIAL POSITION
Dolar Amerika Serikat	59,446,514	57,299,023	2,147,491	United States Dollar
Euro Eropa	2,319,623	2,409,795	90,172	Euro
Yen Jepang	1,073,658	663,484	410,174	Japanese Yen
Dolar Singapura	800,636	689,071	111,565	Singapore Dollar
Poundsterling Inggris	421,569	402,210	19,359	British Pound Sterling
Dolar Hongkong	222,827	231,784	8,957	Hong Kong Dollar
Lain - lain	188,261	25,050	163,211*)	Others
Total			2,950,929	Total
Total Modal Tier I dan Tier II dikurangi penyertaan pada Entitas Anak (Catatan 49)			39,198,859	Total Tier I and II Capital less investment in Subsidiaries (Note 49)
Rasio PDN (Keseluruhan)			2.24%	NOP Ratio (Aggregate)
Rasio PDN (Laporan Posisi Keuangan)			7.53%	NOP Ratio (On-Statement of Financial Position)

*) Merupakan penjumlahan absolut dari selisih antara aset dan liabilitas beberapa mata uang asing lainnya

*) Sum of the absolute values of the difference between assets and liabilities of some foreign currencies

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47. RISIKO OPERASIONAL

Dalam rangka menerapkan manajemen risiko operasional, BNI mengacu kepada kerangka *Basel Accord II*, Ketentuan Bank Indonesia serta *International Best Practices*. Pengelolaan risiko operasional meliputi proses identifikasi, pengukuran, pemantauan dan pengendalian risiko operasional. Salah satu perangkat yang digunakan untuk melakukan pengelolaan risiko operasional di BNI adalah PERISKOP (Perangkat Risiko Operasional). PERISKOP terdiri dari tiga (3) modul utama, yaitu:

- Modul *Self Assessment*, merupakan salah satu metode yang digunakan untuk mendeteksi kemungkinan terjadinya risiko operasional di suatu unit. Metode ini terdiri dari serangkaian kegiatan yang dilakukan sendiri (*self assessment*) oleh setiap unit pemilik risiko (*risk owner*) dalam mengidentifikasi, menilai, mengontrol dan memantau risiko operasional yang terjadi di unitnya. Modul *self assessment* wajib diisi oleh segenap unit setiap tiga bulan sekali, dengan melakukan pengukuran terhadap frekuensi dan dampak setiap *risk issue* di unitnya serta mencari penyebab risiko tersebut timbul.
- *Loss Event Database*, merupakan sarana yang digunakan untuk mencatat setiap peristiwa risiko operasional yang menimbulkan dampak finansial secara langsung. Setiap kali unit pemilik risiko (*risk owner*) mengalami kerugian risiko operasional yang menimbulkan dampak finansial, maka unit tersebut harus melakukan input dalam modul *Loss Event Data* tersebut. Dari modul ini akan diketahui tipe risiko yang terjadi, penyebab kejadian tersebut, lokasi (lini bisnis) tempat terjadinya risiko serta besarnya (*amount*) risiko yang terjadi atau liabilitas hukum yang terjadi serta *recovery*-nya (bila ada). Sarana ini sangat penting untuk memonitor profil risiko operasional secara teratur, serta data yang diperoleh merupakan input data utama bila Bank akan mengaplikasikan pendekatan maju (*advance*) dalam pengukuran kecukupan modal minimumnya.

47. OPERATIONAL RISK

In order to implement operational risk management, BNI made reference to Basel Accord II, Bank Indonesia Regulations and International Best Practices. Operational risk management encompasses the identification, measurement, monitoring and operational control processes. One of the tools used to perform risk management at BNI is PERISKOP (Perangkat Risiko Operasional). Periskop consists of three (3) main modules:

- *Self Assessment Module, is a methodology to detect the possibility that an operational risk has occurred. This method is a self-assessment process conducted by every risk owner in identifying, assessing, controlling and monitoring operational risk in each unit. The module should be filed by all units, once every three-month; by conducting an assessment of the existing risk issue frequency and impacts; and finding solutions to mitigate emerging operational risks.*
- *The Loss Event Database is a system to identify and record every operational risk that causes direct financial impact. Each time the risk owner unit experienced financial loss from operational risk, the unit should record it in the Lost Event Database module. The module will generate information such as type of risk, cause of risk, location where the risk emerge and the amount of risk or legal obligation and the recovery (if any). This system is very important to monitor operational risk exposure and profile in an orderly manner, and also the data gathered will become the main input when the Bank applies advance approaches to measure its minimum capital adequacy ratio.*

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47. RISIKO OPERASIONAL(lanjutan)

- *Key Risk Indicator*, merupakan serangkaian parameter yang ditetapkan untuk mengidentifikasi potensi kerugian risiko operasional yang utama/dominan sebelum peristiwa risiko operasional tersebut terjadi, dan perangkat tersebut akan memberikan *warning/alert* jika nilainya sudah di luar *range/threshold* yang ditetapkan sebelumnya.

Selain PERISKOP tersebut, BNI juga melakukan penyempurnaan *chart of accounts*, dengan menambahkan rekening Beban Risiko Operasional (BRO) serta *Recovery* BRO, yang digunakan untuk membukukan kerugian atau *recovery* yang disebabkan karena risiko operasional. Pembukuan pada rekening BRO juga akan berdampak kepada penilaian kinerja unit bersangkutan dan akan tergambar dalam *Performance Measurement System* (PMS) unit yang bersangkutan.

Terkait dengan kelangsungan usaha bila terjadi kondisi *disaster* (bencana), BNI juga sudah mempunyai kebijakan *Business Continuity Management* (BCM), yaitu suatu mekanisme formal yang merupakan kombinasi antara strategi, kebijakan, prosedur, dan organisasi yang dikembangkan untuk memastikan kelangsungan operasional dari fungsi-fungsi usaha yang kritis pada tingkat layanan tertentu pada saat terjadi gangguan atau bencana. Kebijakan ini mencakup semua unit usaha yang ada di BNI.

48. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Tabel berikut menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2013 dan 2012, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

47. OPERATIONAL RISK (continued)

- *Key Risk Indicators*, is a series of parameters established to identify potential loss from operational risk before it happens, and the module will give a warning/alert when the exposure exceeds a predetermined range/threshold.

Besides PERISKOP, BNI has also improved its *chart of accounts* by adding Operational Risk Expense (Beban Risiko Operasional (BRO)) and BRO Recovery accounts, which will be used to record losses or recoveries caused by operational risks. The recording in BRO accounts would also affect the performance assessment of the units concerned and will be described in the Performance Measurement System (PMS) of the units concerned.

Regarding the business going concern when disaster occurs, BNI has a Business Continuity Management (BCM) program, which is a formal mechanism which combined strategies, policies, procedures and organizations developed to ensure operational continuity of critical functions under certain levels of services when a disturbance or disaster is encountered. This policy is applied for all business units in BNI.

48. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The next table summarises the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of 31 December 2013 and 2012, and not updated to reflect changes in market conditions which have occurred after this date.

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**48. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

**48. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

	2013		2012		
	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value	
Aset Keuangan					Financial Assets
Kas	10,089,927	10,089,927	7,969,378	7,969,378	Cash
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss
Efek-efek	1,805,091	1,805,091	1,756,300	1,756,300	Marketable securities
Obligasi Pemerintah	17,274	17,274	1,019,027	1,019,027	Government Bonds
Tagihan derivatif	177,839	177,839	10,571	10,571	Derivatives receivable
	2,000,204	2,000,204	2,785,898	2,785,898	
Tersedia untuk dijual					Available-for-sale
Efek-efek	8,271,116	8,271,116	7,756,073	7,756,073	Marketable securities
Obligasi Pemerintah	33,503,119	33,503,119	30,346,855	30,346,855	Government Bonds
	41,774,235	41,774,235	38,102,928	38,102,928	
Dimiliki hingga jatuh tempo					Held-to-maturity
Efek-efek	1,889,491	1,892,296	288,597	306,242	Marketable securities
Obligasi Pemerintah	7,911,563	8,595,598	7,195,123	9,198,886	Government Bonds
	9,801,054	10,487,894	7,483,720	9,505,128	
Pinjaman dan piutang					Loans and receivables
Pinjaman yang diberikan	243,757,807	243,757,807	193,834,670	193,834,670	Loans
Tagihan akseptasi	11,478,853	11,478,853	10,077,154	10,077,154	Acceptances receivable
Wesel ekspor dan tagihan lainnya	3,416,879	3,416,879	2,839,499	2,839,499	Bills and other receivables
Giro pada Bank Indonesia	23,130,059	23,130,059	22,422,083	22,422,083	Current accounts with Bank Indonesia
Giro pada bank lain	4,102,129	4,102,129	5,841,006	5,841,006	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	23,472,702	23,472,702	32,616,662	32,616,662	Placements with other banks and Bank Indonesia
Tagihan atas efek yang dibeli dengan janji dijual kembali	1,896,556	1,896,556	-	-	Securities purchased under agreements to resell
Penyertaan saham	39,507	39,507	24,026	24,026	Equity investments
Aset lain-lain - neto*)	1,882,797	1,882,797	2,411,377	2,411,377	Other assets - net**)
	313,177,289	313,177,289	270,066,477	270,066,477	
Total	376,842,709	377,529,549	326,408,401	328,429,809	Total
Liabilitas Keuangan					Financial Liabilities
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss
Liabilitas derivatif	1,181,732	1,181,732	454,647	454,647	Derivatives payable
Liabilitas keuangan lainnya					Other financial liabilities
Liabilitas segera	1,759,870	1,759,870	2,725,597	2,725,597	Obligation due immediately
Simpanan nasabah					Deposits from customers
Giro	88,183,377	88,183,377	73,365,578	73,365,578	Current accounts
Tabungan	111,799,634	111,799,634	100,083,453	100,083,453	Savings account
Deposito berjangka	91,907,184	91,907,184	84,211,810	84,211,810	Time deposits
Simpanan dari bank lain					Deposits from other banks
Pinjaman pasar uang antar bank	-	-	262,246	262,246	Interbank call money
Giro	1,712,369	1,712,369	694,496	694,496	Current accounts
Deposito berjangka	941,293	941,293	1,996,832	1,996,832	Time deposit
Simpanan lainnya	531,321	531,321	291,669	291,669	Other deposits
Liabilitas akseptasi	6,198,972	6,198,972	4,624,501	4,624,501	Acceptances payable
Efek-efek yang diterbitkan	6,036,533	6,135,384	4,768,810	5,024,462	Securities issued
Pinjaman yang diterima	18,950,523	18,950,523	8,749,762	8,749,762	Borrowings
Liabilitas lain-lain**)	2,820,283	2,820,283	2,416,896	2,416,896	Other liabilities**)
	330,841,359	330,940,210	284,191,650	284,447,302	
Total	332,023,091	332,121,942	284,646,297	284,901,949	Total

*) Aset lain-lain - neto terdiri dari piutang lain-lain dan piutang bunga.

**) Liabilitas lain-lain terdiri dari beban yang masih harus dibayar, setoran jaminan, nota kredit dalam penyelesaian, utang bunga, pendapatan yang belum diakui, utang kepada nasabah, utang reasuransi dan lainnya.

*) Other assets - net consist of other receivables and interest receivable.

**) Other liabilities consist of accrued expenses, guarantee deposits, credit memo in process, interest payable, unearned income, payable to customers, reinsurance payable and others.

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**48. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

Bank menggunakan hirarki berikut untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan:

- (i) Tingkat 1: Harga dikutip (tidak disesuaikan) dari pasar yang aktif untuk aset atau liabilitas keuangan yang identik;
- (ii) Tingkat 2: Input selain harga yang dikutip dari pasar yang disertakan pada Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas keuangan, baik secara langsung (yaitu sebagai sebuah harga) atau secara tidak langsung (yaitu sebagai turunan dari harga);
- (iii) Tingkat 3: input untuk aset atau liabilitas keuangan yang tidak didasarkan pada data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi).

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar:

**48. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

The Bank adopts the following hierarchy for determining and disclosing the fair value of financial instruments:

- (i) Level 1: Quoted prices in active market for the same/identical financial asset or liability;
- (ii) Level 2: Inputs other than quoted market prices included in Level 1 that are observable for the financial asset or liability, either directly (as a price) or indirectly (derived from prices);
- (iii) Level 3: Inputs for the financial asset or liability that are not based on observable market data (unobservable information).

The table below show the financial instruments measured at fair value grouped according to the fair value hierarchy:

		2013				
		Nilai wajar/Fair value				
	Nilai tercatat/ Carrying value	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3		
Aset Keuangan						Financial Assets
Nilai wajar melalui laporan laba rugi						Fair value through profit or loss
Efek-efek	1,805,091	-	1,805,091	-	Marketable securities	
Obligasi Pemerintah	17,274	17,274	-	-	Government Bonds	
Tagihan derivatif	177,839	-	177,839	-	Derivatives receivable	
	2,000,204	17,274	1,982,930	-		
Tersedia untuk dijual						Available-for-sale
Efek-efek	8,271,116	-	8,271,116	-	Marketable securities	
Obligasi Pemerintah	33,503,119	18,128,235	15,374,884	-	Government Bonds	
	41,774,235	18,128,235	23,646,000	-		
Total	43,774,439	18,145,509	25,628,930	-	Total	

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**48. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

**48. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar: (lanjutan)

The table below show the financial instruments measured at fair value grouped according to the fair value hierarchy: (continued)

		2013				
		Nilai wajar/Fair value				
	Nilai tercatat/ Carrying value	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3		
Liabilitas Keuangan					Financial Liabilities	
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss	
Liabilitas derivatif	1,181,732	-	1,181,732	-	Derivatives payable	
	1,181,732	-	1,181,732	-		
Total	1,181,732	-	1,181,732	-	Total	
		2012				
		Nilai wajar/Fair value				
	Nilai tercatat/ Carrying value	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3		
Aset Keuangan					Financial Assets	
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss	
Efek-efek	1,757,698	1,757,698	-	-	Marketable securities	
Obligasi Pemerintah	1,019,027	1,019,027	-	-	Government Bonds	
Tagihan derivatif	10,571	-	10,571	-	Derivatives receivable	
	2,787,296	2,776,725	10,571	-		
Tersedia untuk dijual					Available-for-sale	
Efek-efek	7,768,486	6,234,016	1,534,470	-	Marketable securities	
Obligasi Pemerintah	30,346,855	30,346,855	-	-	Government Bonds	
	38,115,341	36,580,871	1,534,470	-		
Total	40,902,637	39,357,596	1,545,041	-	Total	
Liabilitas Keuangan					Financial Liabilities	
Nilai wajar melalui laporan laba rugi					Fair value through profit or loss	
Liabilitas derivatif	454,647	-	454,647	-	Derivatives payable	
	454,647	-	454,647	-		
Total	454,647	-	454,647	-	Total	

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**48. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

**48. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

- i) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada bank lain dan Bank Indonesia, efek-efek, wesel ekspor dan tagihan lainnya, efek dengan janji dijual kembali, penyertaan saham, tagihan akseptasi dan aset lain-lain.

- (i) *Current accounts with Bank Indonesia, current accounts with other banks, placements with other banks and Bank Indonesia, marketable securities, bills and other receivables, equity investments, acceptances receivable, securities purchases under agreements to resell and other assets.*

Penempatan pada bank lain dan Bank Indonesia merupakan penanaman dana dalam bentuk Fasilitas Simpanan Bank Indonesia (FASBI), FASBI syariah, *call money*, penempatan "*fixed term*", deposito berjangka dan lain-lain.

Placements with other banks and Bank Indonesia represent placements in the form of Bank Indonesia Deposit Facility (FASBI), sharia FASBI, call money, "fixed-term" placements, time deposits and others.

Nilai tercatat dari kas dan setara kas, giro dan penyertaan saham serta penempatan dengan suku bunga mengambang adalah perkiraan yang layak atas nilai wajar.

The carrying amount of cash and cash equivalents, current accounts and equity investments as well as placements with floating rates are a reasonable approximation of fair value.

Estimasi nilai wajar terhadap penempatan dengan suku bunga tetap, efek-efek, wesel ekspor dan tagihan lainnya, tagihan akseptasi dan aset lain-lain ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah satu tahun sehingga nilai tercatat dari penempatan dengan suku bunga tetap, wesel ekspor, tagihan lainnya, efek yang dibeli dengan janji untuk dijual kembali, penyertaan saham, tagihan akseptasi dan aset lain-lain adalah perkiraan yang layak atas nilai wajar.

The estimated fair values of fixed interest bearing placements, marketable securities, bills and other receivables, acceptances receivable and other assets were based on discounted cash flows using prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the maturity is below one year, the carrying amounts of fixed rate placements, bills and other receivables, equity investments, acceptances receivable, Securities purchased under agreements to resell and other assets were a reasonable approximation of its fair value.

- (ii) Pinjaman yang diberikan

- (ii) *Loans*

Portofolio kredit Bank secara umum terdiri dari pinjaman yang diberikan dengan suku bunga mengambang dan pinjaman yang diberikan dengan jangka pendek dengan suku bunga tetap. Pinjaman yang diberikan dinyatakan berdasarkan *amortized cost*. Nilai wajar dari pinjaman yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank dengan menggunakan suku bunga pasar saat ini.

Generally, the Bank's portfolio consists of loans with floating interest rate and short-term loans with fixed interest rate. Loans are stated at amortized cost. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received by the Bank using the current market rates.

Nilai tercatat dari pinjaman yang diberikan dengan suku bunga mengambang dan nilai tercatat atas pinjaman jangka pendek dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

The carrying amount of floating rate loans and short-term fixed rate loans are the reasonable approximation of their fair values.

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**48. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

- (iii) Liabilitas segera, simpanan dari nasabah dan simpanan dari bank lain, liabilitas akseptasi dan liabilitas lain-lain

Estimasi nilai wajar liabilitas segera, simpanan tanpa jatuh tempo, termasuk simpanan tanpa bunga adalah sebesar jumlah yang harus dibayarkan kembali sewaktu-waktu.

Estimasi nilai wajar terhadap simpanan dengan tingkat suku bunga tetap dan liabilitas akseptasi ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo dibawah satu tahun sehingga nilai tercatat dari simpanan dengan suku bunga tetap, liabilitas akseptasi dan liabilitas lain-lain adalah perkiraan yang layak atas nilai wajar.

- (iv) Efek-efek dan Obligasi Pemerintah

Nilai wajar untuk efek-efek dan Obligasi Pemerintah yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa atau dinilai dengan menggunakan metode penilaian internal.

- (v) Efek-efek yang diterbitkan dan pinjaman yang diterima

Nilai wajar agregat berdasarkan model diskonto arus kas menggunakan kurva *yield* terkini yang tepat untuk sisa periode jatuh temponya.

- (vi) Tagihan derivatif dan liabilitas derivatif

Nilai wajar atas instrumen derivatif yang dinilai menggunakan teknik penilaian dengan menggunakan komponen yang dapat diamati di pasar terutama adalah suku bunga dan nilai tukar mata uang asing. Teknik penilaian yang paling banyak digunakan meliputi model penilaian *forward* dan *swap* yang menggunakan perhitungan nilai kini.

Model tersebut menggabungkan berbagai komponen yang meliputi kualitas kredit dari *counterparty*, nilai *spot* dan kontrak berjangka dan kurva tingkat suku bunga.

**48. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

- (iii) *Obligations due immediately, deposits from customers and deposits from other banks, acceptances payable and other liabilities*

The estimated fair value of obligations due immediately, deposits with no stated maturity, which include non-interest bearing deposits, are the amounts repayable on demand.

The estimated fair values of fixed interest-bearing deposits and acceptances payable are based on discounted cash flows using interest rates for new debts with similar remaining maturity. Since the maturity is below one year, the carrying amounts of fixed rate deposits, acceptances payable and other liabilities are the reasonable approximation of their fair values.

- (iv) *Marketable securities and Government Bonds*

The fair value for held-to-maturity marketable securities and Government Bonds are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics or using internal valuation model.

- (v) *Securities issued and borrowings*

The aggregate fair values are based on discounted cash flow model using current yield curve appropriate for the remaining term to maturity.

- (vi) *Derivatives receivable and derivatives payable*

The fair values of derivative instruments are valued using valuation techniques by using components that can be observed in the market, primarily such as interest rate and foreign currency exchange rate. Valuation techniques which are widely used include forward and swap valuation models that use the present value calculation.

The models combine various components which include the credit quality of the counterparty, the value of spot and forward contracts and interest rate curve.

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49. MANAJEMEN MODAL

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, pelanggan dan kepercayaan pasar. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti: pengembalian modal yang optimal pada pemegang saham, menjaga keseimbangan antara keuntungan yang lebih tinggi dengan *gearing ratio* serta keamanan yang diberikan oleh posisi modal yang sehat.

Pada tanggal 31 Desember 2013 dan 2012, Bank telah memenuhi semua persyaratan modal yang diwajibkan.

Rasio Liabilitas Penyediaan Modal Minimum

Rasio Liabilitas Penyediaan Modal Minimum (Capital Adequacy Ratio [CAR]) adalah rasio modal terhadap aset tertimbang menurut risiko (Risk - Weighted Assets [RWA]). Berdasarkan peraturan Bank Indonesia, jumlah modal untuk risiko kredit terdiri dari Modal Inti ("Tier I") dan Modal Pelengkap ("Tier II") dikurangi penyertaan pada Entitas Anak. Rasio Kecukupan Modal (hanya BNI) pada tanggal-tanggal 31 Desember 2013 dan 2012 adalah sebagai berikut:

	<u>2013</u>	<u>2012</u>
BNI - tanpa memperhitungkan risiko pasar		
Aset Tertimbang Menurut Risiko	251,141,940	202,799,246
Total Modal	43,563,420	39,198,859
Rasio Liabilitas Penyediaan Modal Minimum BNI	17.35%	19.33%
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Bank Indonesia	9.7%	8%
BNI - dengan memperhitungkan risiko pasar		
Aset Tertimbang Menurut Risiko	252,621,222	204,056,107
Total Modal	43,563,420	39,198,859
Rasio Liabilitas Penyediaan Modal Minimum BNI	17.24%	19.21%
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Bank Indonesia	9.7%	8%
BNI - dengan memperhitungkan risiko operasional, mulai berlaku sejak 1 Januari 2010		
Aset Tertimbang Menurut Risiko	288,616,781	235,143,100
Total Modal	43,563,420	39,198,859
Rasio Liabilitas Penyediaan Modal Minimum BNI	15.09%	16.67%
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Bank Indonesia	9.7%	8%

49. CAPITAL MANAGEMENT

The Bank's capital management objectives is to maintain a strong capital position to support business growth and to sustain investor, depositor, customer and market confidence. In managing its capital, the Bank considers factors such as: providing optimal capital rate of return to shareholders and maintaining a balance between high return gearing ratio and safety provided by a sound capital position.

As of 31 December 2013 and 2012, the Bank has complied with all capital requirements.

Capital Adequacy Ratio

The Capital Adequacy Ratio (CAR) is the ratio of the Bank's capital over its Risk - Weighted Assets (RWA). Based on Bank Indonesia regulations, the total capital for credit risk consists of core capital (Tier I) and supplementary capital (Tier II) less investments in Subsidiaries. The CAR of BNI (BNI only) as of 31 December 2013 and 2012 are as follows:

BNI - without considering market risk
Risk Weighted Assets
Total Capital
Capital Adequacy Ratio
Minimum Capital Adequacy Ratio required by Bank Indonesia
BNI - considering market risk
Risk Weighted Assets
Total Capital
Capital Adequacy Ratio
Minimum Capital Adequacy Ratio required by Bank Indonesia
BNI - considering operational risk, effective since 1 January 2010
Risk Weighted Assets
Total Capital
Capital Adequacy Ratio
Minimum Capital Adequacy Ratio required by Bank Indonesia

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50. AKTIVITAS JASA LAINNYA

BNI menyediakan jasa kustodi, *trustee*, pengelolaan investasi dan reksadana kepada pihak-pihak ketiga. Aset yang terdapat dalam aktivitas jasa lainnya tidak termasuk dalam laporan keuangan konsolidasian ini. Jumlah komisi yang diterima dari pemberian jasa ini adalah masing-masing sebesar Rp27.399 dan Rp24.046 untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2013 dan 2012.

Kegiatan Jasa Kustodian

Jasa Kustodian BNI mendapat izin operasi oleh Bapepam dan LK berdasarkan Surat Keputusan No. KEP-162/PM/1991 tertanggal 9 Desember 1991. Kustodian BNI merupakan bagian dari Divisi Operasional, dimana jasa-jasa yang ditawarkan adalah sebagai berikut:

- a. Penyimpanan (*safekeeping*) dan administrasi (*administration*) atas efek-efek maupun dokumen berharga lainnya;
- b. Penyelesaian transaksi (*settlement*) jual dan beli efek berbentuk warkat (*script*) maupun tanpa warkat (*scriptless*);
- c. Pengurusan hak-hak nasabah atas kepemilikan efek-efek yang disimpan sehingga hak tersebut efektif di rekening nasabah (*corporate action*);
- d. Perwalian (*proxy*) pada Rapat Umum Pemegang Saham dan Rapat Umum Pemegang Obligasi;
- e. Penyampaian laporan (*reporting*) dan informasi (*information*) yang terkait dengan efek-efek dan/atau dokumen berharga milik nasabah yang disimpan dan diadministrasikan oleh Kustodian BNI.

Untuk memenuhi kebutuhan investor dalam melakukan investasi pada berbagai instrumen efek-efek, Kustodian BNI memfasilitasinya dengan menyediakan beragam layanan:

- a. Kustodian umum untuk melayani investor yang melakukan investasi pada instrumen pasar modal dan pasar uang di Indonesia;
- b. *Sub-Registry* untuk melayani investor yang melakukan transaksi dan investasi pada Surat Utang Negara (SUN - Obligasi Negara atau Surat Perbendaharaan Negara) serta Sertifikat Bank Indonesia (SBI);
- c. Kustodian reksadana (*mutual fund*) dan kontrak pengelolaan dana (*discretionary fund*) yang diterbitkan dan dikelola oleh manajer investasi;

50. OTHER ACTIVITIES

BNI provides custodian, trustee, investment management and mutual fund services to third parties. Assets that are held in other activities are not included in these consolidated financial statements. Total fees received from these services amounted to Rp27,399 and Rp24,046 for the years ended 31 December 2013 and 2012, respectively.

Custodian Services

BNI Custodian Services has obtained a operating license based on the Decision Letter of Bapepam and LK No. KEP-162/PM/1991 dated 9 December 1991. BNI's Custodian Department, which is part of the Operational Division, provides a full range of custodian services such as:

- a. *Safekeeping and administration of marketable securities and other valuable assets;*
- b. *Settlement and handling services for script and scriptless trading transactions;*
- c. *Corporate action services related to the rights of the marketable securities;*
- d. *Proxy services for its customers' shareholder meetings and bond holder meetings;*
- e. *Generate reports and information regarding customers' marketable securities which are kept and administered by BNI's custodian department.*

In order to fulfil the investors' needs in investing in various marketable securities and instruments, BNI's Custodian Operations facilitates it:

- a. *General custodian which provides services to investors investing in capital markets or money markets in Indonesia;*
- b. *Sub-Registry service provider for settlement of Government Debenture Debt (SUN - either Government Bonds or Surat Perbendaharaan Negara) and SBI transactions;*
- c. *Custodian for mutual funds and discretionary funds issued and managed by investment manager;*

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50. AKTIVITAS JASA LAINNYA (lanjutan)

Kegiatan Jasa Kustodian (lanjutan)

- d. Kustodian *Euroclear* bagi nasabah yang akan melakukan investasi dan penyelesaian transaksi efek-efek yang tercatat di *Euroclear Operations Centre*, Brussels. Kustodian BNI merupakan *direct member* dari *Euroclear*.

Pada tanggal-tanggal 31 Desember 2013 dan 2012, Kustodian BNI memiliki 122 nasabah (tidak diaudit) dan 117 nasabah (tidak diaudit). Nasabah utama terdiri dari dana pensiun, perusahaan asuransi, bank, yayasan, perusahaan sekuritas, reksadana, institusi/badan hukum lain dan perseorangan. Nilai portofolio yang disimpan pada tanggal 31 Desember 2013 dan 2012 adalah masing-masing sebesar Rp83.614.193 (tidak diaudit) dan Rp49.598.312 (tidak diaudit).

BNI mengasuransikan portofolio nasabah yang disimpan di Kustodian terhadap kemungkinan kerugian yang timbul dari penyimpanan dan pemindahan efek-efek sesuai dengan ketentuan OJK, dahulu Bapepam dan LK.

Kegiatan Wali Amanat

BNI mendapat izin operasi untuk kegiatan wali amanat berdasarkan Surat Keputusan No. 01/STTD-WA/PM/1996 tertanggal 27 Maret 1996. Jasa-jasa yang ditawarkan oleh wali amanat adalah sebagai berikut:

- a. Jasa Wali Amanat untuk obligasi dan *medium-term notes* (MTN)
- b. Jasa Agen Pengelola Rekening Penampungan
- c. Jasa Agen Pembayaran
- d. Jasa Penampungan Dana IPO
- e. Jasa Agen Penjaminan

BNI selaku Wali Amanat telah mengelola 12 emisi dengan nilai emisi (obligasi dan MTN) sebesar Rp13.265.000 (tidak diaudit) pada tanggal 31 Desember 2013 dan 9 emisi dengan nilai emisi (obligasi dan MTN) sebesar Rp10.935.000 (tidak diaudit) pada tanggal 31 Desember 2012.

50. OTHER ACTIVITIES (continued)

Custodian Services (continued)

- d. As direct participant of *Euroclear* for the customer who is conducting investment and settlement of securities transactions listed in overseas markets and recorded in *Euroclear Operations Center*, Brussels.

As of 31 December 2013 and 2012, BNI's custodian operations has 122 customers (unaudited) and 117 customers (unaudited), respectively. The customers are primarily pension funds, insurance companies, banks, foundations, securities companies, mutual funds, other institutions/legal entities and individual customers with a total portfolio value as of 31 December 2013 and 2012 of Rp83,614,193 (unaudited) and Rp49,598,312 (unaudited), respectively.

BNI carries insurance on custodian services against potential losses from safekeeping and transit of securities in accordance with OJK, previously Bapepam and LK regulation.

Trust Operations

BNI has obtained the operating license for trustee services based on Decision Letter of Capital Market and Financial Institutions Supervisory Agency No. 01/STTD-WA/PM/1996 dated 27 March 1996. The Trustee Services Business (TSB) provides a full range of the following services:

- a. Trustee for bond and medium-term notes (MTN)
- b. Escrow Account Agent
- c. Paying Agent
- d. Initial Public Offering / IPO Receiving Bank
- e. Security Agent

BNI as a Trustee, has 12 trusteeship arrangements with the total value of bonds and MTN issued amounting to Rp13,265,000 (unaudited) as of 31 December 2013 and 9 trusteeship arrangements with the total value of bonds and MTN issued amounting to Rp10,935,000 (unaudited) as of 31 December 2012.

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51. RENCANA BARANG MODAL

BNI memiliki komitmen barang modal terkait dengan pembangunan gedung kantor cabang serta pengadaan perlengkapan komputer dan ATM adalah sebesar Rp949.288 (tidak diaudit) dan Rp257.739 (tidak diaudit) masing-masing pada tanggal-tanggal 31 Desember 2013 dan 2012.

52. PROGRAM PENGGANTI RENCANA KEPEMILIKAN SAHAM MANAJEMEN DAN KARYAWAN (MESOP)

Berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan BNI tanggal 18 Mei 2011 yang diaktakan dengan akta No. 47, yang dibuat dihadapan Notaris Fathiah Helmi, S.H., dengan tanggal yang sama, RUPS telah memberikan persetujuan atas pemberian wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapat persetujuan Pemegang Saham Seri A Dwiwarna, diantaranya untuk menetapkan program insentif pengganti *stock option* Direksi dan Dewan Komisaris.

Selanjutnya, berdasarkan Surat Menteri Negara Badan Umum Milik Negara (BUMN) No. S-574/MBU/2011 tanggal 28 Oktober 2011, Menteri Negara BUMN secara prinsip dapat menyetujui usulan pemberian insentif jangka panjang berupa Program Pengganti MESOP kepada Direksi dan Pegawai Senior sebagai bentuk apresiasi atas pencapaian kinerja Bank dan menyarankan untuk memberikan Program Pengganti MESOP tersebut juga kepada Dewan Komisaris sebagai bentuk penghargaan.

Berdasarkan keputusan di atas BNI kemudian menunjuk pihak independen, Towers Watson, untuk merancang "Program Pengganti MESOP", termasuk penetapan alokasi untuk Direksi, Dewan Komisaris dan Pegawai Senior yang berhak menerima Program Pengganti MESOP tersebut, yang meliputi sejumlah saham yang dialokasikan serta sejumlah kas yang ditangguhkan (*deferred cash incentive*).

51. CAPITAL EXPENDITURE COMMITMENTS

BNI has capital expenditure plans in relation to the construction of branch offices and procurement of computer equipment and ATMs amounting to Rp949,288 (unaudited) and Rp257,739 (unaudited) as of 31 December 2013 and 2012, respectively.

52. MANAGEMENT - EMPLOYEE STOCK OWNERSHIP PLAN (MESOP) REPLACEMENT PROGRAM

Based on the decision of the BNI's Shareholders Annual General Meeting held on 18 May 2011, notarized by deed No. 47, made before Notary Fathiah Helmi, S.H., on the same date, the shareholders approved the granting of authority and power of attorney to the Board of Commissioners with prior approval from Dwiwarna A Series Shareholder, which include among others, the establishment of stock option incentive replacement program for the Board of Directors (BOD) and Board of Commissioners (BOC).

Furthermore, according to the letter of State-Owned Enterprises (BUMN) Ministry No. S-574/MBU/2011 dated 28 October 2011, the BUMN Ministry can approve in principle, the proposed long-term incentive in the form of MESOP Replacement Program to BOD and Senior Employees as an appreciation for the Bank's performance and also suggested giving the MESOP Replacement Program to the BOC as a form of reward.

According to the above decision, BNI then appointed an independent party, Towers Watson, to design the "MESOP Replacement Program", including the determination of the allocation for BOD, BOC and Senior Employees who are eligible to receive the said MESOP Replacement Program, consisting of a number of shares to be allocated as well as an amount of deferred cash incentive.

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**52. PROGRAM PENGGANTI RENCANA
KEPEMILIKAN SAHAM MANAJEMEN DAN
KARYAWAN (MESOP) (lanjutan)**

Pedoman Program Pengganti MESOP bagi anggota Direksi dan Dewan Komisaris yang telah diusulkan oleh Direksi dan disetujui oleh Dewan Komisaris pada tanggal 20 Desember 2011, menjelaskan bahwa realisasi alokasi pemberian Program Pengganti MESOP kepada Direksi dan Dewan Komisaris dilakukan satu kali, namun dijadwalkan akan menjadi hak Direksi dan Dewan Komisaris (*vested*) dalam 4 tahap. Dengan mempertimbangkan syarat-syarat *vesting* yang ada, manajemen BNI berpendapat bahwa Program Pengganti MESOP untuk Direksi dan Dewan Komisaris memiliki kemungkinan yang sangat pasti untuk dilaksanakan dan menjadi hak Direksi dan Dewan Komisaris.

Program Pengganti MESOP untuk Pegawai Senior diberikan untuk pegawai BNI pada jenjang *Assistant Vice President (AVP)* ke atas, yang telah diangkat sebagai pegawai tetap pada tanggal 10 Desember 2009 dan telah memenuhi ketentuan-ketentuan lainnya yang ditetapkan dalam Pedoman Program Pengganti MESOP bagi Pegawai Senior. Didalam Pedoman Program Pengganti MESOP untuk Direksi dan Dewan Komisaris tanggal 20 Desember 2011, telah diungkapkan juga pagu dari alokasi pemberian saham dalam Program Pengganti MESOP untuk Pegawai Senior.

Berdasarkan Pedoman Program Pengganti MESOP bagi Pegawai Senior, alokasi pemberian Program Pengganti MESOP kepada Pegawai Senior dilakukan dalam 3 tahap alokasi selama 3 tahun berturut-turut, dimana masing-masing tahap dijadwalkan akan menjadi hak masing-masing Pegawai Senior (*vested*) 1 tahun sejak masing-masing tanggal alokasi dengan tahapan sebagai berikut:

1. Tahap I, sebanyak 50%,
2. Tahap II, sebanyak 25%, dan
3. Tahap III, sebanyak 25%.

Manajemen BNI berpendapat bahwa Program Pengganti MESOP bagi Pegawai Senior sesuai dengan alokasi tersebut di atas memiliki kemungkinan yang pasti untuk dilaksanakan dan menjadi hak Pegawai Senior.

Nilai wajar dari Program Pengganti MESOP adalah sebesar Rp456.000.

**52. MANAGEMENT - EMPLOYEE STOCK
OWNERSHIP PLAN (MESOP) REPLACEMENT
PROGRAM (continued)**

The MESOP Replacement Program Standard Operating Procedures (SOP) for the BOD and BOC that has been proposed by the BOD and approved by BOC on 20 December 2011, described that the realization of the MESOP Replacement Program allocation to BOD and BOC will be done at one time, but it will be scheduled to be vested in 4 stages. By taking into account the existing vesting conditions, BNI Management believes that the MESOP Replacement Program for the BOD and BOC will be implemented and will become the right of BOD and BOC.

The MESOP Replacement Program for Senior Employees will be given to BNI Employees at the level of Assistant Vice President (AVP) and above, who had been appointed as permanent employees on or prior to 10 December 2009 and had satisfied the other requirements established in the MESOP Replacement Program for Senior Employees. In the SOP for the MESOP Replacement Program for the BOD and BOC dated 20 December 2011, it has also been disclosed the number of shares provisioned for allocation in the MESOP Replacement Program for Senior Employees.

According to the MESOP Replacement Program for Senior Employees, the MESOP Replacement Program provision allocation will be done in 3 stages of allocation for 3 consecutive years, where each stage vests 1 year after each allocation date:

1. Stage I, as much as 50%,
2. Stage II, as much as 25%, and
3. Stage III, as much as 25%.

BNI Management believes that the MESOP Replacement Program for the Senior Employees is in accordance with the afore mentioned allocation will be implemented and will become the right of the Senior Employees.

Fair value of MESOP Replacement Program are Rp456,000.

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**52. PROGRAM PENGGANTI RENCANA
KEPEMILIKAN SAHAM MANAJEMEN DAN
KARYAWAN (MESOP) (lanjutan)**

Untuk keperluan pelaksanaan Program Pengganti MESOP, BNI telah menunjuk PT Bahana Sekuritas ("Bahana") untuk membeli 108.000.000 saham seri C yang telah dikeluarkan oleh BNI di Bursa Efek Indonesia pada tanggal 27 Desember 2011. Selanjutnya saham-saham yang telah dibeli oleh Bahana, selaku kustodian BNI, disimpan dan dicatatkan di dalam suatu *pool* atas nama "BNI q.q. Program Pengganti MESOP" yang dikelola oleh Bahana. Pembelian atas saham-saham ini telah dilaporkan oleh BNI melalui surat No. DIR/758 tanggal 30 Desember 2011 kepada OJK, dahulu Bapepam dan LK. Sehubungan dengan pemenuhan ketentuan mengenai Keterbukaan Informasi terhadap implementasi Program Pengganti MESOP, maka manajemen BNI telah menyampaikan surat No. DIR/050 tanggal 10 Februari 2012 kepada OJK, dahulu Bapepam dan LK.

53. KREDIT KELOLAAN

BNI mengelola dana yang langsung dikeluarkan oleh Pemerintah Republik Indonesia (didanai oleh kreditur luar negeri) yang ditujukan kepada penerima pinjaman untuk keperluan pembiayaan proyek tertentu. Penerima pinjaman ini telah disetujui oleh Pemerintah Republik Indonesia. Pembayaran yang diterima oleh BNI dari penerima pinjaman dikembalikan lagi ke Pemerintah. BNI tidak menanggung risiko kredit atas transaksi-transaksi tersebut. Pinjaman tersebut bukan merupakan aset BNI, dan dana yang diterima dari Pemerintah Republik Indonesia bukan merupakan liabilitas BNI, transaksi tersebut tidak dibukukan dalam laporan keuangan konsolidasian BNI. BNI memperoleh pendapatan atas pengelolaan pinjaman tersebut sebesar 0,25% dari rata-rata saldo baki debet pinjaman dalam mata uang Rupiah dan 0,15% dari rata-rata saldo baki debet pinjaman dalam mata uang Dolar Amerika Serikat.

Jumlah kredit yang dikelola oleh BNI atas nama Pemerintah tersebut pada tanggal-tanggal 31 Desember 2013 dan 2012 (tidak diaudit) adalah sebagai berikut:

	<u>2013</u>	<u>2012</u>
Sektor		
Perindustrian	2,635,714	2,328,935
Konstruksi	977,696	783,353
Listrik, gas dan air	935,498	1,080,649
Pengangkutan, pergudangan dan komunikasi	177,693	205,748
Pertanian	33,502	34,663
Perdagangan, restoran dan hotel	4,053	4,970
Jasa pelayanan sosial	2,942	2,942
Jasa dunia usaha	1,706	1,744
Lain-lain	36,777	42,680
Total	<u>4,805,581</u>	<u>4,485,684</u>

52. MANAGEMENT - EMPLOYEE STOCK OWNERSHIP PLAN (MESOP) REPLACEMENT PROGRAM (continued)

For purposes of MESOP Replacement Program implementation, BNI has appointed PT Bahana Securities ("Bahana") to purchase 108.000.000 C Series shares issued by BNI on the Indonesian Stock Exchange on 27 December 2011. Subsequently, those shares purchased by Bahana, as BNI custodian, will be kept and registered in a pool under the name "BNI q.q. MESOP Replacement Program" to be managed by Bahana. The purchase of these shares was reported by BNI through letter No. DIR/758 dated 30 December 2011 to OJK, previously Bapepam and LK. In relation to the compliance for the regulation about the Disclosure of Information of the MESOP Replacement Program implementation, BNI management submitted letter No. DIR/050 dated 10 February 2012 to OJK, previously Bapepam and LK.

53. CHANNELING LOANS

BNI administers loans directly disbursed by the Government of the Republic of Indonesia (financed by overseas creditors) to the borrowers of certain specified projects. These borrowers are approved by the Government of the Republic of Indonesia. Payments received by BNI from borrowers are remitted back to the Government. BNI bears no credit risk on these transactions. These loans are not the assets of BNI and funds received from the Government of Republic of Indonesia are not the liabilities of BNI. These transactions are not recognized in BNI's consolidated financial statements. BNI receives fees for administering the loans of 0.25% from the average of loans outstanding balance in Rupiah and 0.15% of the average of loan outstanding balance in United States Dollar.

Following is the outstanding loans balance administered by BNI on behalf of the Government as of 31 December 2013 and 2012 (unaudited):

<u>Sektor</u>
Manufacturing
Electricity, gas and water
Construction
Transportation, warehouse and communications
Agriculture
Trading, restaurant and hotel
Social services
Business services
Others
Total

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54. NILAI TERCATAT INSTRUMEN KEUANGAN

**54. THE CARRYING AMOUNT OF FINANCIAL
INSTRUMENTS**

Berikut ini adalah nilai tercatat instrumen keuangan Grup pada tanggal 31 Desember 2013 dan 2012:

The carrying amount of Group's financial instruments as of 31 December 2013 and 2012 are as follows:

	<u>2013</u>	<u>2012</u>	
ASET KEUANGAN			FINANCIAL ASSETS
Kas	10,089,927	7,969,378	Cash
Giro pada Bank Indonesia	23,130,059	22,422,083	Current accounts with Bank Indonesia
Giro pada bank lain – bersih	4,102,129	5,841,006	Current accounts with other banks – net
Penempatan pada bank lain dan			
Bank Indonesia			Placements with other banks
Nominal – bersih	23,472,702	32,616,662	Nominal – net
Pendapatan yang masih harus diterima	6,147	2,882	Accrued income
Jumlah tercatat	23,478,849	32,619,544	Carrying amount
Efek-efek			Marketable securities
Nominal – bersih	11,965,698	9,800,970	Nominal – net
Pendapatan yang masih harus diterima	49,621	15,571	Accrued income
Jumlah tercatat	12,015,319	9,816,541	Carrying amount
Efek-efek yang dibeli dengan			Securities purchased under
janji dijual kembali	1,896,556	-	agreements to resell
Wesel ekspor dan tagihan lainnya			Bills and other receivables
Nominal - bersih	3,416,879	2,839,499	Nominal – net
Pendapatan yang masih harus diterima	28,412	27,892	Accrued income
Jumlah tercatat	3,445,291	2,867,391	Carrying amount
Tagihan akseptasi - bersih	11,478,853	10,077,154	Acceptance receivables - net
Tagihan derivatif	177,839	10,571	Derivative receivables
Pinjaman yang diberikan			Loans
Nominal - bersih	243,757,807	193,834,670	Nominal – net
Pendapatan yang masih harus diterima	518,710	257,697	Accrued income
Jumlah tercatat	244,276,517	194,092,367	Carrying amount
Obligasi Pemerintah			Government Bonds
Nominal - bersih	41,431,956	38,561,005	Nominal – net
Pendapatan yang masih harus diterima	483,255	493,017	Accrued income
Jumlah tercatat	41,915,211	39,054,022	Carrying amount
Penyertaan saham – bersih	39,507	24,026	Equity investments – net
Aset lain-lain – Piutang lain-lain	735,668	1,561,232	Other assets – Other receivables
LIABILITAS KEUANGAN			FINANCIAL LIABILITIES
Liabilitas segera	1,759,870	2,725,597	Obligations due immediately
Simpanan dari nasabah dan bank lain			Deposits from customers and other banks
Nominal	295,075,178	260,906,084	Nominal
Bunga yang masih harus dibayar	195,768	136,236	Accrued interest
Jumlah tercatat	295,270,946	261,042,320	Carrying amount
Liabilitas derivatif	1,181,732	454,647	Derivative payables
Liabilitas akseptasi	6,198,972	4,624,501	Acceptance payables
Beban yang masih harus dibayar	482,905	527,362	Accrued expenses
Efek-efek yang diterbitkan			Securities issued
Nominal - bersih	6,036,533	4,768,810	Nominal – net
Bunga yang masih harus dibayar	70,571	34,233	Accrued interest
Jumlah tercatat	6,107,104	4,803,043	Carrying amount
Pinjaman yang diterima			Borrowings
Nominal	18,950,523	8,749,762	Nominal
Bunga yang masih harus dibayar	41,328	44,223	Accrued interest
Jumlah tercatat	18,991,851	8,793,985	Carrying amount
Liabilitas lain-lain*)	2,101,845	1,710,071	Other liabilities*)

*) Liabilitas lain-lain terdiri dari setoran jaminan, nota kredit dalam penyelesaian, pendapatan yang belum diakui, utang nasabah, utang reasuransi dan lain-lain.

*) Other liabilities consist of guarantee deposits, credit memo in process, unearned income, payable to customers, reinsurance payable and others.

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55. STANDAR AKUNTANSI BARU

Standar baru, revisi dan interpretasi yang telah diterbitkan yang relevan dengan laporan keuangan konsolidasian Grup, namun belum berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2013 adalah sebagai berikut:

- ISAK 27 "Pergalihan aset dari pelanggan"
- ISAK 28 "Pengakhiran liabilitas keuangan dengan instrumen ekuitas"
- PSAK 65 "Laporan keuangan konsolidasian" *)
- PSAK 66 "Pengaturan bersama" *)
- PSAK 67 "Pengungkapan kepentingan dalam entitas lain" *)
- PSAK 68 "Pengukuran nilai wajar" *)
- PSAK 1 (revisi 2013) "Penyajian laporan keuangan" *)
- PSAK 4 (revisi 2013) "Laporan keuangan tersendiri" *)
- PSAK 15 (revisi 2013) "Investasi pada entitas asosiasi dan ventura bersama" *)
- PSAK 24 (revisi 2013) "Imbalan kerja" *)
- PSAK 102 (revisi 2013) "Akuntansi Murahabah"

*) Penerapan dini revisi dan standar baru diatas sebelum 1 Januari 2015 tidak diijinkan.

PSAK 102 (revisi 2013), ISAK 27 dan 28 berlaku untuk tahun buku yang dimulai sejak 1 Januari 2014, sedangkan revisi dan standar baru lainnya akan berlaku efektif pada tahun buku yang dimulai 1 Januari 2015.

Pada saat penerbitan laporan keuangan konsolidasian, BNI dan Entitas Anak masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut serta pengaruhnya pada laporan keuangan konsolidasian.

**55. NEW PROSPECTIVE ACCOUNTING
STANDARDS**

New standards, amendments and interpretations issued that are relevant to Group's consolidated financial statements, but not yet effective for the financial year beginning 1 January 2013 are as follows:

- *IFAS 27 "Transfer assets from customer"*
- *IFAS 28 "Extinguishing financial liabilities with equity instrument"*
- *SFAS 65 "Consolidated financial statements" *)*
- *SFAS 66 "Joint arrangements" *)*
- *SFAS 67 "Disclosure of interests in other entities" *)*
- *SFAS 68 "Fair value measurement"*
- *SFAS 1 (revised 2013) "Presentation of financial statements" *)*
- *SFAS 4 (revised 2013) "Separate financial statements" *)*
- *SFAS 15 (revised 2013) "Investment in associates and joint ventures" *)*
- *SFAS 24 (revised 2013) "Employee benefits" *)*
- *SFAS 102 (revised 2013) "Accounting for Murahabah"*

*) *Early adoption of these new and revised standards prior to 1 January 2015 is not permitted.*

SFAS 102 (revised 2013), IFAS 27 and 28 will become effective for annual period beginning 1 January 2014 while the other new and revised standards will become effective for the annual period beginning 1 January 2015.

As at the authorisation date of this consolidated of financial statements, BNI and Subsidiaries are still evaluating the potential impact of these new and revised SFAS to the consolidated financial statements.

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Bank menerbitkan laporan keuangan konsolidasian yang merupakan laporan keuangan utama. Informasi keuangan tambahan PT Bank Negara Indonesia (Persero) Tbk (Entitas Induk) ini, dimana investasi pada Entitas Anak dicatat dengan metode harga perolehan, disajikan untuk dapat menganalisis hasil usaha entitas induk saja. Informasi keuangan tambahan PT Bank Negara Indonesia (Persero) Tbk (Entitas Induk) (Lampiran 1 - Lampiran 4) berikut ini harus dibaca bersamaan dengan laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak.

The Bank published the consolidated financial statements as its primary financial statements. The supplementary financial statements of PT Bank Negara Indonesia (Persero) Tbk (Parent Entity) which account for investments in Subsidiaries using the cost method, have been prepared in order that the parent entity's results of operations can be analyzed. The supplementary financial information of PT Bank Negara Indonesia (Persero) Tbk (Parent Entity) (Attachment 1 - Attachment 4) should be read in conjunction with the consolidated financial statements of PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries.

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	2013	2012	
ASET			ASSETS
Kas	9,887,694	7,852,124	Cash
Giro pada Bank Indonesia	22,533,075	21,926,292	Current accounts with Bank Indonesia
Giro pada bank lain	3,370,245	5,769,229	Current accounts with other banks
Dikurangi: Cadangan kerugian penurunan nilai	-	-	Less: Allowance for impairment losses
	3,370,245	5,769,229	
Penempatan pada bank lain dan Bank Indonesia	23,821,333	31,657,816	Placements with other banks and Bank Indonesia
Dikurangi: Cadangan kerugian penurunan nilai	-	-	Less: Allowance for impairment losses
	23,821,333	31,657,816	
Efek-efek	9,794,748	7,995,925	Marketable securities
Dikurangi: Cadangan kerugian penurunan nilai	(11,658)	(12,413)	Less: Allowance for impairment losses
	9,783,090	7,983,512	
Efek-efek yang dibeli dengan janji dijual kembali	1,896,556	-	Securities purchased under agreement to resell
Dikurangi: Cadangan kerugian penurunan nilai	-	-	Less: Allowance for impairment losses
	1,896,556	-	
Wesel ekspor dan tagihan lainnya	3,422,363	2,842,311	Bills and other receivables
Dikurangi: Cadangan kerugian penurunan nilai	(5,484)	(2,812)	Less: Allowance for impairment losses
	3,416,879	2,839,499	
Tagihan akseptasi	11,548,946	10,171,575	Acceptances receivable
Dikurangi: Cadangan kerugian penurunan nilai	(70,093)	(94,421)	Less: Allowance for impairment losses
	11,478,853	10,077,154	
Tagihan derivatif	177,839	10,571	Derivatives receivable
Dikurangi: Cadangan kerugian penurunan nilai	-	-	Less: Allowance for impairment losses
	177,839	10,571	
Pinjaman yang diberikan	239,363,451	193,016,854	Loans
Dikurangi: Cadangan kerugian penurunan nilai	(6,678,721)	(6,746,442)	Less: Allowance for impairment losses
	232,684,730	186,270,412	

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	2013	2012	
ASET (lanjutan)			ASSETS (continued)
Obligasi Pemerintah setelah penyesuaian amortisasi diskonto dan premi	39,180,778	37,053,376	<i>Government Bonds adjusted for amortization of discount and premium</i>
Pajak dibayar di muka	816,858	-	<i>Prepaid taxes</i>
Beban dibayar dimuka	1,039,760	860,886	<i>Prepaid expenses</i>
Penyertaan saham	1,653,994	1,560,782	<i>Equity investments</i>
Dikurangi: Cadangan kerugian penurunan nilai	(19,358)	(17,434)	<i>Less: Allowance for impairment losses</i>
	1,634,636	1,543,348	
Aset lain-lain - neto	2,764,343	3,011,782	<i>Other assets - net</i>
Aset tetap	10,781,945	9,367,911	<i>Fixed assets</i>
Dikurangi: Akumulasi penyusutan	(5,487,867)	(4,952,054)	<i>Less: Accumulated depreciation</i>
	5,294,078	4,415,857	
Aset pajak tangguhan - neto	935,411	262,382	<i>Deferred tax assets - net</i>
TOTAL ASET	370,716,158	321,534,240	TOTAL ASSETS

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	2013	2012	
LIABILITAS DAN EKUITAS			LIABILITIES AND EQUITY
LIABILITAS			LIABILITIES
Liabilitas segera	1,725,495	2,680,942	<i>Obligations due immediately</i>
Simpanan nasabah	280,612,823	248,992,835	<i>Deposits from customers</i>
Simpanan dari bank lain	2,944,137	3,369,553	<i>Deposits from other banks</i>
Liabilitas derivatif	1,181,732	454,647	<i>Derivatives payable</i>
Liabilitas akseptasi	6,198,972	4,624,500	<i>Acceptances payable</i>
Beban yang masih harus dibayar	482,905	527,362	<i>Accrued expenses</i>
Efek-efek yang diterbitkan	6,036,533	4,768,810	<i>Securities issued</i>
Pinjaman yang diterima	18,950,375	8,736,877	<i>Borrowings</i>
Utang pajak			<i>Taxes payable</i>
- Pajak penghasilan	273,405	163,864	<i>Income tax -</i>
- Pajak lainnya	35,712	36,210	<i>Other taxes -</i>
Imbalan kerja	3,035,428	2,483,166	<i>Employee benefits</i>
Penyisihan	103,929	54,774	<i>Provision</i>
Liabilitas lain-lain	2,099,989	1,529,134	<i>Other liabilities</i>
TOTAL LIABILITAS	323,681,435	278,422,674	TOTAL LIABILITIES

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	2013	2012	
EKUITAS			EQUITY
Modal saham:			Share capital:
- Seri A Dwiwarna - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)			Class A Dwiwarna - Rp7,500 par value per share (in full Rupiah amount)
- Seri B - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)			Class B - Rp7,500 - par value per share (in full Rupiah amount)
- Seri C - nilai nominal Rp375 per saham (dalam Rupiah penuh)			Class C - Rp375 - par value per share (in full Rupiah amount)
Modal dasar:			Authorized:
- Seri A Dwiwarna - 1 saham			Class A Dwiwarna - 1 share -
- Seri B - 289.341.866 saham			Class B - 289,341,866 shares -
- Seri C - 34.213.162.660 saham			Class C - 34,213,162,660 shares -
Modal ditempatkan dan disetor penuh:			Issued and fully paid:
- Seri A Dwiwarna - 1 saham			Class A Dwiwarna - 1 share -
- Seri B - 289.341.866 saham			Class B - 289,341,866 shares -
- Seri C - 18.359.314.591 saham	9,054,807	9,054,807	Class C - 18,359,314,591 shares -
Tambahan modal disetor	14,568,468	14,568,468	Additional paid -in capital
Rugi yang belum direalisasi atas efek-efek dan Obligasi Pemerintah dalam kelompok tersedia untuk dijual setelah pajak tangguhan	(2,921,233)	(85,775)	Unrealized losses on available- for-sale marketable securities and Government Bonds, net of deferred tax
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	4,944	73,002	Exchange difference in translation of foreign currency financial statement
Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi lindung nilai arus kas	(43,492)	(101,248)	Effective portion of fair value changes in derivatives instruments qualified as cash flow hedge
Saldo laba			Retained earnings
Sudah ditentukan penggunaannya			Appropriated
Cadangan umum dan wajib	2,778,412	2,426,105	General and legal reserves
Cadangan khusus	2,868,474	2,163,168	Specific reserves
Tidak ditentukan penggunaannya	20,724,343	15,013,039	Unappropriated
	26,371,229	19,602,312	
TOTAL EKUITAS	47,034,723	43,111,566	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	370,716,158	321,534,240	TOTAL LIABILITIES AND EQUITY

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY**

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

**LAPORAN LABA RUGI KOMPREHENSIF
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2013 DAN 2012**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2013 AND 2012**

(Expressed in millions of Rupiah,
unless otherwise stated)

	<u>2013</u>	<u>2012</u>	
PENDAPATAN BUNGA	25,081,650	21,702,774	INTEREST INCOME
BEBAN BUNGA	(6,930,869)	(6,892,606)	INTEREST EXPENSE
PENDAPATAN BUNGA - NETO	18,150,781	14,810,168	INTEREST INCOME - NET
PENDAPATAN OPERASIONAL LAINNYA			OTHER OPERATING INCOME
Provisi dan komisi lainnya	3,994,656	3,061,145	<i>Other fees and commissions</i>
Penerimaan kembali aset yang telah dihapusbukukan	2,137,692	2,038,182	<i>Recovery of assets written off</i>
(Kerugian)/keuntungan dari aset keuangan yang dimiliki untuk diperdagangkan	(32,867)	12,976	<i>(Loss)/gain from financial assets held for trading</i>
Keuntungan dari penjualan aset keuangan yang diklasifikasikan tersedia untuk dijual	496,749	1,009,584	<i>Gain on sale of financial assets classified as available for sale</i>
Laba selisih kurs - neto	503,097	199,800	<i>Foreign exchange gains - net</i>
Lain-lain	419,767	502,485	<i>Others</i>
TOTAL PENDAPATAN OPERASIONAL LAINNYA	7,519,094	6,824,172	TOTAL OTHER OPERATING INCOME
PEMBENTUKAN CADANGAN KERUGIAN PENURUNAN NILAI	(2,719,081)	(2,590,535)	PROVISION FOR IMPAIRMENT LOSSES
BEBAN OPERASIONAL LAINNYA			OTHER OPERATING EXPENSES
Gaji dan tunjangan	(5,405,324)	(5,129,161)	<i>Salaries and employees' benefits</i>
Umum dan administrasi	(4,255,438)	(3,714,027)	<i>General and administrative</i>
Beban promosi	(858,289)	(746,930)	<i>Promotion expense</i>
Premi penjaminan	(487,455)	(463,507)	<i>Guarantee premium</i>
Lain-lain	(969,257)	(646,368)	<i>Others</i>
TOTAL BEBAN OPERASIONAL LAINNYA	(11,975,763)	(10,699,993)	TOTAL OTHER OPERATING EXPENSES
LABA OPERASIONAL	10,975,031	8,343,812	OPERATING INCOME
PENDAPATAN BUKAN OPERASIONAL - NETO	81,380	256,998	NON-OPERATING INCOME - NET
LABA SEBELUM BEBAN PAJAK	11,056,411	8,600,810	INCOME BEFORE TAX EXPENSE
BEBAN PAJAK			TAX EXPENSE
Kini	(2,137,073)	(1,487,255)	<i>Current</i>
Tangguhan	(37,375)	(321,484)	<i>Deferred</i>
Total beban pajak	(2,174,448)	(1,808,739)	<i>Total tax expense</i>
LABA TAHUN BERJALAN	8,881,963	6,792,071	INCOME FOR THE YEAR

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

LAPORAN LABA RUGI KOMPREHENSIF
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2013 DAN 2012

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2013 AND 2012

(Expressed in millions of Rupiah,
unless otherwise stated)

	2013	2012	
LABA TAHUN BERJALAN	8,881,963	6,792,071	INCOME FOR THE YEAR
PENDAPATAN KOMPREHENSIF			OTHER COMPREHENSIVE
LAIN:			INCOME:
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	(68,058)	24,910	<i>Exchange rate differences in translation of foreign currency financial statements</i>
Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi lindung nilai arus kas	57,756	42,501	<i>Effective portion of fair value changes on derivative instruments qualified as cash flow hedge</i>
Perubahan nilai wajar efek-efek dan Obligasi Pemerintah tersedia untuk dijual - neto	(3,544,322)	163,425	<i>Net changes in fair value of available-for-sale marketable securities and Government Bonds</i>
Pajak penghasilan terkait dengan komponen pendapatan komprehensif lainnya	708,864	(32,685)	<i>Income tax relating to components of other comprehensive income</i>
(KERUGIAN)/PENDAPATAN KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	(2,845,760)	198,151	OTHER COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR AFTER TAXES
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	6,036,203	6,990,222	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA PER SAHAM DASAR (DALAM RUPIAH PENUH)	486	378	BASIC EARNINGS PER SHARE (IN FULL RUPIAH AMOUNT)

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL-TANGGAL
31 DESEMBER 2013 DAN 2012
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2013 AND 2012
(Expressed in millions of Rupiah, unless otherwise stated)

Modal ditempatkan dan disetor penuh Issued and fully paid-up capital	Laba/(rugi) yang belum direalisasi atas efek-efek dan Obligasi Pemerintah dalam kelompok tersedia untuk dijual neto setelah pajak/ Unrealized gains (losses) on available-for-sale securities and Government Bonds, net of tax	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ Exchange difference from translation of foreign currency financial statements	Bagian efektif atas perubahan nilai wajar instrumen derivatif yang memenuhi lindung nilai arus kas/ Effective portion on fair value changes of derivatives instruments qualified as cash flow hedge	Cadangan umum dan wajib/ General and legal reserves	Cadangan khusus/ Specific reserves	Tidak dicadangkan/ Unappropriated	Total ekuitas pemilik entitas induk/ Total equity owners of parent	Saldo laba *)/(Retained earnings *)
9,054,807	14,568,468	73,002	(101,248)	2,428,105	2,163,168	15,013,039	43,111,566	Balance as of 31 December 2012
-	-	(68,068)	57,786	-	-	8,881,963	6,036,203	Comprehensive income for the year
-	-	-	-	352,307	-	(352,307)	-	Appropriation for general and legal reserves
-	-	-	-	-	704,615	(704,615)	-	Appropriation for specific reserves
-	-	-	-	-	691	107	798	Appropriation/(reversal) of overseas branch's legal reserves
-	-	-	-	-	-	(2,113,844)	(2,113,844)	Cash dividends
9,054,807	14,568,468	4,944	(43,492)	2,778,412	2,868,474	20,724,343	47,034,723	Balance as of 31 Desember 2013

*) Saldo rugi sebesar Rp58.905.232 telah dieliminasi dengan tambahan modal disetor, laba yang belum direalisasi atas efek-efek dalam kelompok tersedia untuk dijual, cadangan penilaian kembali aset, cadangan khusus dan cadangan umum dan wajib pada saat kuasi-reorganisasi BNI pada tanggal 30 Juni 2003. Accumulated losses of Rp58,905,232 has been eliminated against additional paid-in capital, unrealized gains on available-for-sale securities, assets revaluation reserves, specific reserves and general and legal reserves during BNI's quasi-reorganization as of 30 June 2003.

PT BANK NEGARA INDONESIA (PERSERO) Tbk
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INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2013 DAN 2012

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2013 AND 2012

(Expressed in millions of Rupiah,
unless otherwise stated)

	2013	2012	
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan bunga, provisi dan komisi	24,742,573	21,758,904	<i>Interest, fees and commissions received</i>
Bunga dan pembiayaan lainnya yang dibayar	(6,844,393)	(6,894,311)	<i>Interest and other financing charges paid</i>
Pendapatan operasional lainnya	7,358,429	6,624,372	<i>Other operating income</i>
Beban operasional lainnya	(13,013,625)	(9,915,273)	<i>Other operating expenses</i>
Pendapatan bukan operasional - bersih	75,400	213,196	<i>Non-operating income - net</i>
Pembayaran pajak penghasilan	(2,844,390)	(1,239,213)	<i>Payment of income tax</i>
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	9,473,994	10,547,675	Cash flows before changes in operating assets and liabilities
Perubahan dalam aset dan liabilitas operasi:			<i>Changes in operating assets and liabilities:</i>
Penurunan/(kenaikan) aset operasi:			<i>Decrease (increase) in operating assets:</i>
Penempatan pada bank lain dan Bank Indonesia	(2,182)	12,002,492	<i>Placements with other banks and Bank Indonesia</i>
Efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui laporan laba rugi	552,791	298,455	<i>Marketable securities and Government Bond at fair value through profit or loss</i>
Wesel ekspor dan tagihan lainnya	(580,052)	(970,146)	<i>Bills and other receivables</i>
Tagihan akseptasi	(1,377,371)	(2,265,591)	<i>Acceptances receivable</i>
Pinjaman yang diberikan	(46,421,597)	(34,852,111)	<i>Loans</i>
Biaya dibayar di muka	(178,874)	94,920	<i>Prepaid expenses</i>
Aset lain-lain	586,518	(59,447)	<i>Other assets</i>
Kenaikan/(penurunan) liabilitas operasi:			<i>Increase/(decrease) in operating liabilities:</i>
Liabilitas segera	(955,447)	539,021	<i>Obligations due immediately</i>
Simpanan nasabah	31,619,988	24,237,546	<i>Deposits from customers</i>
Simpanan dari bank lain	(425,416)	(3,306,693)	<i>Deposits from other banks</i>
Beban yang masih harus dibayar	(44,457)	574,738	<i>Accrued expenses</i>
Liabilitas akseptasi	1,574,472	145,458	<i>Acceptances payable</i>
Utang pajak	(498)	(150,004)	<i>Taxes payable</i>
Imbalan kerja	105,350	88,647	<i>Employee benefits</i>
Liabilitas lain-lain	484,379	10,306	<i>Other liabilities</i>
Kas neto (digunakan untuk)/diperoleh dari kegiatan operasi	(5,588,402)	6,935,266	Net cash (used in)/provided from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
(Pembelian)/penjualan efek-efek yang tersedia untuk dijual dan dimiliki hingga jatuh tempo - neto	(2,272,143)	(2,917,054)	<i>(Purchases)/sale of marketable securities available-for-sale and held-for-maturity - net</i>
Pembelian Obligasi Pemerintah yang tersedia untuk dijual dan dimiliki hingga jatuh tempo - neto	(5,354,286)	(3,297,692)	<i>Purchases of available-for-sale and held-for-maturity Government Bonds - net</i>
Penambahan aset tetap	(1,486,546)	(920,994)	<i>Acquisition of fixed assets</i>
Hasil penjualan aset tetap	20,124	14,530	<i>Proceeds from sale of fixed assets</i>
Penjualan/(pembelian) efek-efek yang dibeli dengan janji dijual kembali	(1,896,556)	2,289,462	<i>Sale/(purchase) of securities purchased under agreements to resell</i>
Penambahan penyertaan pada PT Bank Mizuho Indonesia	(19,460)	-	<i>Increase in investment in PT Bank Mizuho Indonesia</i>
Kas neto digunakan untuk aktivitas investasi	(11,008,867)	(4,831,748)	Net cash used in investing activities

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2013 DAN 2012
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2013 AND 2012
(Expressed in millions of Rupiah,
unless otherwise stated)

	<u>2013</u>	<u>2012</u>	
ARUS KAS DARI AKTIVITAS			CASH FLOWS FROM FINANCING
PENDANAAN			ACTIVITIES
Kenaikan pinjaman yang diterima	10,213,498	87,939	<i>Increase in borrowings</i>
Kenaikan/(penurunan) efek yang diterbitkan	1,267,723	4,768,810	<i>Increase/(decrease) in securities issued</i>
Pembayaran dividen	(2,113,844)	(1,398,217)	<i>Payment of dividends</i>
Transaksi dengan entitas nonpengendali	-	(93,330)	<i>Transaction with non-controlling interest</i>
Kas neto diperoleh dari dari kegiatan pendanaan	<u>9,367,377</u>	<u>3,365,202</u>	<i>Net cash provided from financing activities</i>
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS	(7,229,892)	5,468,720	<i>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</i>
KAS DAN SETARA KAS PADA AWAL TAHUN	67,198,390	61,729,670	<i>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</i>
Pengaruh perubahan kurs mata uang asing	33,048	-	<i>Effect of foreign currencies exchange rate changes</i>
KAS DAN SETARA KAS PADA AKHIR TAHUN	<u>60,001,546</u>	<u>67,198,390</u>	<i>CASH AND CASH EQUIVALENTS AT END OF YEAR</i>
KAS DAN SETARA KAS TERDIRI DARI:			<i>COMPONENTS OF CASH AND CASH EQUIVALENTS:</i>
Kas	9,887,694	7,852,124	<i>Cash</i>
Giro pada Bank Indonesia	22,533,075	21,926,292	<i>Current accounts with Bank Indonesia</i>
Giro pada bank lain	3,370,245	5,769,229	<i>Current accounts with other banks</i>
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	23,812,080	31,650,745	<i>Placement with Bank Indonesia and other banks - maturing within three months of acquisition date</i>
Sertifikat Bank Indonesia - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	398,452	-	<i>Certificates of Bank Indonesia - maturing within three months of acquisition date</i>
Total kas dan setara kas	<u>60,001,546</u>	<u>67,198,390</u>	<i>Total cash and cash equivalents</i>

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Responsibility for Annual Reporting

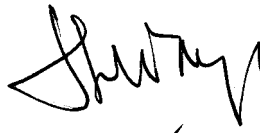
We, the undersigned below acknowledge regarding all information contained in 2013 Annual Report of PT Bank Negara Indonesia (Persero) Tbk is completely correct and take a full responsibility of the validity of this Annual Report.

Jakarta, February 18, 2014

Board of Commisioners



Peter B. Stok
President Commissioner/Independent Commissioner



Tirta Hidayat
Vice President Commissioner



Achil Ridwan Djayadiningrat
Independent Commissioner



Fero Poerbonegoro
Independent Commissioner



B.S. Kusmuljono
Independent Commissioner



Daniel T. Sparringa
Commissioner



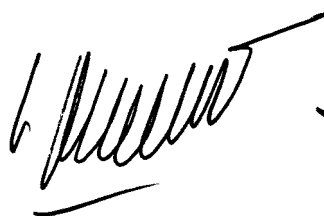
A. Pandu Djajanto
Commissioner

Responsibility for Annual Reporting

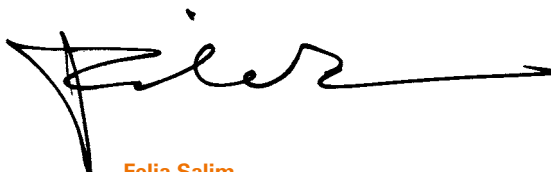
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Jakarta, February 18, 2014

Board of Directors



Gatot M. Suwondo
President Director
(Chief Executive Officer/CEO)



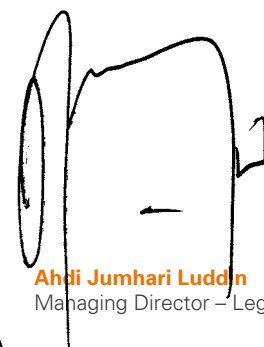
Felia Salim
Vice President Director



Yap Tjay Soen
Managing Director – Finance (CFO)



Krishna R. Suparto
Managing Director – Business Banking



Ahdi Jumhari Luddin
Managing Director – Legal & Compliance



Suwoko Singoastro
Managing Director –
Banking Operation & IT



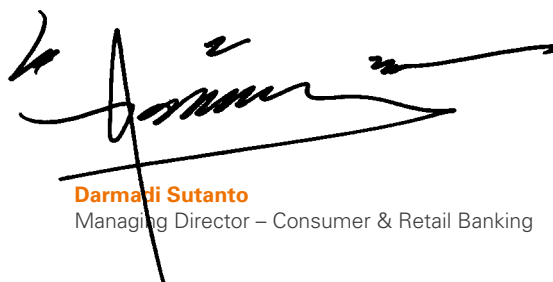
Sutanto
Managing Director – Enterprise Risk



Honggo Widjojo Kangmasto
Managing Director – Channel & Services



Adi Setianto
Managing Director – Treasury & FI



Darmadi Sutanto
Managing Director – Consumer & Retail Banking

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2013 Annual Report



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