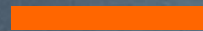




Corporate Presentation



FY2019



Analyst Meeting – FY2019



Content



Macro Economy



Financial Performance FY2019

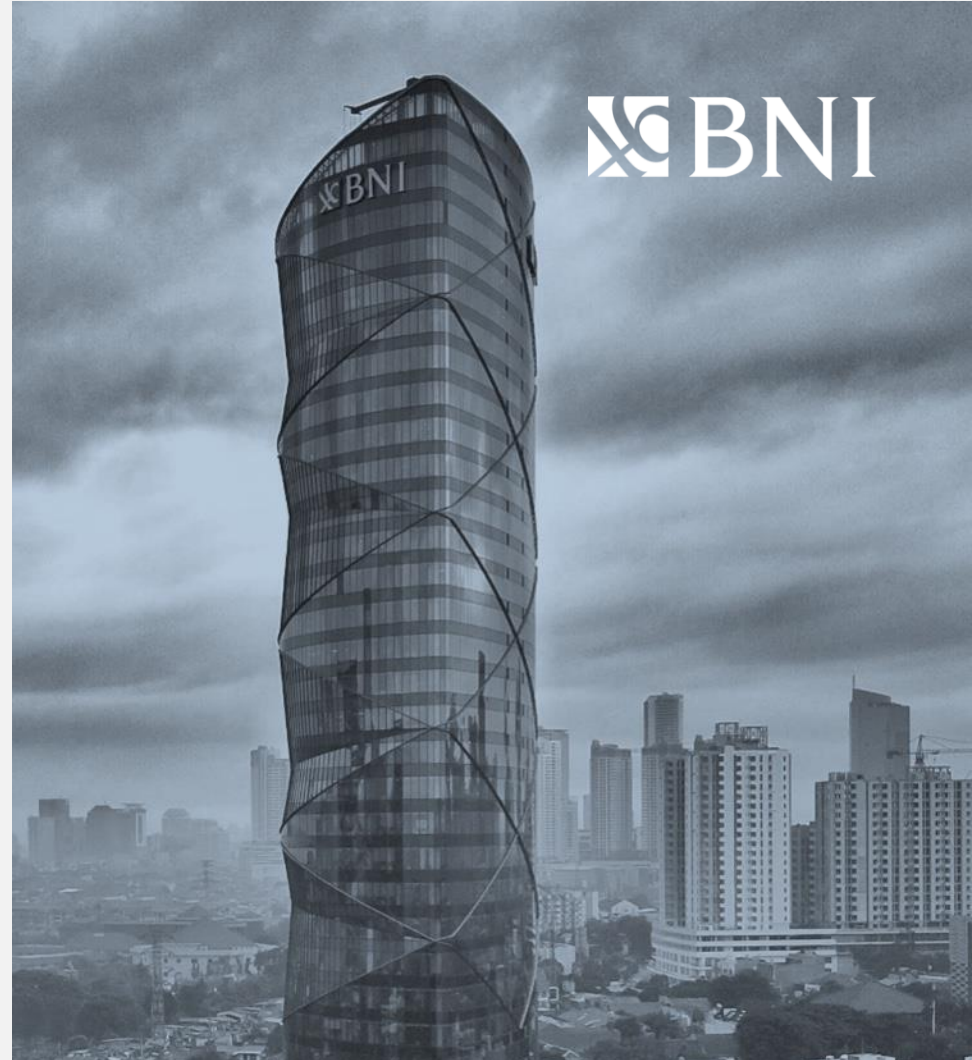


Asset Quality



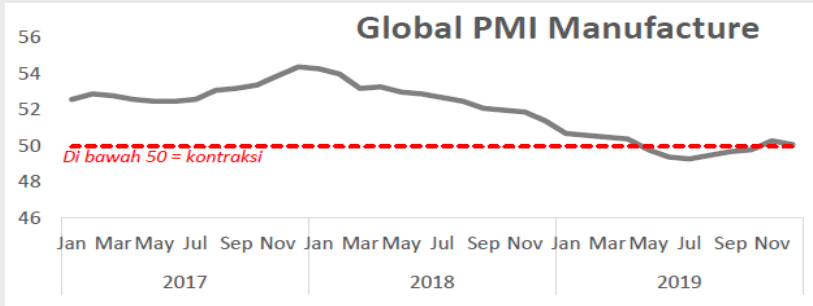
Business and Consumer Banking

Macro Economy



Macro Economy

Declining Global PMI Manufacture due to Trade War ¹

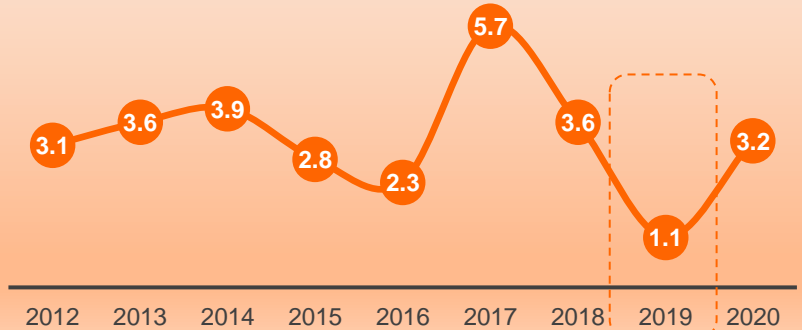


World Economy Outlook Revised Down to 0.6%²

	World	Asia	China	Japan	India	Korea	Australia and New Zealand	ASEAN	Indonesia	Malaysia
2018	3.6	5.5	6.6	0.8	6.8	2.7	2.8	5.2	5.2	4.7
2019	3.0	5.0	6.1	0.9	6.1	2.0	1.8	4.6	5.0	4.5
Revision from Apr. 2019	-0.3	-0.4	-0.2	-0.1	-1.2	-0.6	-0.3	-0.4	-0.2	-0.2

Source: 1. Bloomberg, diolah. 2. WEO Oktober 2019, IMF.

Global Trading Growth Dropped to 1.1%



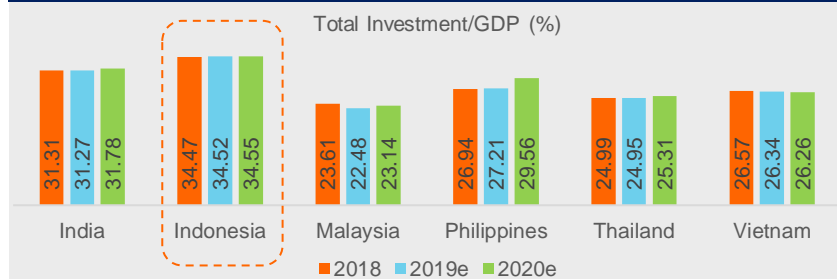
- US-China trade war drove lower manufacture activity as global PMI Manufacture declined up to below 50 index, signing a contraction in manufacturing.
- Global trading growth experienced a 5.7% pre-Trade War and slipped to 1.1% in 2019, a record low since 2012.
- Slower trading and economy activities underlined IMF to revise down global economic growth to 3.0% in April 2019. A 60 bps cut from previous estimation of 3.6%.
- Nevertheless, IMF projected Indonesia to experience a 5% economic growth in October 2019, a 0.2% slashed from earlier forecast. A milder cut compared to other nations.

Macro Economy

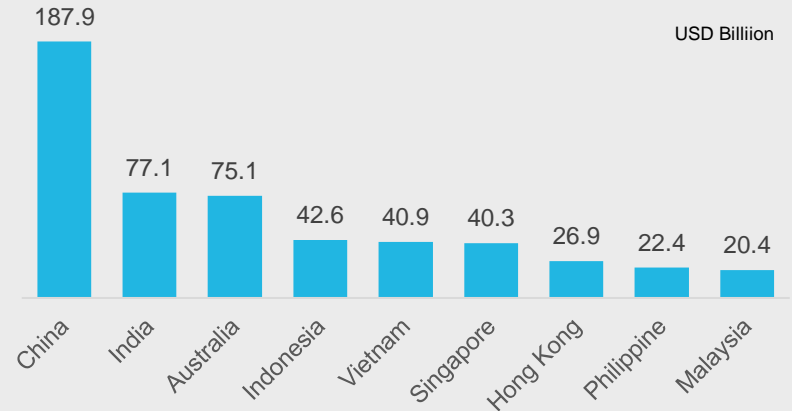
Sustained Reforms has Improved EoDB ¹



Going Forward, Indonesia Enjoys Large Investment Relative to Peers within Regions³



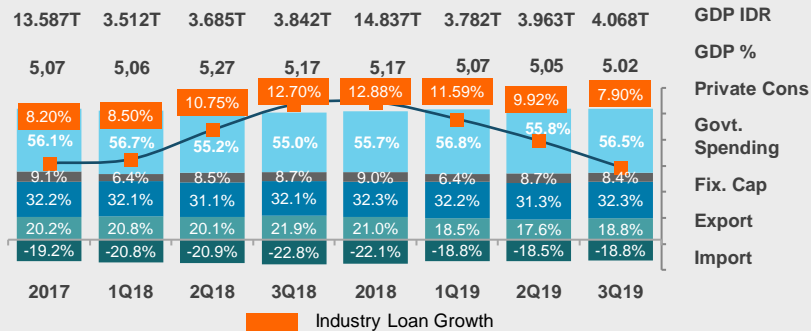
Achieving the 4th Place of Investment Destination²



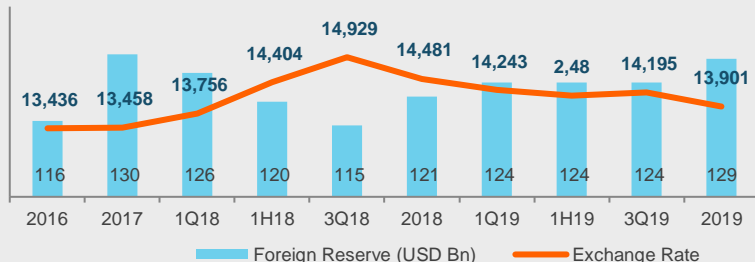
- Indonesia continues to improve its fundamental to invite real investment and obtained higher rank on Easy of Doing Business by World Bank.
- Indonesia achieved the 4th place of Investment Destination among peers in region of which receiving US\$ 42.6 billion in year 2018.
- Sustained improvement drives IMF to estimate Indonesia may enjoy large Investment compares to peers within regions or may attain 34.55% to its GDP
- Government aims to proceed OMNIBUS LAW to prompt further foreign direct investment

Macro Economy

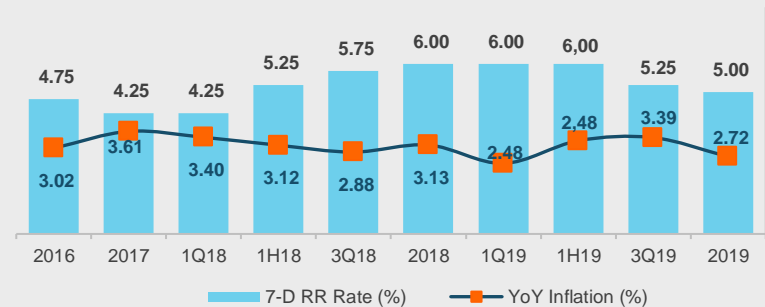
Indonesia GDP 3Q2019 and Loan System Growth



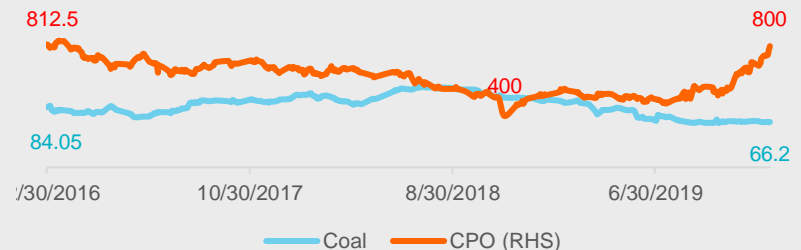
Adequate Foreign Reserve to finance 7.6 months import



Lowest inflation since 2000 and lower policy rate to boost economic growth



Challenging commodity business environment



Banking Sector Highlights

Banking Sector Highlights [Rp Tn]

	2016	2017	2018	2019	Δ YoY
Asset	6,730	7,388	8,068	8,562	6.1%
Loan	4,377	4,738	5,295	5,582	5.4%
Deposits	4,837	5,289	5,630	5,998	6.5%
NII	343	358	377	388	2.9%
Net Profit	107	131	150	168	12.0%
NIM	5.6%	5.3%	5.1%	4.9%	-0.2%
NPL	2.9%	2.6%	2.4%	2.5%	0.1%
SML	4.5%	4.7%	4.5%	5.1%	0.6%
LDR	90.7%	89.6%	94.0%	94.4%	0.3%
CAR	22.9%	23.2%	23.0%	23.4%	0.4%

Source: Indonesian Banking Statistic & National Statistic Bureau (BPS)

Macro & Banking Assumptions

MACRO ECONOMY	World Bank		BI		State Budget	
	2019	2020	2019	2020	2019	2020
Global GDP Growth (%)	3.2	3.5	-	-	-	-
Domestic GDP Growth (%)	5.0	5.1	5.0-5.4	5.5	5.3	5.3
Inflation (%)	-	-	-	3,0 ± 1	3,5 ± 1	3.1
Currency (IDR/USD)	-	-	-	-	15,000	14.400
BANKING SECTOR		2020 OJK		2020 BI		
Loan Growth (%)		10 - 12		10 - 12		
Deposit Growth (%)		10 - 13		8 - 10		
<ul style="list-style-type: none">Loan grew by 5.4% consists of Working Capital Loan (2.5% YoY), Consumer Loan (5.8% YoY) and Investment Loan (13.2% YoY).Deposits grew by 6.5% YoY supported by Current Acc (11.4% YoY), Saving Acc (6.5% YoY) and Time Deposit (3.9% YoY)Net Profit grew 12.0% YoY.Net Interest Margin as of December 2019 declined 20bps from 5.1% a year earlier to 4.9%.NPL ratio increased to 2.7% in November 2019 from 2.6% in November 2018.Tight liquidity resulted in the increased LDR to 93.5% in November 2019 from 93.2% in the previous year.						

Highlighted Results [Consolidated]

		2016	2017	2018	2019	Δ YoY
B / S [Cons]	Total Asset (IDR Billion)	603,032	709,330	808,572	845,605	4.6%
	Loan (IDR Billion)	393,275	441,314	512,778	556,771	8.6%
	Third Party Funds (IDR Billion)	435,545	516,098	578,775	614,311	6.1%
P & L [Cons]	Net Interest Income (IDR Billion)	29,995	31,938	35,446	36,602	3.3%
	Non Interest Income (IDR Billion)	8,174	9,308	9,615	11,358	18.1%
	PPOP (IDR Billion)	22,082	24,349	26,952	28,325	5.0%
	Net Profit (IDR Billion)	11,339	13,616	15,015	15,384	2.5%
Profitability & Efficiency	CASA (Consolidated)	64.6%	63.1%	64.8%	66.6%	1.8%
	COF (Third Party Funds)	3.1%	3.0%	2.8%	3.2%	0.4%
	NIM	6.2%	5.5%	5.3%	4.9%	-0.4%
	ROE	15.5%	15.6%	16.1%	14.0%	-2.1%
	ROA	2.7%	2.7%	2.8%	2.4%	-0.4%
	CIR	44.0%	43.9%	42.5%	43.9%	1.3%
Asset Quality	NPL (Gross)	3.0%	2.3%	1.9%	2.3%	0.4%
	NPL (Nett)	0.4%	0.7%	0.8%	1.2%	0.3%
	Credit Cost	2.0%	1.6%	1.4%	1.6%	0.2%
	Coverage Ratio	146.0%	148.0%	152.9%	133.5%	-19.4%
Liqui- dity	LDR	90.4%	85.6%	88.8%	91.5%	2.7%
Capi- tal	Tier-1 Capital	18.3%	17.4%	17.4%	18.6%	1.3%
	Total CAR	19.4%	18.5%	18.5%	19.7%	1.2%

Financial Performance FY2019



What We Have Done...



Profitability

- Stabilized NII growth at 3.3% in 2020 due to manageable growth of interest expense.
- Strong fee based income growth by 18.1% YoY contributed by sustainable recurring fees.
- Improving trend of PPOP growth by 5.0% YoY compared to previous quarter supported by strong FBI growth and manageable OPEX.



Loan Growth

- Anticipating macro condition, we managed loan growth by 8.6 YoY at similar level to the system.
- Business Banking loan still becomes the main contributor of Rp33,0Tn or 8.2% YoY loan growth consisting of:
 - ✓ Corporate segments loan growth by Rp25,7Tn or 9.8% YoY.
 - ✓ Small segments loan growth by Rp9,4Tn or 14.2% YoY.
- Payroll Loan was still the driver of Consumer Banking loan growth with 11.7% YoY growth followed by Mortgage that grew 8.3% YoY.



Asset Quality

- NPL ratio recorded 2.3% in 2019 lower than industry due to downgraded some corporate accounts.
- SML increased to 4.6% as part of conservative strategy, mostly contributed by steel manufacturer.
- Recovery rate improved from 35.7% in 2018 to 48.2%.
- Coverage ratio declined to 133.5% since NPL increase was not followed by the same growth of provisioning.

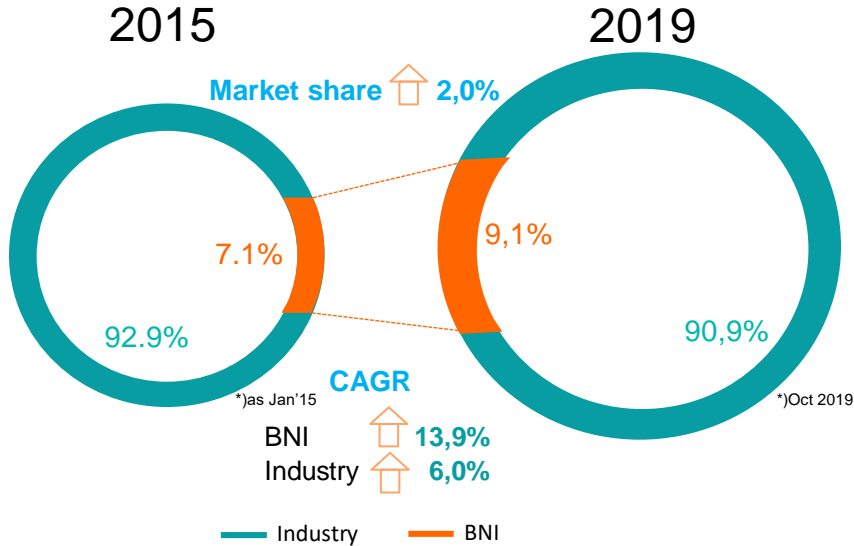


Funding & Capital

- Third Party Funds increased by Rp35,5Tn or 6.1% YoY, mainly supported by Current Account growth of Rp37,8Tn or 22.3% YoY. Deposit growth was taking into consideration to support loan quality lead to 2.7% LDR improvement.
- Time Deposit grew 0.8% YoY, inline with our strategy to manage interest expense growth as well as improving CASA ratio to 66.6% from 64.8% in 2018.
- Cost of Fund stabilize at the level of 3.2% in 2019, and in 2020 projected better in our view.
- Adequate Capital (CAR) steadily improved to 19.7% providing sufficient buffer to support business growth.

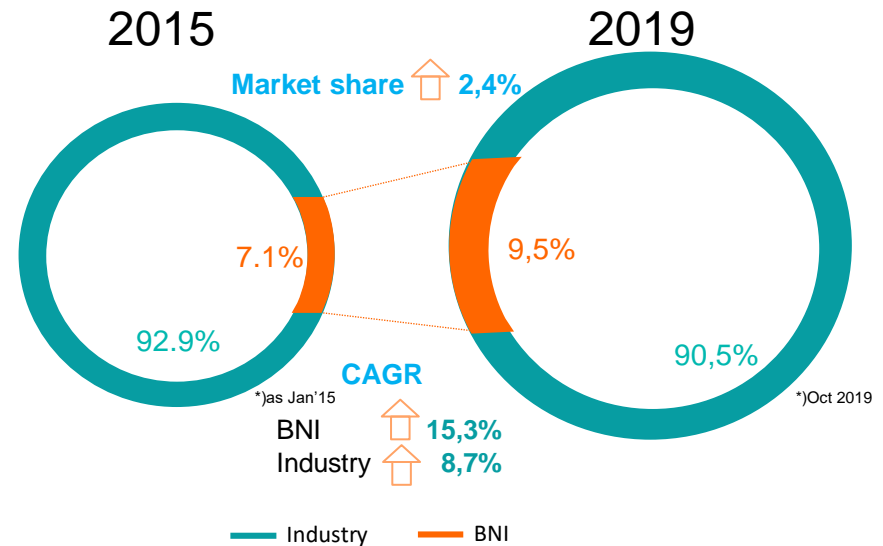
Effective Strategies Leading to Gain Market Share

Deposits



- 2015- 2019, strong growth with CAGR 13.9% per year above the industry lead to loan expansion strategy.
- Healthy and sustainable current accounts growth with CAGR 18.8% per year, followed by time deposits 13.9% and saving account 10.9%.

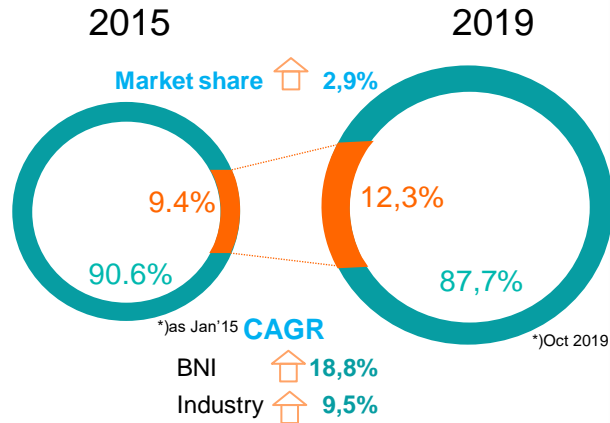
Loan



- 2015 – 2019, loan grew by CAGR 15.3% per year above the industry at level CAGR 8.7%.
- Successfully taking industry market share 2,4% from 7,1% in 2015 to 9,5% at 4Q19.

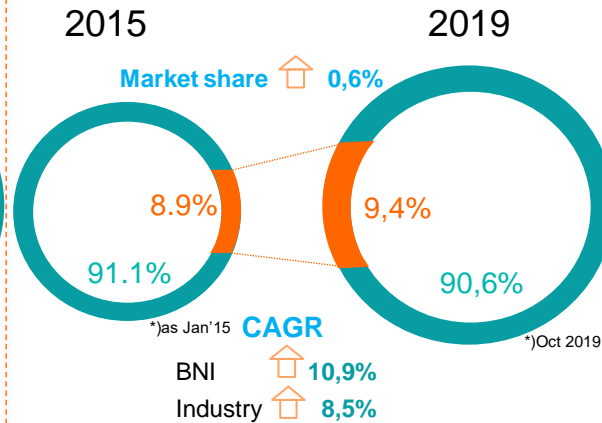
Healthy & Sustainable Growth of CASA

Current Account



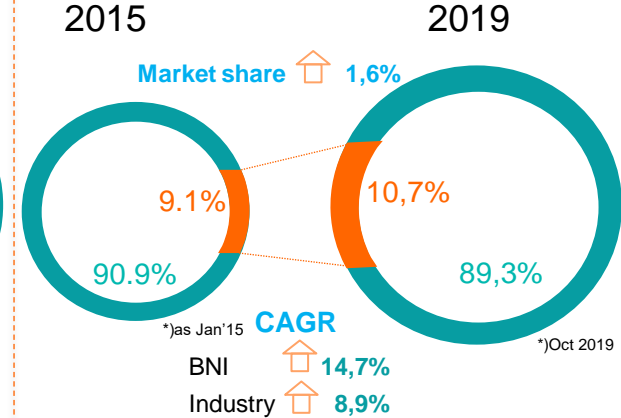
	Jan-15	Dec-15	Dec-16	Dec-17	Dec-18	Oct-19	+/-
Current Account	9,4%	9,1%	10,7%	11,4%	12,6%	12,3%	2,9%
Industry	90,6%	90,9%	89,3%	88,6%	87,4%	87,7%	

Saving Account



	Jan-15	Dec-15	Dec-16	Dec-17	Dec-18	Oct-19	+/-
Saving Account	8,9%	9,1%	9,6%	10,0%	10,4%	9,4%	0,6%
Industry	91,1%	90,9%	90,4%	90,0%	89,6%	90,6%	

CASA



	Jan-15	Dec-15	Dec-16	Dec-17	Dec-18	Oct-19	+/-
CASA	9,1%	9,1%	10,1%	10,6%	11,3%	10,7%	1,6%
Industry	90,9%	90,9%	89,9%	89,4%	88,7%	89,3%	

- Successfully executed strategies “BNI as CASA franchise” due to effectively building relationship with prominent corporates as well as creating ecosystem for retail & consumer business.
- Through digital initiatives (eg, mobile banking), expansion of productive ecosystems (i.e, e-commerce, fintech, universities, etc), “SMART” City initiative: collaboration with regional-cities to provide digital financial solutions; payroll, utilities, cash management. Currently we are collaborating with 25 smart cities.

Balance Sheet Highlight [Consolidated]

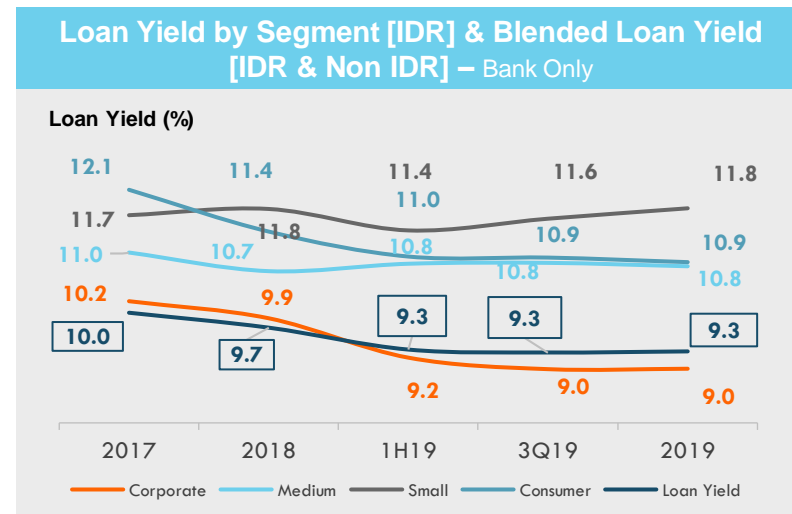
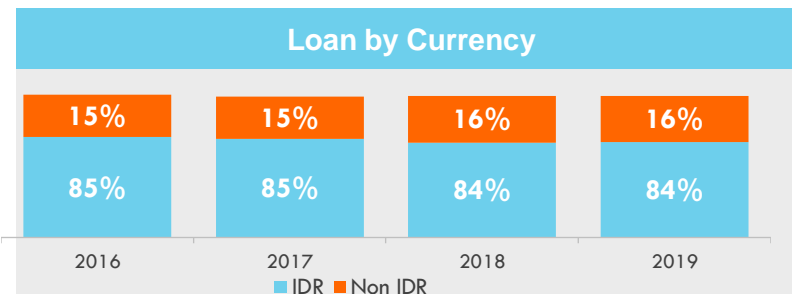
Balance Sheet [Rp Billion]	2016	2017	2018	2019	Growth	
					Amount	YoY
Total Assets	603,032	709,330	808,572	845,605	37,033	4.6%
Placement with other banks & BI	33,662	28,593	39,324	47,777	8,452	21.5%
Marketable Securities [market value]	23,856	36,359	32,362	27,447	(4,916)	-15.2%
Government Bonds [market value]	63,006	79,849	86,791	81,029	(5,762)	-6.6%
Loans (gross)	393,275	441,314	512,778	556,771	43,992	8.6%
Third Party Funds	435,545	516,098	578,775	614,311	35,536	6.1%
Deposits from other Banks	10,801	12,177	14,233	11,926	(2,307)	-16.2%
Marketable Securities Issued	7,227	3,482	3,087	3,085	(2)	-0.1%
Borrowings	32,965	44,722	52,025	57,236	5,211	10.0%
Shareholders' Equity	89,254	100,903	110,374	124,803	14,429	13.1%

Loan Composition [Consolidated]

[Rp Bn]

Segment		2016	2017	2018	2019	Growth		Compo- sition
						Amount	YoY	
Business Banking	Corporate Private *)	116,990	134,392	151,711	181,453	29,742	19.6%	32.6%
	Corporate SOE	78,319	84,366	110,988	106,977	(4,012)	-3.6%	19.2%
	Medium	61,330	70,261	74,731	72,691	(2,040)	-2.7%	13.1%
	Small	50,684	56,479	66,063	75,461	9,397	14.2%	13.6%
	SUBTOTAL	307,323	345,498	403,493	436,581	33,088	8.2%	78.4%
Consumer	Mortgage	36,396	37,066	40,753	44,128	3,375	8.3%	7.9%
	Payroll Loan	12,026	17,687	23,744	26,522	2,778	11.7%	4.8%
	Credit Card	10,549	11,635	12,558	12,844	286	2.3%	2.3%
	Others	6,097	5,057	2,680	2,380	(300)	-11.2%	0.4%
	SUBTOTAL	65,068	71,445	79,735	85,874	6,139	7.7%	15.4%
Subsidiaries		20,882	24,369	29,550	34,316	4,766	16.1%	6.2%
Total		393,273	441,312	512,778	556,771	43,992	8.6%	100.0%
Working Capital		191,173	226,191	268,888	278,893	10,005	3.7%	50.1%
Investment Loan		125,281	130,292	149,511	175,711	26,201	17.5%	31.6%

*) Incl. Overseas Loans



Asset Quality

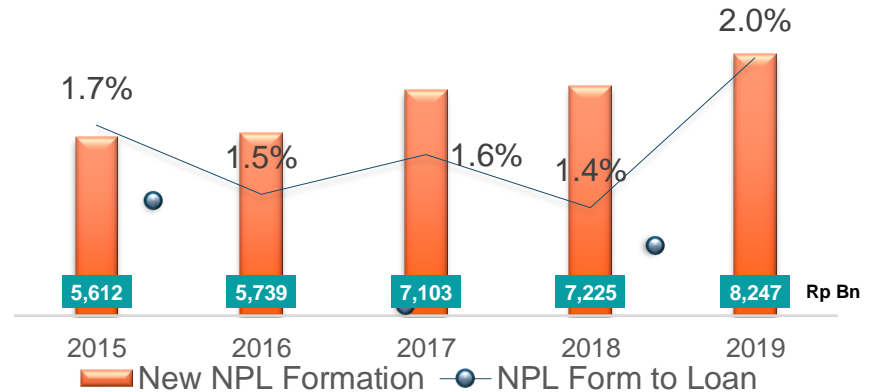


Prudent Risk Management Resulted Manageable Loan Quality



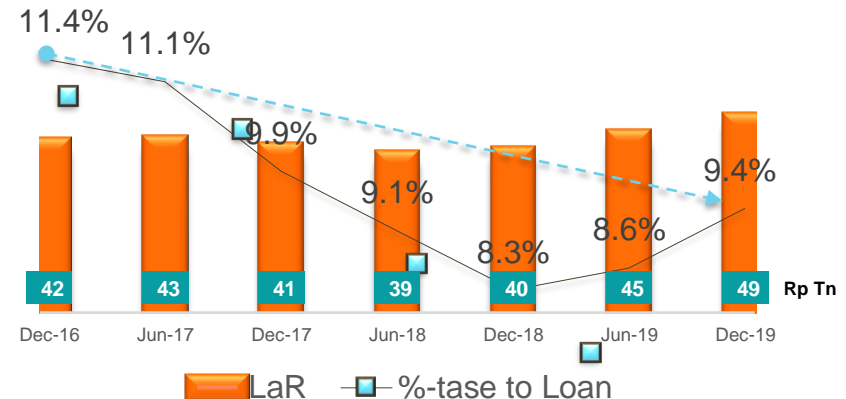
NPL Formation

- NPL formation ratio (Net New NPL/Total Loan) 2015 - 2018 showing improvement trend or in average 1.5% per year.
- Increasing NPL formation by 4Q19, due to conservative strategy to downgrade some stress loan which have already been classified as Loan at Risk previously.



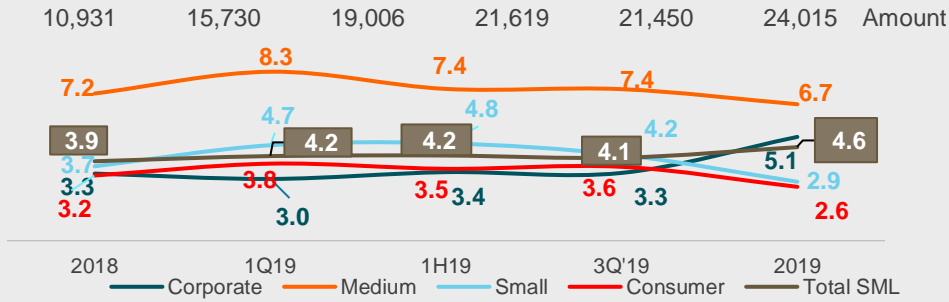
Loan at Risk

- Loan at risk (LaR) ratio showing improvement trend.
- Increasing on LaR by 4Q19, due to down grading of one steel companies.

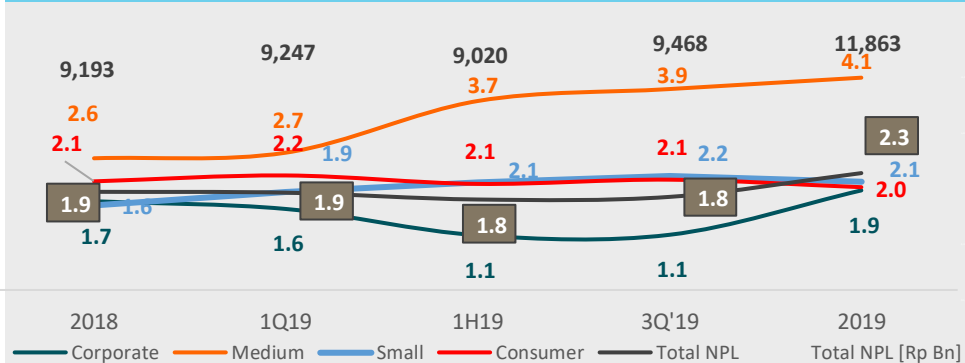


Loan Quality [Bank Only]

Special Mention Loan (SML) by Segment [% , RpBn]



Non Performing Loan (NPL) by Segment [% , RpBn]



- SML Ratio in FY2019 increased 50bps from 3Q19 or increased Rp2,6Tn mainly contributed by corporate debtors.

- Downgraded Corporate debtors to SML:

- ✓ Steel Manufacturer in Banten – Rp5,4Tn – Delayed project and cost overrun (restructured)

- Downgraded Medium debtors from Current to SML:

- ✓ Marble Mining in Pangkep, South Sulawesi – Rp108Bn – Permit license issue (restructured)
- ✓ Hotel in Purwokerto – Rp98Bn – Business competition (restructured)

- NPL ratio was 2.3% in FY2019 or increased Rp2,4Tn in 4Q19. Most of the accounts were from both corporate & medium segment.

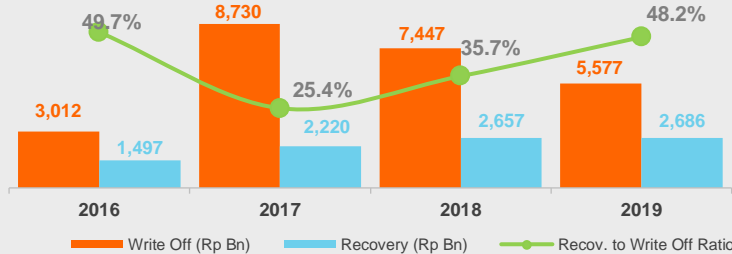
▪ From corporate debtors i.e.,:

- ✓ Tin Manufacture & Mining in Bangka – Rp877Bn – license issues, IT trading in Jakarta – Rp682Bn – business competition issues, Textile Manufacturer in Solo – Rp464Bn,
- ✓ Meanwhile medium segment i.e: Shipyard in West Kalimantan – Rp150Bn – Liquidity problem, Sea Transportation in Jakarta – Rp145Bn – Vessel condition impacted performance.

- Name mentioned above was already categorized as stress loan (Loan at Risk).

Loan at Risk, Write Off, Recovery and Coverage

Write Off & Recovery (Bank Only)



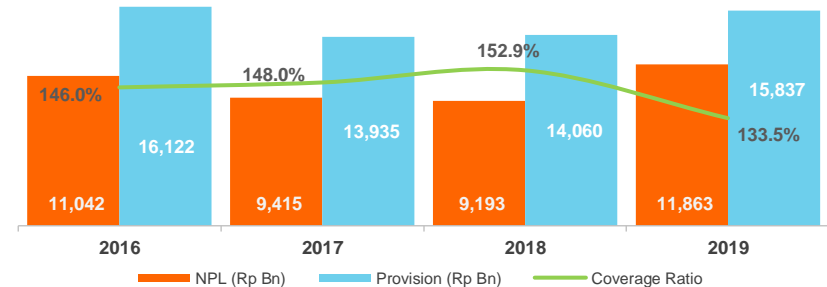
Year	Write Off (Rp Bn)					Recovery (Rp Bn)				
	Corp	Medium	Small	Cons	TOTAL	Corp	Medium	Small	Cons	TOTAL
2015	65	270	1,214	903	2,452	443	550	402	375	1,769
2016	382	659	696	1,274	3,012	258	418	501	319	1,497
2017	2,991	2,271	1,915	1,553	8,730	651	635	565	368	2,220
2018	1,833	1,826	2,150	1,638	7,447	791	483	886	497	2,657
2019	1,961	1,405	1,084	1,127	5,577	535	502	1,042	607	2,686

- Loan at Risk increased to 9.4% mostly contributed by steel manufacturer. Provision for the company has been at 38.9% as of Dec'19, and the coverage is expected more than 60% by 1Q-2020.
- Write-off was recorded Rp5.6T, lower than 2018 (Rp7.4T). Strict procedure in write-off based on stipulated requirements has been implemented.
- Recovery rate increased to 48.2% from 35.7%. Legal actions is part of steps taken along with collateral execution to increase recovery rate. Furthermore, Pro-active coordination and collaboration between Remedial & Recovery unit and business unit to handle SML..
- NPL Coverage ratio recorded at 133.5% slightly down from 3Q19. However, NPL coverage is projected approximately at 180-200% as impact of implementation PSAK 71. For textile company in Solo has been provisioned 100%.

Loan at Risk to Loan Ratio (% Bank Only)

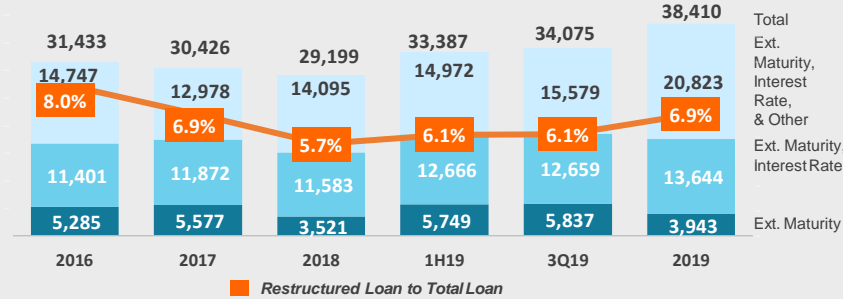
Years	Corporate	Middle	Small	Consumer	Total
2015	8.3%	14.9%	11.8%	8.3%	9.9%
2016	10.7%	16.9%	12.0%	8.0%	11.4%
2017	8.1%	16.2%	11.1%	8.2%	9.9%
2018	6.3%	14.4%	8.6%	6.5%	7.9%
2019	8.4%	17.7%	9.1%	5.8%	9.4%

Coverage Ratio (Bank Only)



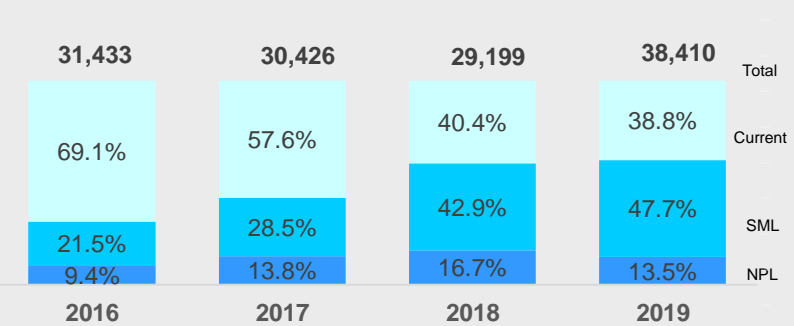
Restructured Loan [Consolidated]

Types of Restructured Loan & Ratio (Rp Bn, %)

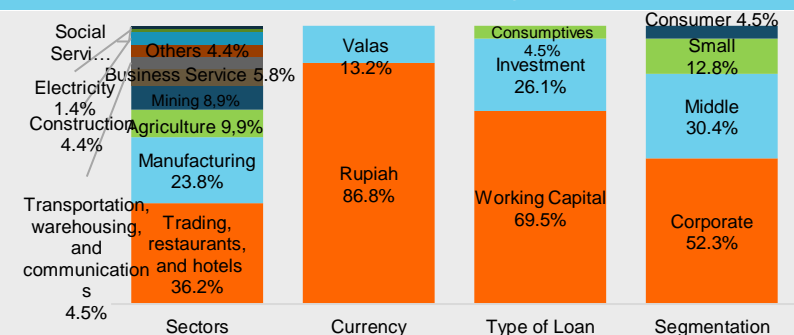


- Restructured loan to total loan ratio increased from 6.1% in 3Q19 to 6.9% in 2019 or Rp4,3Tn, mostly contributed by steel manufacturer.
- From medium segment, new restructured Loans in Q4-2019 were Hotel in West and Central Java Rp76Bn, Hotel in Batu Rp53Bn, Coal trading in Jakarta Rp51Bn
- Restructured loan strategies:
 - ✓ Restructuring loan scheme based on debtor's capacity (extension of maturity, interest rate adjustment, repricing of principal).
 - ✓ Assisting debtors to find strategic investors.
 - ✓ Downsizing of loan outstanding.
 - ✓ Relaxation of its covenant, but not breaching both compliance and risk management references.
 - ✓ Dedicated LaR team .

Restructured Loan by Collectability (Rp Bn, %)



Restructured Loan Profile (Bank Only)



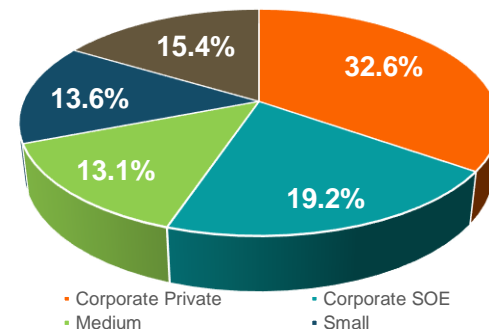
Loan Portfolio Management Strategy Based on Our Core Competencies

Rp Bn

Segment		2016	2017	2018	2019	Growth		Composition
						YoY	CAGR	
Business Banking	Corporate Private *)	116,990	134,392	151,711	181,453	19.6%	16.1%	32.6%
	Corporate SOE	78,319	84,366	110,988	106,977	-3.6%	16.7%	19.2%
	Medium	61,330	70,261	74,731	72,691	-2.7%	9.2%	13.1%
	Small	50,684	56,479	66,063	75,461	14.2%	15.7%	13.6%
	SUBTOTAL	307,323	345,498	403,493	436,581	8.2%	14.9%	78.4%
Consumer	Mortgage	36,396	37,066	40,753	44,128	8.3%	6.2%	7.9%
	Payroll Loan	12,026	17,687	23,744	26,522	11.7%	39.3%	4.8%
	Credit Card	10,549	11,635	12,558	12,844	2.3%	7.0%	2.3%
	Others	6,097	5,057	2,680	2,380	-11.2%	(20.7%)	0.4%
	SUBTOTAL	65,068	71,445	79,735	85,874	7.7%	10.5%	15.4%
Subsidiaries		20,882	24,369	29.55	34.32	16.1%	17.7%	6.2%
Total		393.27	441.31	512.78	556.77	8.6%	14.3%	100.0%

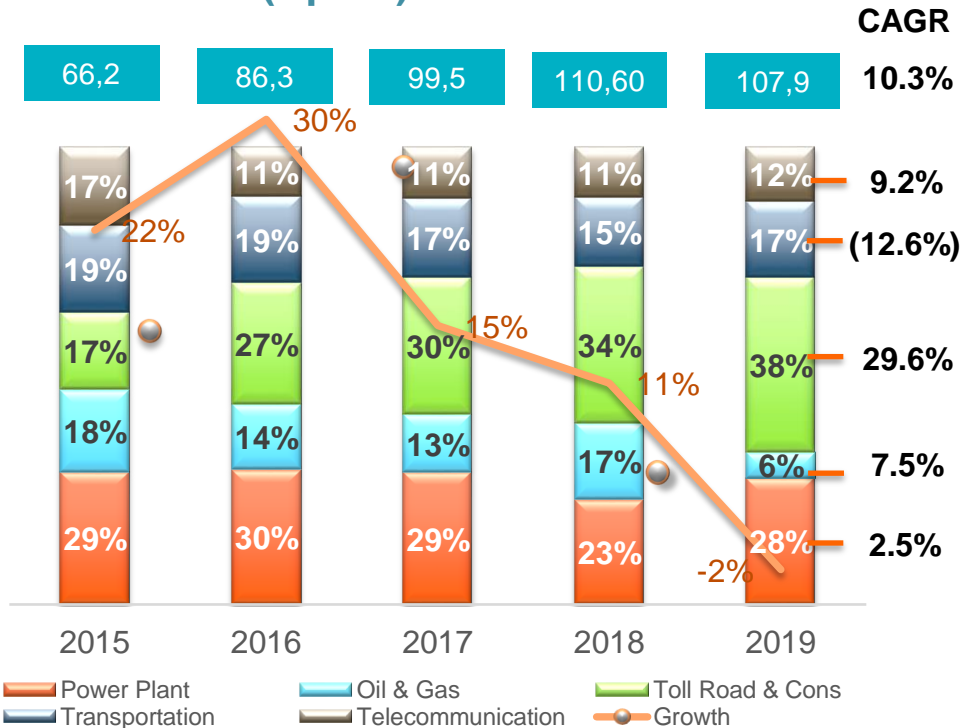
*) Incl. Overseas Loans

- In terms of composition, BNI's portfolio FY2019 was contributed by corporate segment 52%, followed by consumer (15.4%), small (13.6%), and medium (13.1%).
- From CAGR loan growth 2015-2019, corporate SOE leading compared to other segments with CAGR 16.7% per year, followed by corporate private (16.1%), small (15.7%), consumer (10.5%) and medium (9.2%).



Industry assessment – Infrastructure

Historical Infrastructure Financing by BNI, 2015 – 2019 (Rp Tn)



Financing on Infrastructure BNI

FY-2019 Rp **107,9** Triliun



Oil & Gas

5,6%
Rp6,07 T



Power Plant

27,7%
Rp29,87 T



Telecomm

11,8%
Rp12,73 T



Transport

16,7%
Rp18,01 T

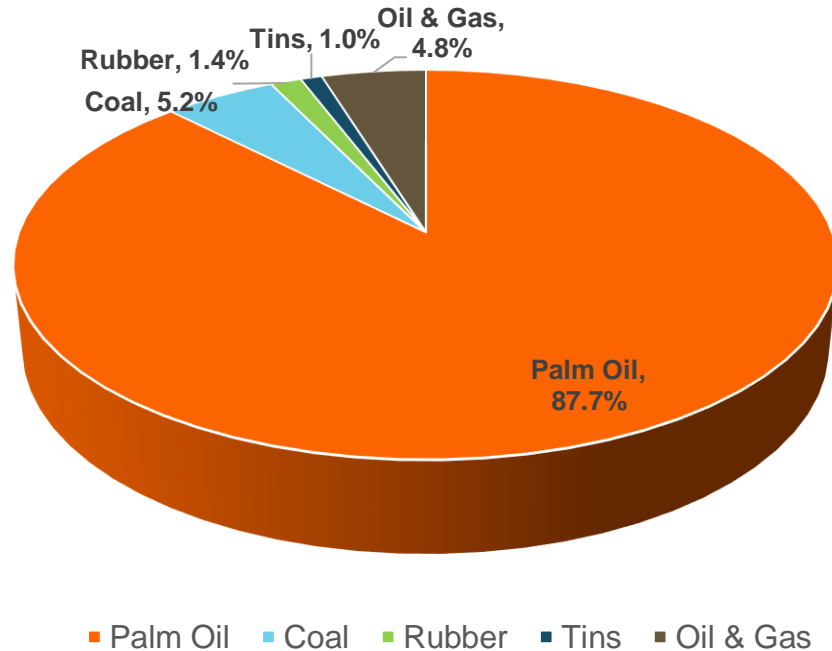


Toll Road & Construction

38,2%
Rp41,19 T

From the infrastructure, loan related to construction has the highest growth between 2015 – 2019 without NPL. Mostly, loan to construction connected to toll road financing.

Industry assessment – Commodities



- Loan related to commodities grew 34.1% YoY. In terms of amount, the growth mostly was contributed by palm oil (87%) and coal (5%).
- Loan quality was still manageable with NPL 2.0%, mostly contributed from tins industry. Meanwhile other commodities recorded rigorous loan quality.
- Palm oil was the biggest portfolio in 2019 with sound quality (NPL at 0.2% of CPO book).

Sectors	Rp Tn	
	2018	2019
Palm Oil	44.38	60.56
Coal	1.57	3.56
Rubber	1.01	0.98
Tins	0.22	0.68
Oil and Gas	4.32	3.31
Nickel	0.02	0
Total	51.52	69.09

Industry assessment – Palm Oil

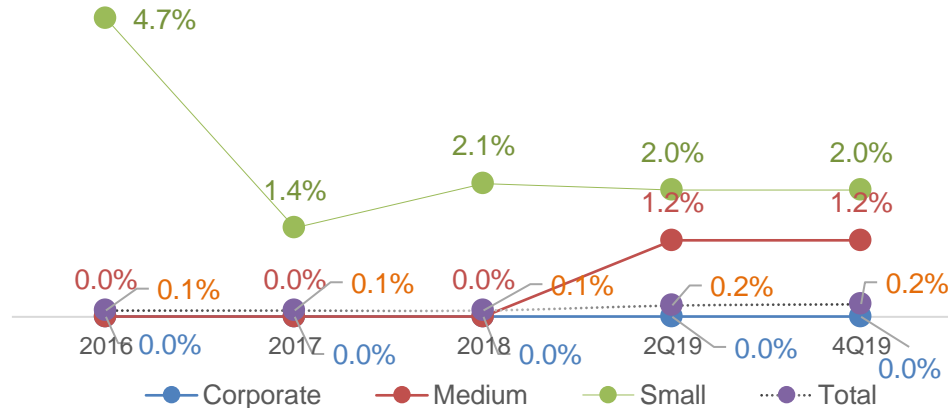
1

BNI Portfolio – Palm Oil

	2017	2018	2019	Rp Tn
				%
Corporate	37,644	48,266	53,545	88,4%
Medium	2,475	3,206	3,642	6,0%
Small	1,678	2,252	3,371	5,6%
Total	41,797	53,584	60,558	100,0%

3

Palm Oil - NPL Trend – BNI



2

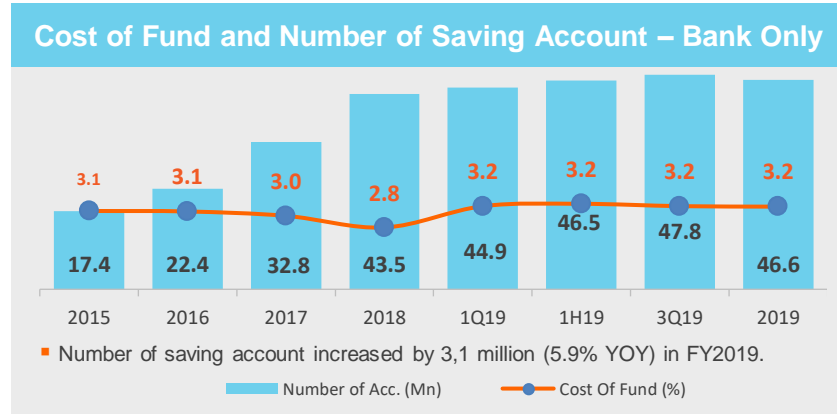
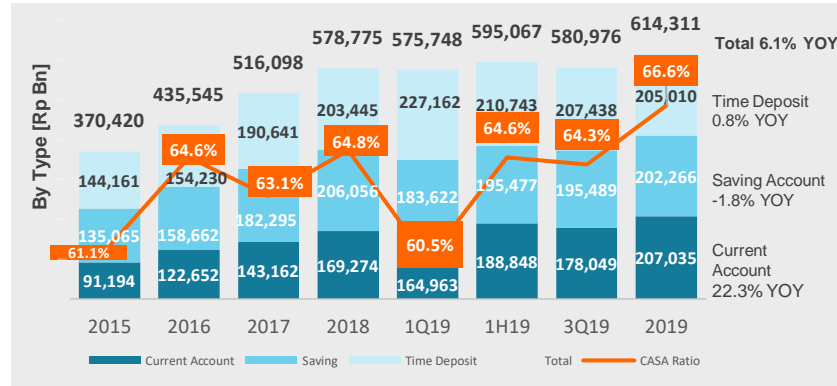
Value Chain of BNI's Palm Oil



Portfolio on Upstream and Downstream Palm Oil – Rp53.5 Tn

- BNI's portfolio in the palm oil sector is dominated by the Corporate segment by 88.4%, followed by the medium by 6.0%, and small by 5.6%.
- For credit quality, BNI's NPL position in this sector, overall, is still maintained at 0.2% of the total portfolio.
- The expansion in the plantation sector was carried out selectively for the main players in the sector. For the purpose of mitigating risk, the minimum collateral coverage of 100% is one of the requirements.

Third Party Funds [Consolidated]



CASA Strategy

- Enhancing relationship with corporate segment customers and institutional clients as gateway to increase the growth of current account and number of account respectively.
- Current account growth supported by loan related business (corporate, medium and small segment) and non-loan related business (government institution, SOEs and private business). Cash management service offered as integrated financial solution.

Cash Management	2016	2017	2018	2019
# of Customer	28,969	37,134	48,161	62,543
Avg. Bal. Of Current Acc. (Rp Tn)	90.2	112.1	142.0	157.9
# of Transactions (Mn)	61.1	78	115	164
Value of Transactions (Tn)	1,591	2,137	2,864	3,647

- Optimizing digital banking features to increase customers experience in transactions
- Promoting more agency partnership to both increase branchless banking number and support saving accounts growth.

	2016	2017	2018	2019
# of Outlets	1,989	2,150	2,256	2,245
E-channel – # of ATM	17,056	17,966	18,311	18,659
Branchless Banking – # of Agent46	30,860	69,589	111,836	157,144
# of EDC	134,571	167,329	172,151	199,947

Profit & Loss Highlight [Consolidated]

Profit & Loss [Rp Billion]	2016	2017	2018	2019	Growth	
					Amount	YoY
Interest Income	43,766	48,176	54,139	58,532	4,393	8.1%
Interest Expense	(13,771)	(16,238)	(18,693)	(21,930)	(3,237)	17.3%
Net Interest Income	29,995	31,938	35,446	36,602	1,156	3.3%
Premium Income Net	1,342	1,768	1,712	1,697	(15)	-0.9%
Non Interest Income	8,174	9,308	9,615	11,358	1,743	18.1%
Recovery	1,378	1,732	1,997	2,354	357	17.9%
Operating Income	40,889	44,746	48,771	52,012	3,241	6.6%
Operating Expense	(18,806)	(20,396)	(21,783)	(23,687)	(1,904)	8.7%
Pre-Provision Income [PPOP]	22,083	24,349	26,988	28,325	1,337	5.0%
Provisioning	(7,853)	(7,126)	(7,388)	(8,838)	(1,450)	19.6%
Non Operational Inc/(Exp)	74	(57)	221	(118)	(339)	
Net Income before Tax	14,304	17,166	19,821	19,369	(452)	-2.3%
Net Income	11,339	13,616	15,015	15,384	369	2.5%
Net Income Per Share (full amount)	610	730	805	825	20	2.5%

Strong & Sustainable Growth of Non Interest Income [Consolidated]

Breakdown Non Interest Income [Rp Bn]

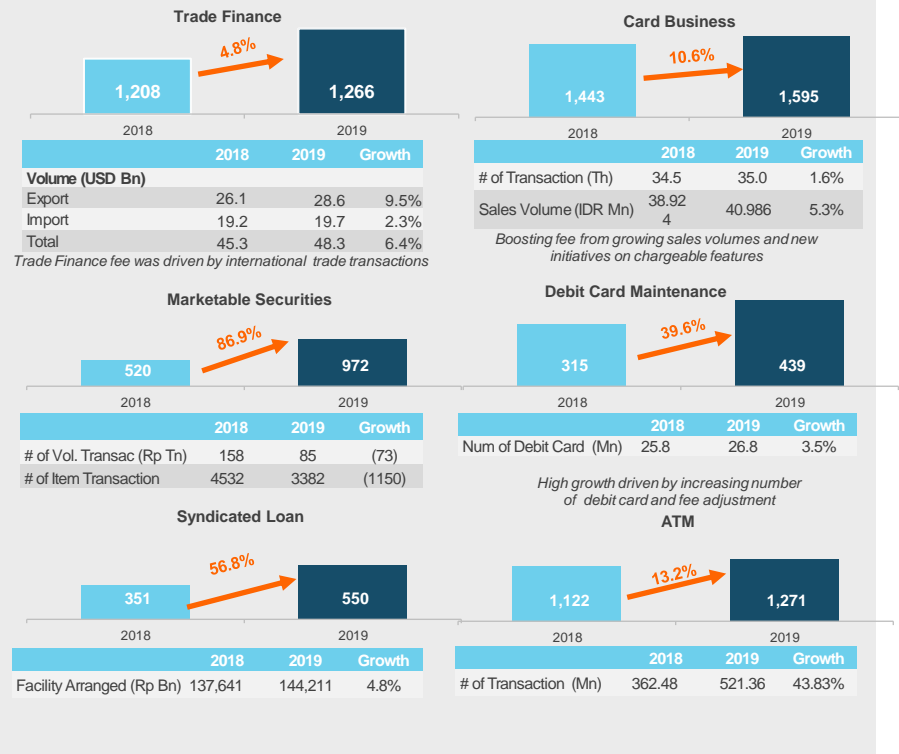
	2016	2017	2018	2019	Growth
Recurring Fee	7,598	8,441	9,447	11,115	17.7%
Non Recurring	576	867	169	244	44.3%
Total	8,174	9,308	9,615	11,358	18.1%

Top 10 Fee Based Income [Rp Bn]		2016	2017	2018	2019	Growth YoY
Consumer & Retail	Account Maintenance	1,432	1,584	1,743	2,027	16.3%
	Card Business	1,193	1,322	1,443	1,595	10.6%
	ATM	1,002	1,029	1,122	1,271	13.2%
	Debit Card Maintenance	216	241	315	439	39.6%
	Remittance	144	197	233	235	0.6%
Business Banking	Trade Finance	791	1,019	1,208	1,266	4.8%
	Marketable Securities	603	682	520	972	86.9%
	Syndication	263	255	351	550	56.8%
	Pension Fund	112	131	150	164	8.7%
	Custody	45	65	84	124	48.0%

FBI Growth Driver

- BNI collaboration with financial technology (fintech) companies and e-commerce industry leads to significant growth of fee based income. BNI provide a total solution for the industry such as BNI One Gate Payment and BNI e-Collection.
- Enhanced digital banking services and higher productivity of 2,245 outlets and 157,144 branchless banking available across Indonesia also support the recurring fee growth.

Recurring Fee Growth [Rp Bn]



Operating Expense [Consolidated]

OPEX Composition [Rp Bn]

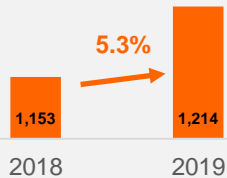
OPEX	2016	2017	2018	2019	Growth YOY
HR Expense	8,834	9,277	9,519	10,186	7.0%
GA Expense	5,129	5,858	6,607	6,913	4.6%
IT Expense	1,062	1,052	1,153	1,214	5.3%
Regulatory Exp	990	1,180	1,323	1,502	13.5%
Deprec. & Amort.	960	1,043	1,193	1,439	20.7%
Others	1,829	1,986	1,989	2,432	22.3%
Total	18,806	20,396	21,783	23,687	8.7%

Cost to Income Ratio – Bank Only [%]



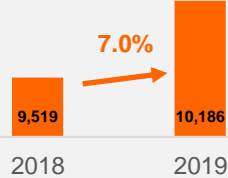
OPEX GROWTH [Rp Bn]

IT Expense



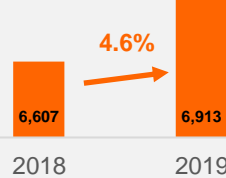
Growth in IT expense is to support various digital banking initiatives and also to grow numbers of business transactions.

HR Expenses



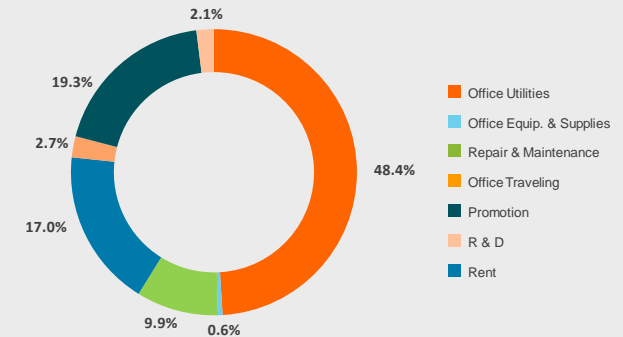
HR Expense growth is driven by variable pay and employee benefits in accordance with implementation cost efficiency strategy

General & Administrative Expense



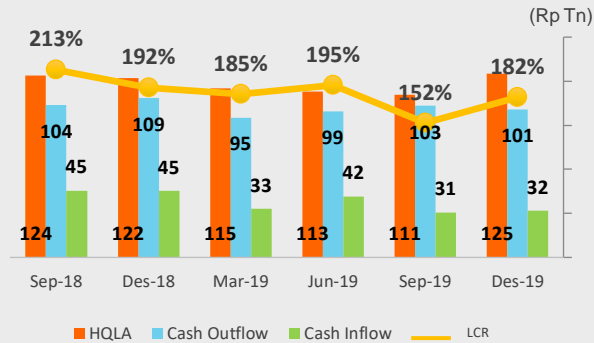
G&A Expense grew 5.4% (lower than 3Q18: 15.8%), in line with management's strategy in opex efficiency without decreasing support for business

GA Expense Composition



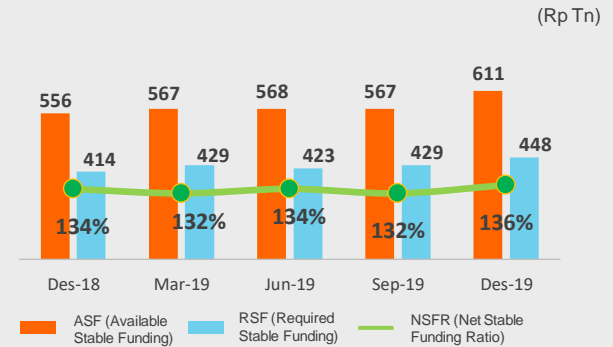
Asset & Liability Management

Liquidity Coverage Ratio

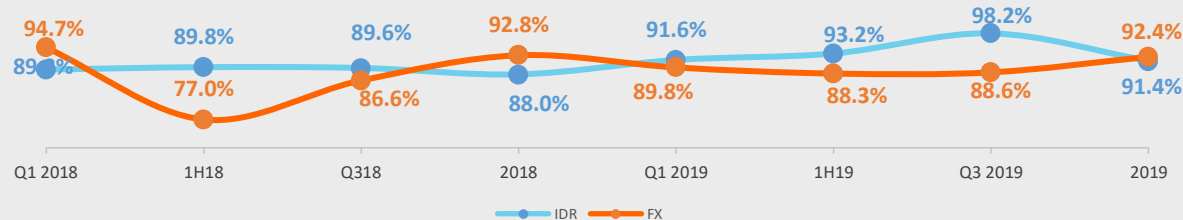


Liquidity is also a focal point that needs to be well managed in the current volatile environment. Currently the liquidity in BNI can cover both short term obligation as can be seen from LCR which stands at **182%** and also longer term obligation as reflected by **NSFR** that is at **136%** level.

Net Stable Funding Ratio



LDR of IDR & FX



In the tightening liquidity situation, loan growth higher than deposit impacted our LDR to 91.5%.

IFRS – 9 as Momentum to Lead Earning Quality



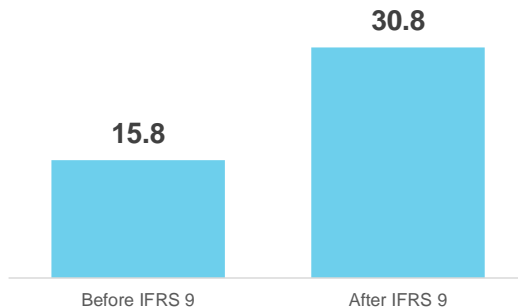
Sustainability

IFRS 9

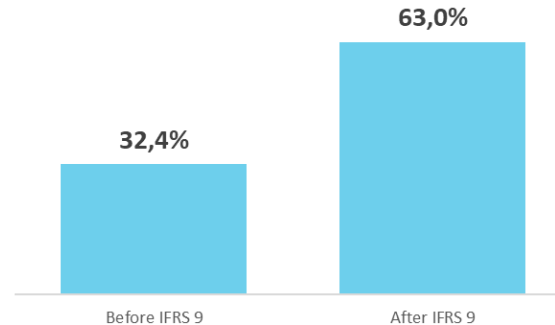
- 1) Additional provisions approximately Rp13-14trillion will be charged to retained earnings based on IFRS 9 by January 2020.
- 2) CAR is expected to decline by c. 200bps.
- 3) Implementation of IFRS 9 will lead to better earning outlook due to prudent approach in managing loan quality. Therefore, credit cost could be lower than last year.
- 4) Since January 2020, Loan at Risk (LaR) coverage ratio is predicted above 60%.

Simulation Impact of IFRS 9

Provision (RpTn)



LaR Cov. Ratio



Business & Consumer Banking



Corporate Business

Sectors *) (Rp Bn)	2015	2016	2017	2018	2019	Growth		Compo- sition	NPL 2018	NPL 2019
						Amount	Yoy			
Business Services	13,868	22,709	27,842	28,978	37,101	8,123	28.0%	12.9%	0.7%	5.6%
Manufacture	50,703	54,034	55,941	69,407	76,404	6,997	10.1%	26.5%	3.5%	2.5%
Electricity, Gas and Water	17,694	27,387	25,232	22,578	29,100	6,522	28.9%	10.1%	0.0%	0.0%
Construction	13,064	8,907	16,869	22,29	28,172	5,882	26.4%	9.8%	0.0%	0.0%
Agriculture	6,643	35,706	38,84	38,189	42,844	4,655	12.2%	14.9%	0.0%	0.0%
Social Services	1,801	2,805	5,496	7,310	9,892	2,582	35.3%	3.4%	0.0%	0.1%
Others	23,307	4,434	5,114	5,130	4,627	-503	-9.8%	1.6%	0.0%	0.0%
Trading, Resto & Hotel	7,838	9,207	16,49	32,478	31,763	-715	-2.2%	11.0%	1.2%	1.7%
Transport, Warehouse and Communications	4,922	17,648	17,439	20,78	18,807	-1,973	-9.5%	6.5%	1.0%	1.1%
Mining	17,605	12,472	9,496	15,559	9,718	-5,841	-37.5%	3.4%	8.4%	8.4%
Total Corporate	157,446	195,309	218,758	262,699	288,430	25,731	9.8%	100.0%	1.7%	1.9%

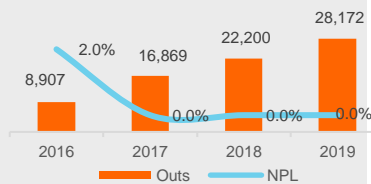
Business Highlight

- Growth in Corporate segment is in line with our guideline and focus on financing priority sectors such as Manufacture and Electricity, Gas and Water.
- Top expansion in private came from Power Plant, and Pulp Manufacturing, while in SOE contributed by construction and manufacture.
- Demand from SOE loan in 2019 was contributed by infrastructure loan; with biggest pipeline from toll road & construction.
- More loan demand for Private sector mostly comes from manufacturing sector (palm oil refinery, pulp & paper), and electricity sector (IPP).

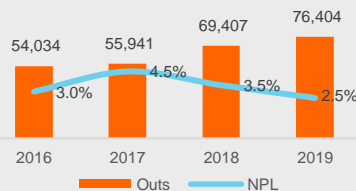
Credit Risk Management

- All Infrastructure projects financing have been done under syndicated scheme.
- Prudent business development focusing on low risk portfolio; SOEs and top rank private corporates.
- Strengthen industry specialist implementation on loan assessment process and portfolio management.

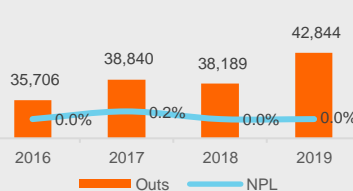
Construction



Manufacture

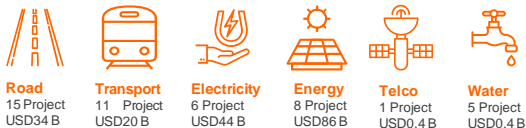


Agriculture



Corporate Business

1 6 Sectors of Infrastructure Priority Projects as Financing Opportunity



Source: Committee for Acceleration of Priority Infrastructure Delivery (KPPPI), 2H-2018

2 2020 Main Pipeline

SOE LOAN

INFRASTRUCTURE

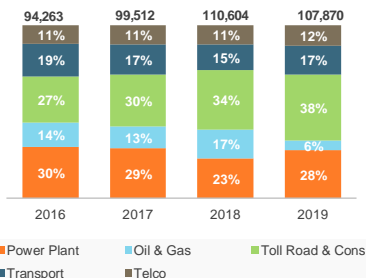
Oil, Gas & Mining	SOE Oil & Gas
Toll Road & Construction	Trans Java Toll Road & its Supporting toll road i.e., Cibitung - Cimanggis, Cibitung Tanjung Priok, and Jasa Marga Jakarta-Cikampek Elevated Toll Road

Telecommunication	Fiber Optic Project
Transportation	Airport and Seaport

PRIVATE LOAN

Manufacture	Refinery, and Pulp & Tissue Project
Agriculture	Palm oil plantation IPP
Electricity	& Power Plant

3 BNI Infrastructure Loan [Rp Billion]



4 Agriculture Sector

No	Group	2018	2019	YoY	Coverage of Collateral
1	PTPN	6,731	6,489	-3.6%	125%
2	SLM	3,653	5,099	39.6%	154%
3	BEST	2,854	4,203	47.3%	113%
4	BWPT	2,911	3,961	36.1%	118%
5	CBI	1,404	3,109	121.4%	166%
6	GAMA	1,491	2,902	94.7%	146%
7	TLDN	3,334	2,897	-13.1%	120%
8	KORD	2,774	2,737	100.0%	133%
9	SUBI	159	1,684	957.0%	
10	GOSC	1,478	1,630	10.3%	133%

Average of Collateral Coverage 138%

- Expansion in Agriculture sector was selective given to the top players in the sector.
- For risk mitigation purpose, minimum requirement of 100% collateral coverage applied.

5 Toll Road Projects

TRANS JAVA TOLL ROAD		SECTION	LENGTH (KM)	PERIOD (YEARS)
1	Jasamarga Surabaya Mojokerto	Sby.Mojokerto	36,27 km	11
2	Semesta Marga Raya	Kanci Pejagan	35,00 km	12
3	Trans Marga Jateng	Semarang Solo	72,64 km	12
4	Ngawi Kertosono Jaya, PT	Ngawi kertosono	87,00 km	15
5	Solo Ngawi Jaya	Solo - Mantingan - Ngawi	90,00 km	15
6	Jasamarga Pandaan Malang	Pandaan Malang	37,62 km	2
7	Pejagan Pemalang Tol	Pejagan Pemalang	57,50 km	12
8	Pemalang Batang Tol Road	Pemalang - Batang	39,2 Km	12
NON - TRANS JAVA TOLL ROAD				
1	Jasamarga Bali Tol	Ngurah Rai	9,70 km	15
2	Jasamarga Kualanamu Tol	Medan-Kualanamu-Tebing Tinggi	61,70 km	15
3	Jasamarga Manado Bitung	Manado-Bitung	39,00 km	2
4	Jasamarga Balikpapan-Samarinda	Balikpapan-Samarinda	99,02 km	2
5	Transmarga Jatim Pasuruan	Gempol Pasuruan	34,15 km	15
6	WIKA Serang-Panimbang	Serang-Panimbang	83,60 km	2
7	Kresna Kusuma Dyandra Marga	Bekasi-Cawang-Kp.Melayu Seksi I	11,00 km	15
8	Hutama Karya	Bakauheni - Tebanggi Besar	140,94 km	15
9	Hutama Marga Waskita	Kuala Tanjung - Tebing Tinggi - Parapat	143 km	15
10	Waskita Bumi Wira	Krian Legundi Bunder Manyar	63,29 km	15
11	Cinere Serpong Jaya	Cinere - Serpong	10 km	15
12	Cibitung Tanjung Priok Port Tollways	Cibitung - Cilincing	34,02 km	15
13	Jasamarga Kunciran Cengkareng	Kunciran - Cengkareng	14,19 km	15
14	Cimanggis Cibitung Tollways	Cimanggis - Cibitung	26,28 km	15

All of the toll road projects financing are under syndicated schemes

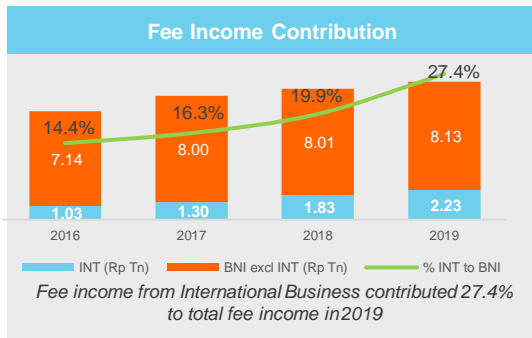
6

No	Toll Section	Target	Average daily Traffic	%	IRR	Notes
1	Pemalang - Batang	17.201	27.280	158%	15,06%	Full Operated Dec'18
2	Semarang - Solo	35.300	55.730	158%	13,22%	Full Operated Dec'18
3	Bakauheni - Terbanggi	12.281	9.048	74%	8,63%	Full Operated
4	Ngawi - Kertosono	12.489	21.484	172%	15,10%	Full Operated Dec'18
5	Kanci - Pejagan	23.052	29.565	128%	16,93%	Full Operated
6	Pejagan - Pemalang	19.215	19.557	102%	15,88%	Full Operated Dec'18
7	Solo - Ngawi	16.400	15.592	95%	14,80%	Full Operated Dec'18
8	Midn-Kualanamu-Teb Tg	13.990	17.657	126%	14,24%	Full Operated Mar'19
9	Surabaya - Mojokerto	39.815	37.593	94%	15,55%	Full Operated
10	Gempol-Pasuruan	18.525	23.659	128%	16,00%	Full Operated
11	Bali	71.518	44.988	63%	14,19%	Full Operated
AVERAGE					14,51%	

Real Daily Average Traffic was inline with the assumption used in feasibility study

International Business

Sectors* (Rp Bn)	2016	2017	2018	2019	Growth		Compo- sition	NPL	
					Amount	YOY		2018	2019
Social Services	366	823	1.119	4.697	3.578	319,70%	11,30%		
Transport, Warehouse and Communications	1.095	1.031	1.124	3.273	2.149	191,20%	7,90%		
Trading, Resto & Hotel	1.106	4.552	4.887	6.800	1.913	39,10%	16,30%	0.9%	0.0%
Manufacture	7.067	11.867	17.223	19.026	1.803	10,50%	45,70%	0.6%	0,00%
Electricity, Gas and Water	253	-	-	1.149	1.149	100,00%	2,80%		
Agriculture	861	1.274	1.252	1.614	362	28,90%	3,90%		
Business Services	576	1.550	1.632	1.618	-14	-0,90%	3,90%	3.0%	0.0%
Construction	193	209	238	179	-59	-24,70%	0,40%		
Mining	3.981	4.314	7.314	3.182	-4.132	-56,50%	7,60%		
Others	5740	5.113	5.130	109	-5.021	-97,90%	0,30%		
Total Overseas Loan	21.237	30.734	39.918	41.647	1.728	4,3%	100,0%	0.5%	0.0%



Business Highlight

- The biggest portfolio of overseas loan focus on priority sectors such as manufacture, agriculture, and social services (Government of Indonesia).
- Top expansion came from manufacture, electricity, gas and water, and social services.
- International business loan focuses on export oriented Indonesia related companies and its supply chain.
- Overseas Branches as a channel of competitive source of funds.

Risk Management

- Achieve sustainable growth by focusing on top rank Indonesian related companies.
- Focusing on sectors where we have in-depth understanding and strengthens our industry specialist implementation.
- Prudent loan assessment process and portfolio management.

Overseas Business

CAGR (2014-2019)

TOTAL ASSET

 **20.6%**

TOTAL LOAN

 **30.7%**

EARNING BEFORE TAX

 **45.5%**

FEE BASED INCOME

 **8.6%**

Key Balance Sheet	2014	2015	2016	2017	2018	2019	Growth YoY 2019	CAGR 2014 - 2019
Total Asset - USD Billion	1,93	2,52	3,14	4,32	5,23	4,92	-5,90%	20,60%
Loan - USD Billion	0,79	1,39	1,56	2,27	2,74	3,01	9,90%	30,70%
Marketable Securities - USD Billion	0,35	0,32	0,77	0,96	1,15	1,08	-6,10%	25,30%
CASA - USD Billion	0,26	0,27	0,33	0,30	0,36	0,37	2,80%	7,30%
MM & BA - USD Billion	0,12	0,10	0,27	0,49	1,14	1,54	35,10%	66,60%
Funding HO - USD Billion	1,48	1,35	2,78	3,19	3,27	2,88	-11,90%	14,20%
Liabilities - USD Billion	1,93	2,52	3,14	4,32	5,23	4,92	-5,90%	20,60%

Profit & Loss	2014	2015	2016	2017	2018	2019	Growth YoY 2019	CAGR 2014 - 2019
Interest Income - USD Million	66,1	68,5	94,6	132,8	198,0	238,62	20,50%	29,30%
FBI - USD Million	23,4	17,9	23,4	24,9	17,3	35,48	105,30%	8,60%
OPEX - USD Million	27,1	25,3	28,7	30,0	33,6	34,50	2,60%	5,00%
EBT - USD Million	12,0	22,9	40,6	49,9	42,9	78,13	82,30%	45,50%

FBI / OPEX

2014 **86.5%**  **2019** **103%**

NIM

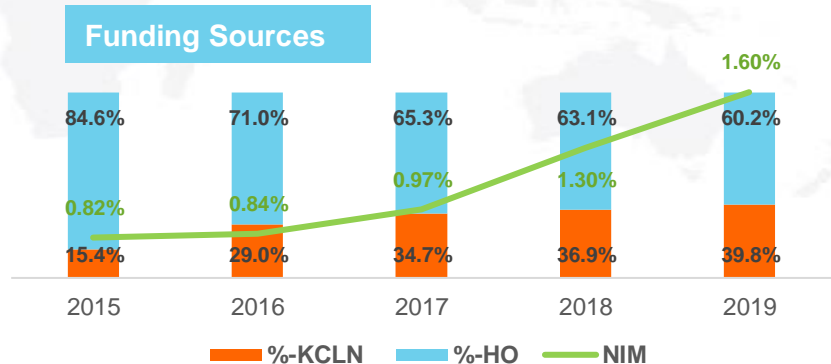
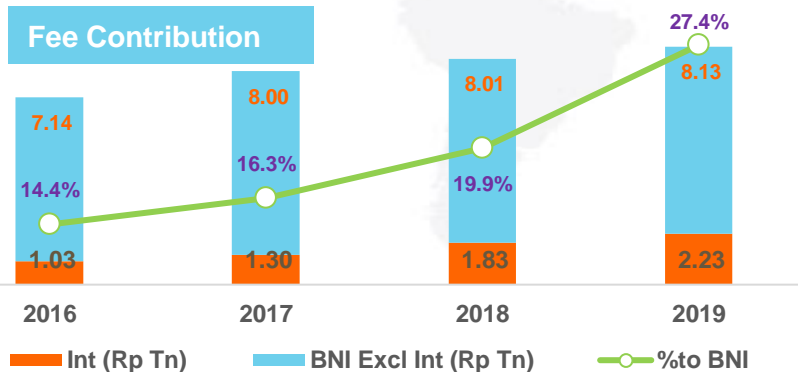
2014 **0.95%**  **2019** **1.60%**

Overseas Business



Global Channel

- Having competitive advantage regarding in-depth understanding of overseas area since branches established
- International business loan focuses on export oriented Indonesia related companies and its supply chain.
- Overseas branches as a channel of competitive source of funds
- Bigger contribution from global channel with USD77,6million of EBT or grew 81,4% YoY or 5.7% of BNI's EBT. Following, earning before tax of BNI's overseas branches:

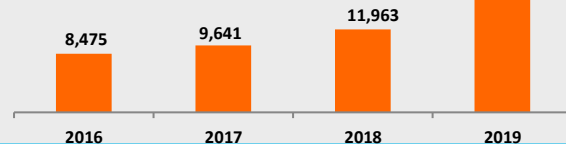


Medium Business

Sectors (Rp Bn)	2015	2016	2017	2018	2019	Growth		Compo- sition	NPL	
						Amount	YOY		2018	2019
Manufacture	14,086	18,655	20,285	19,585	19,835	250	1.3%	27.3%	2.9%	5.6%
Food & Beverages Industry	1,924	2,379	2,852	3,341	4,580	1,238	37.1%	6.3%	0.0%	0.0%
Non metal mining processing industry	850	1,139	1,103	1,196	1,497	300	25.1%	2.1%	0.0%	4.6%
Electronic, Automotive, Steel & Base Metal	4,912	6,514	7,764	7,741	7,362	-379	-4.9%	10.1%	4.5%	9.7%
Social Services	2,137	2,352	1,857	2,755	2,952	196	7.1%	4.1%	0.3%	0.9%
Agriculture	2,197	2,238	3,173	3,622	3,730	107	3.0%	5.1%	0.0%	1.4%
Mining	1,668	1,680	1,947	2,007	1,994	-12	-0.6%	2.7%	2.8%	0.3%
Electricity, Gas and Water	771	653	623	456	366	-90	-19.8%	0.5%	0.0%	4.5%
Business Services	5,111	4,803	5,870	7,082	6,880	-202	-2.9%	9.5%	2.4%	2.2%
Rental services – heavy equipment, transportation, machinery, building	3,854	2,177	2,370	3,513	4,313	800	22.8%	5.9%	2.1%	3.5%
Others – Real Estate related	1,149	2,546	3,431	3,317	2,436	-881	-26.6%	3.4%	3.0%	0.0%
Construction	5,567	6,095	6,977	7,787	7,391	-395	-5.1%	10.2%	3.3%	2.3%
Transport, Warehouse and Communications	4,566	5,538	6,307	7,940	7,303	-637	-8.0%	10.0%	0.1%	4.9%
Trading, Restaurant & Hotel	15,043	19,316	23,220	23,497	22,240	-1,257	-5.4%	30.6%	3.6%	5.0%
Distribution	4,087	6,595	7,260	7,408	7,826	418	5.6%	10.8%	3.2%	4.7%
Resto & Hotel	4,343	5,918	8,164	7,937	7,864	-73	-0.9%	10.8%	1.8%	2.5%
Retailer	4,667	4,177	4,472	4,554	3,648	-905	-19.9%	5.0%	6.5%	2.5%
Total Medium	51,146	61,330	70,261	74,731	72,691	2,040	-2.7%	100.0%	2.6%	4.1%

Business Highlight

- Medium segment growth was driven by growth on priority sectors i.e. manufacturing, social services and business services that focus on local competitive advantage (e.g. in Bali mostly in tourism related industry, and Sumatera in Commodity-based industry, etc.).
- Focus in major business cities with 64% of loan portfolio is in Java.
- Supply Chain Financing (SCF) is linked to High Quality Corporate debtors. Top 5 SCF anchors includes Pertamina, PLN Group, Karya SOE's, Ministry of Defense, Semen Indonesia Group.
- In 2019, BNI supply chain financing grew 37.1% YOY. **16,401**



Credit Risk Management

- Focus on asset-based lending reflected in better collateral ratio and higher growth in extensive fixed asset sector.
- Expanding only to debtors focused on their core business & its local competitive advantage with sound financial ratio.
- Improving business process and loan quality with McKinsey as consultant.
- Applying four eyes principle for credit approval.
- Prudent business development through Clearance In Principle from higher Credit Approval Official.

Debtor's Financial Ratio

Rasio	Dec-16	Dec-17	Dec-18	Dec-19
EBITDA/Interest (>200%)	78,4%	78,3%	76,1%	75,5%
Collateral (>100%)	97,0%	97,7%	97,5%	97,2%
Current Ratio (> 1)	90,3%	90,5%	86,4%	88,8%
DER (<2)	82,1%	86,3%	84,3%	82,7%

Small Business

Sectors (Rp Bn)	2015	2016	2017	2018	2019	Growth		Compo- sition	NPL	
						Amount	YOY		2018	2019
Manufacture	3,949	4,565	5,388	7,109	8,308	1,199	16.9%	11.0%	1.4%	1.9%
Trading, Resto & Hotel	24,422	31,698	34,697	37,897	41,679	3,782	10.0%	55.2%	1.9%	2.5%
Agriculture	2,491	2,880	4,227	6,541	9,075	2,534	38.7%	12.0%	1.0%	1.2%
Business Services	5,073	5,288	5,369	6,131	6,194	63	1.0%	8.2%	1.6%	1.6%
Transport, Warehouse and Communications	1,339	1,459	1,583	1,848	2,062	213	11.6%	2.7%	1.0%	1.0%
Construction	2,177	2,281	2,347	2,670	3,134	465	17.4%	4.2%	2.2%	3.0%
Electricity, Gas and Water	53	58	70	100	112	12	12.0%	0.1%	0.0%	0.9%
Mining	249	201	227	313	395	82	26.2%	0.5%	0.2%	2.5%
Social Services	2,323	2,255	2,571	3,454	4,502	1,048	30.3%	6.0%	1.2%	1.4%
Total Small	42,076	50,684	56,479	66,063	75,461	9,398	14.2%	100%	1.6%	2.1%

Portfolio by Product

Product (Rp Bn)	2018		2019		Growth Outstand
	Outstand	NPL	Outstand	NPL	
BCM	39,420	1.9%	43,113	2.7%	9.4%
BWU	4,959	3.1%	7,050	3.3%	42.2%
KKLK	1,459	0.9%	880	0.4%	-39.7%
KUR	20,225	0.7%	24,418	0.8%	20.7%
Total	66,063	1.6%	75,461	2.1%	14.2%

Number of Outlets

Type of outlet	2017	2018	2019
	24 SKCs	25 SKCs	25 SKCs
	145 Branches	149 Branches	151 Branches
	28 Sub- Branches	92 Sub-Branches	181 Sub-Branches
Total	197 outlets	266 outlets	357 outlets

Business Highlights & Future Strategies

- Small segment's growth was supported by Trading, Resto, & Hotel and Agriculture Sector which grew the most in numbers, while Agriculture and Social Services sector being most grown sectors in percentage.
- BCM and KUR were main engines on loan growth, while BWU enjoyed significant growth percentage among other products.
- Strengthening supply chain financing and deepening customer base (potential non-debtor customer acquisition)
- Optimizing cluster-based approach on loan acquisition
- Enhancing digital capabilities to support fast and reliable loan origination

Credit Risk Management

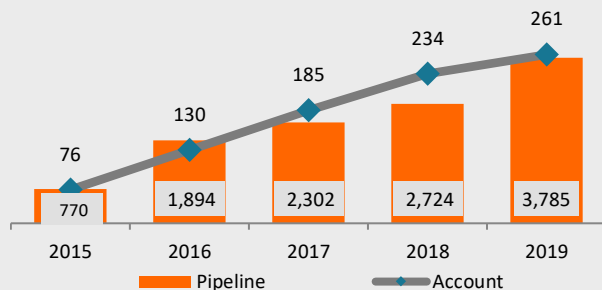
- Asset-based collateral for BWU & BCM with average collateral coverage ratio of 110%, supported by credit insurance for a portion of the loan portfolio.
- KUR is covered by insurance and subsidized by government
- Increased number of customer base to reduce the ticket size, thus spreading the risk
- BNI will strengthen loan analysis and monitoring by developing IT capabilities.

	2018	2019
Outstanding (Rp Bn)	66,063	75,461
Number of Customer	213,494	273,004
Ticket Size (Rp Mn)	309.43	276.4

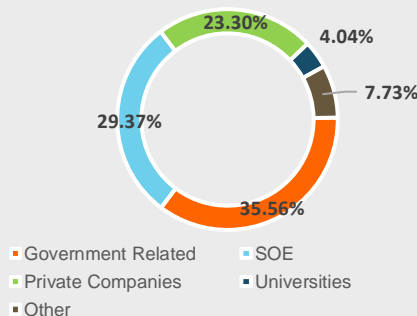
Consumer Business

Product (Rp Billion)	2016	2017	2018	2019	Growth		Compo- sition	NPL	
					Amount	YoY		2018	2019
Mortgage	36,396	37,066	40,753	44,128	3,375	8.3%	51.4%	2.4%	2.7%
Payroll Loan	12,026	17,687	23,744	26,522	2,778	11.7%	30.9%	0.6%	0.9%
Credit Card	10,549	11,635	12,558	12,844	286	2.3%	15.0%	2.6%	2.1%
Auto Loan	5,140	2,779	1,741	1,573	(168)	-9.7%	1.8%	18.1%	0.0%
Cash Collateral	957	2,278	939	807	(132)	-14.0%	0.9%	0.1%	0.1%
	65,069	71,445	79,735	85,874	6,139	7.7%	100.0%	2.1%	2.0%

Payroll Loan Account VS Payroll Pipeline [Th]



Payroll Loan Debtors Composition 4Q19



.. Payroll loan as main driver of growth focused on selected institutions based on the captive market ..

Business Highlight

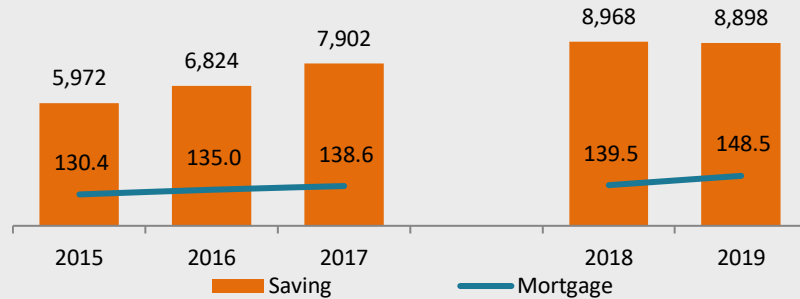
- Strategy on payroll loan growth came from optimizing opportunity from cross-selling customer database of Corporate segment (government institutions and SOE companies).
- Enhance digital marketing (BNI DigiLoan)
- Captive market related with corporate/institutional clients gives more opportunity for credit card business growth
- Mortgage expansion strategy 2019:
 - Focus on fixed income customers from selected institution and selected developer
 - Expand marketing target to millennial community

Credit Risk Management

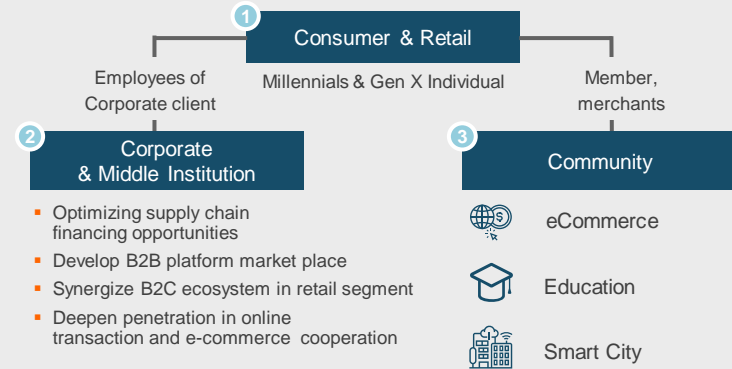
- Mortgage expansion was very selectively given to fixed income customers, to property from selected partnering developers and also focus on top up program for existing debtors and Emerald segment.
- Mortgage expansion also focus on existing non-mortgage debtors with good track record and performance by providing a take over program for post fixed-capped rate period loan in other banks.
- Payroll loan penetration focuses on employees of government institutions and SOE that have low turnover rate, and upper- middle level employees.

Consumer Business [Bank only]

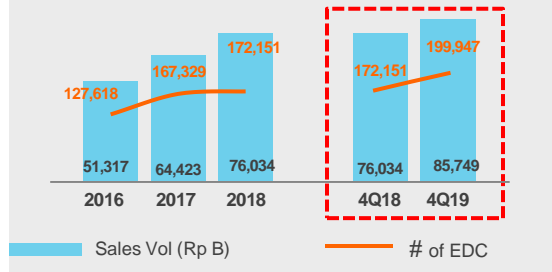
Fix Income Account Mortgage vs Saving (Th)



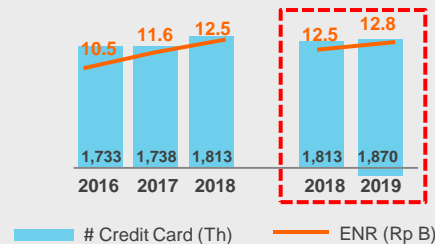
Digital Banking Ecosystem Enhancement



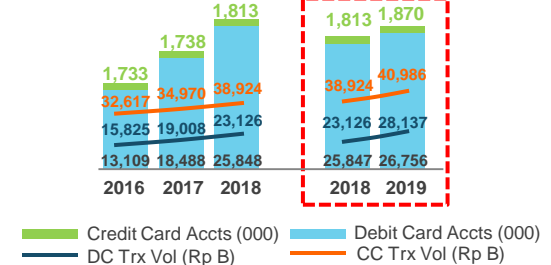
Acquiring Business



Credit Card Business Performance



Debit & Credit Cards Performance



E-Banking [Bank only]

1	2017		2018	2019	Growth	
	#User	1.369	2.983	4.878	Th	↑ 68,6%
	#Trx	32,4	97	202	Mn	↑ 108,4%
	IDR	49,8	133	316	Tn	↑ 136,7%
2	2017		2018	2019	Growth	
	#User	8.497	9.820	10.865	Th	↑ 10,6%
	#Trx	389	504	660	Mn	↑ 31,0%
	IDR	40	51	68	Tn	↑ 33,2%
3	2017		2018	2019	Growth	
	#User	1.781	1.894	1.997	Th	↑ 5,4%
	#Trx	25	28	30	Mn	↑ 8,6%
	IDR	94	91	93	Tn	↑ 1,8%
4	2017		2018	2019	Growth	
	#Agen	69.589	111.836	157.144	Agen	↑ 28,7%
	#Trx	34	79	125	Mn	↑ 57,5%
	IDR	12	95	160	Tn	↑ 68,9%
	Pandai Acc.	4.843	9.175	9.722	Th	↑ 6,0%
	Pandai Acc. Fund	562	636	771	Bn	↑ 21,2%
	Agen Fund	593	1.097	1.442	Bn	↑ 31,5%
5	2017		2018	2019	Growth	
	#Trx	56	64	70	Mn	↑ 9,8%
	IDR	64	76	86	Tn	↑ 12,8%

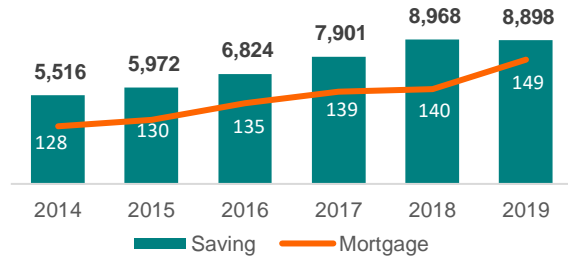
6	2017		2018	2019	Growth	
	ATM	962	1.289	1.475	Mn	↑ 14,4%
	IDR	600	668	689	Tn	↑ 3,2%
7	2017		2018	2019	Growth	
	TapCash	2.898	4.545	6.342	Th	↑ 39,6%
	#Trx	23	51	63	Mn	↑ 23,8%
	IDR	363	807	1.371	Bn	↑ 68,9%

Consumer Business

1



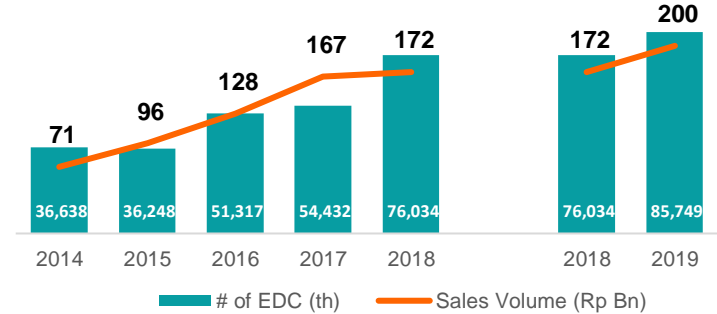
Fix Income - Mortgage Vs Saving



2



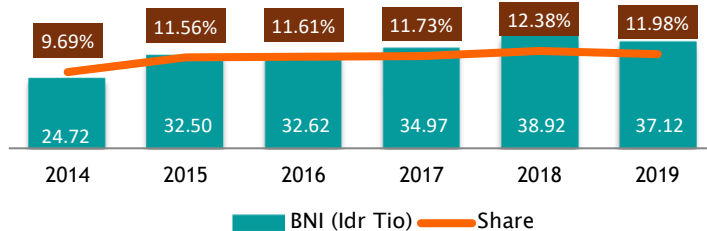
Acquiring Business



3



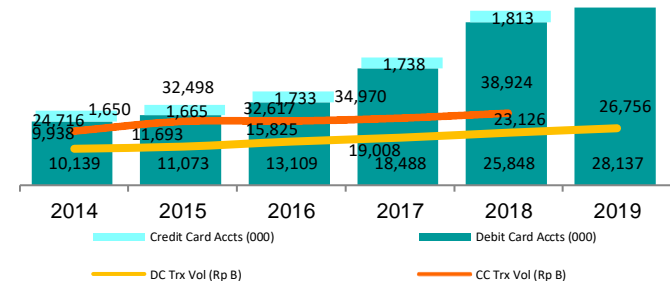
Credit Card Business Performance



4



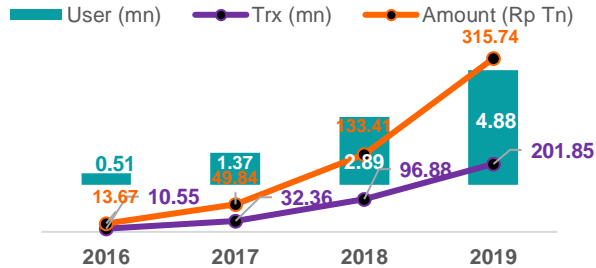
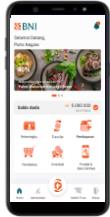
Debit Card Business Performance



BNI e-Banking

1

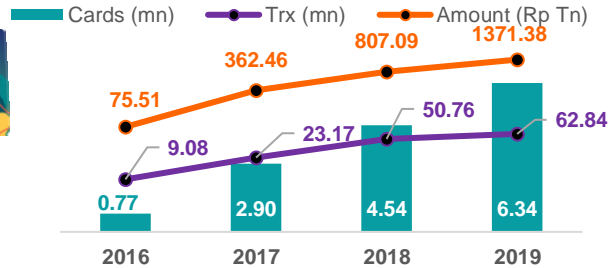
Mobile Banking



YoY growth, user **68.6%**, trx **108.4%**, and amount **136.7%**.

2

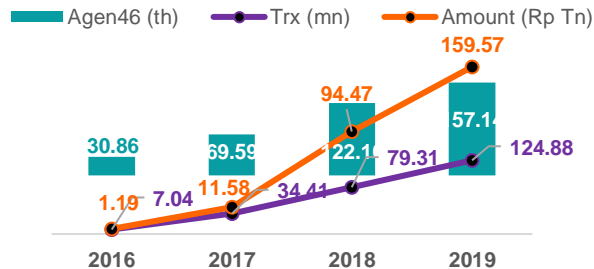
TapCash



YoY growth, card **39.6%**, trx **23.8%**, and amount **69.9%**.

3

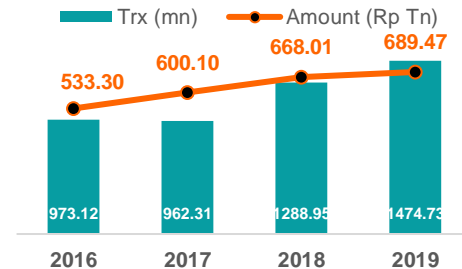
Agen 46



YoY growth, user **28.7%**, trx **57.5%**, and amount **68.9%**

4

ATM



YoY growth, trx **14.4%**, and amount **3.2%**.

Optimization of Digital Business

Digitizing Core

Exploitation:

Digitize existing services and transactions (business process & platform)

Both acquisition and optimizing channels

agen46



- Basic banking
- Equipped with EDC
- Support CASA & FBI

2019	2018	2017	2016
157,144 Agent	111.836 Agent	69,589 Agent	30,860 Agent

Upgrading BNI New Mobile Banking

Additional feature (digital opening account, instant registration BNI mobile banking, payment and top up, quick transfer by QR)



before	153,000 user/month
after	183,000 user/month

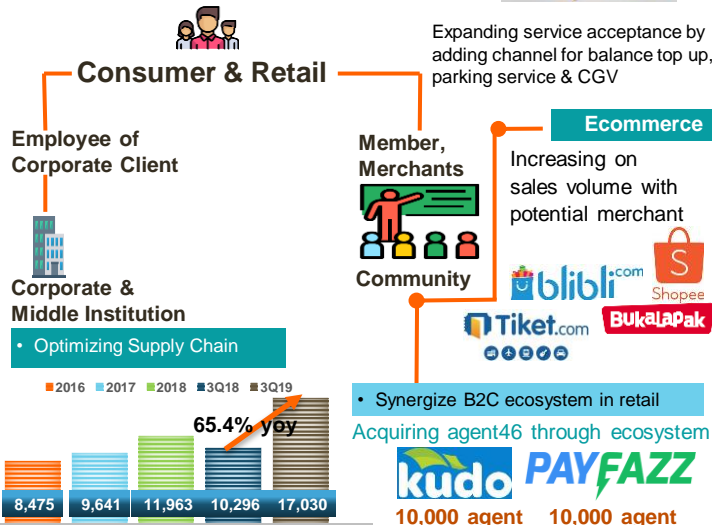


Digital Ecosystem Enhancement

Exploration:

Acquiring through ecosystem to offer products and services.

- Preparing new business model
- Partnership with Fintech (Application Programming Interface/API)



New Value Propositions

Exploration:

Create and launch an independent greenfield digital bank in Indonesia

Build New Digital Fitness



New Branding Agen46

New UI/UX Platform Agen46

- New Logo
- Banner
- Filler
- Poster
- Website
- Mobile Application
- Portal Agen46

Fully Digital for Untapped Market

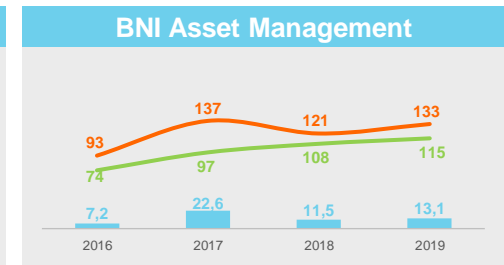
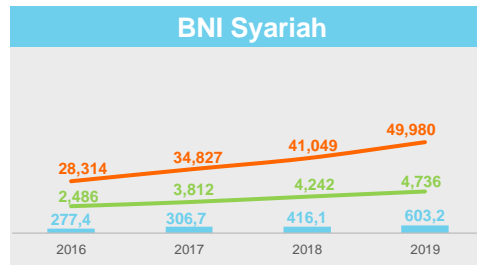
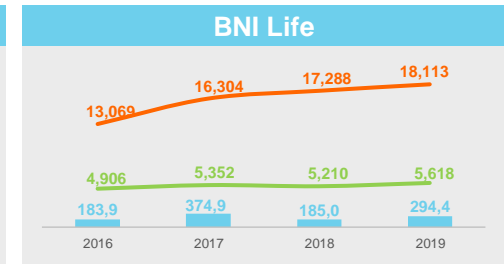
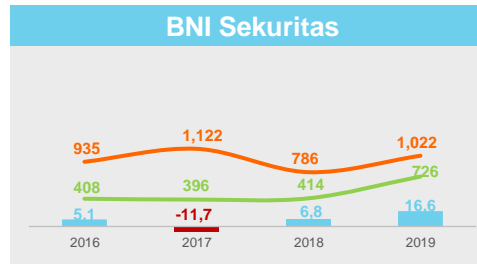
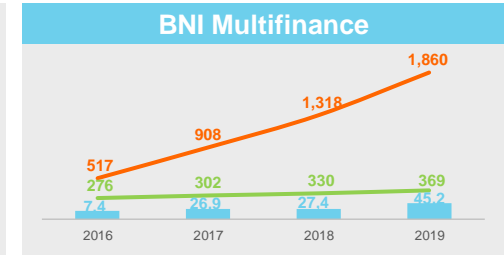
BNI SONIC
SELF-SERVICE OPENING ACCOUNT

BNI Sonic release pada tanggal **26 April 2019** sampai **21 Oktober 2019** telah berhasil membuka **11.160** rekening baru dengan DPK terhimpun **Rp22.4miliar**.

Subsidiaries

Rp Billion	2016	2017	2018	2019	Growth YoY
Total EAT Subs	481	720	647	973	50,33%
Total Fee Subs	472	553	609	660	8,42%
Total Dividend Subs	31	35	81	150	83,96%
EAT + Fee+ Div. Subs	984	1.308	1.337	1.782	28,32%
Subs Contribution	8,68%	9,61%	8,91%	11,59%	

- Subsidiaries contribution in FY 2019 amounted to IDR 1.78T or increased 33,30% YoY (EAT IDR 973,32B; FBI IDR 659,81B; and dividend IDR 149,53B) or 11,59% from BNI's profit of IDR 15,38T.
- BNI Multifinance's Asset FY 2019 reached IDR 1,86T or grew 41,11% YoY along with increased financing of IDR 1,67T or 43,90% YoY. EAT FY 2019 grew by 65,02% YoY to IDR 45,15B with NPF 0,94%.
- BNI Sekuritas' brokerage transaction increased 41,01% YoY from ±IDR 83,44T in FY 2018 to ±IDR 70,44T in FY 2019. EAT BNI Sekuritas FY 2019 is IDR 16,55B or increased 144,41%.
- BNI Life managed the EAT of IDR 294,39B and 59,10% higher than FY 2018 performances (IDR 185,04B).
- BNI Syariah business in FY 2019 shows the positive growth. Supported by financing growth of FY 2019 amounted IDR 32,65T or 15,01% YoY and followed by third party funds' growth to IDR 43,77T or 23,31% YoY. The third party funds' growth was driven by Wadiah Saving Account which grew by 35,14% YoY. In FY 2019, BNI Syariah recorded EAT of IDR 603,25B or 44,98% YoY.
- AUM BNI Asset Management FY 2019 amounted to IDR 21,37T or grew 32,81% YoY. BNI Asset Management recorded EAT of IDR 13,09B or grew 13,71% YoY.



*Equity FY 2019 BNIS increased by capital addition from shareholders'

— Asset — Equity — Laba (in Rp Billion)

Roadmap of Environmental Sustainable Governance (ESG) Implementation

MSCI Rating **A** The Best Among Peers

2019

Defining KKUB baseline on palm oil and renewable energy sectors at business banking segment.

"Lets saving with waste" program.

Study of potential environment friendly industry

Training on aspect LST in business – stage 1 (basic)

2020

Study of implementation on financial sustainability at renewable energy and social forestry.

"One Student One Account" program (sequent of "lets saving with waste" program)

Training on aspect LST in business – stage 2 (basic – intermediate)

Business forum – sustainable financial

2021

Implementation on financial sustainability and social forestry

"Lets saving with waste" program outside Jakarta

Training on aspect LST in business – stage 3 (basic - intermediate)

Business forum – environment friendly industry

Industry mapping on social and communal risk

2022

Study of financial sustainability on Manufacture, Food and Beverage Industry.

"Lets saving with waste" program outside Java.

Enhancement of monitoring system on social and communal risk

Training on aspect LST in business – stage 4

2023

Implementation of financial sustainability on Manufacture, Food and Beverage Industry.

Credit Card environment friendly program

Training on LST aspect in business – stage 4 (Basic – Intermediate – Advance)

Awareness program for debtors.

Implementation on monitoring system for social and communal risk.

CSR BNI



Communal Pens

(32 cows)



Biogas Technology

Capacity of 120 – 130 kg



Social Forestry

Through **KUR** disbursement, BNI Collaborate with communities living near forest areas to **improved local economy** and **protect forest** through the use of critical land



Social Performance

Disbursement Regions

Tuban, Bojonegoro, Madiun, Tulungagung, Blitar, Malang, Lumajang, Jember, Probolinggo, Bandung, Palembang.

3,183 Farmers

KUR recipients



Rp18,795.5 millions

Total disbursement



About BNI



Board of Directors



Herry Sidharta*

President Director

- Vice President Director, BNI (2017 – 2020)
- MD - Corporate Business, BNI (2015 – 2017)
- Finance Director, Jamkrindo (2011 – 2013)

Education:

- Bachelor's degree in Financial Management from Universitas Pancasila Jakarta
- Master of Business Administration from Rensselaer Polytechnic Institute, New York, USA



Anggoro Eko Cahyo*

Vice President Director

- MD – Consumer Banking (2019 – 2020)
- MD – Finance [CFO] (2018-2019)
- MD - Consumer Business, BNI (2015-2018)

Education:

- Bachelor's degree in Engineering and Industrial Management from Institut Teknologi Indonesia
- Master's degree in Agribusiness Management from IPB University



Sigit Prastowo*

MD – Finance [CFO]

- MD – Finance (CFO), PT. Bank DKI (2015 – 2019)
- General Manager of BNI Finance Department (2012 – 2015)

Education:

- Bachelor's degree in Sains from Gadjah Mada University
- Master's degree in Management from Gadjah Mada University



Osbal Saragi Rumahorbo*

MD – Risk Management

- MD – Network and Services, PT. Bank Rakyat Indonesia (Persero) Tbk (2018 – 2019)
- CEO of Regional Jakarta 2, PT. Bank Rakyat Indonesia (Persero) Tbk (2016 – 2018)

Education:

- Bachelor's Degree in Agriculture from Padjadjaran University
- Master Degree in Accounting from Universitas Sumatera Utara, Medan



Benny Yoslim*

MD – Corporate Banking

- General Manager of Local Corporate and Multinational Company 1 Division, BNI (2018 – 2019)

Education:

- Bachelor's degree in Industrial Engineering from Trisakti University
- Master's degree in Business Management from Institut Teknologi Bandung



Putrama Wahyu Setyawan

MD – Treasury and International Banking

- MD – Corporate Banking, BNI (2018 – 2020)
- MD - Middle Business, BNI (2016-2018)

Education:

- Bachelor's degree in Forestry from Gadjah Mada University
- Master's degree in Management Accounting from Gadjah Mada University



Sis Apik Wijayanto*

MD – Institutional Relation

- MD- Institutional Relation, PT. Bank Rakyat Indonesia (Persero) Tbk (2017-2019)
- MD – Consumer Banking, PT. Bank Rakyat Indonesia (Persero) Tbk (2016-2017)

Education:

- Bachelor's degree in Trade Administration from Universitas Brawijaya, Malang
- Master's degree in Management from Universitas Airlangga, Surabaya



Tambok P. S. Simanjuntak*

MD – MSME (Micro, Small, Medium Enterprise)

- MD – Retail Banking (2018-2019)
- MD – Finance, PT. Krakatau Steel (2016-2018)
- Digital Banking SEVP, BNI (2016)

Education:

- Bachelor's degree in Soil Science from IPB University
- Master's degree in Accounting Management from University of Indonesia



Corina Leyla Karnalies*

MD – Consumer Banking

- General Manager of Data Management Division, BNI (2019)
- General Manager of Consumer Product Management, BNI (2018)
- Digital Banking SEVP, BNI (2016)

Education:

- Bachelor's degree in Physics from University of Indonesia



Adi Sulistyowati

MD – Services and Network

- MD – Institutional Relation, BNI (2015 – 2020)
- Network Management Division Head, BNI (2012-2015)
- Jakarta Senayan Regional Head, BNI (2010-2012)

Education:

- Bachelor's degree in Management from Universitas Krisnadwipayana



Bob Tyasika Ananta*

MD – Human Capital & Compliance

- MD – Treasury and International Banking, BNI (2019 – 2020)
- MD – Risk Management, BNI (2018-2019)
- MD – Planning & Banking Operation, BNI (2016)
- MD – Operation and IT, BNI (2015)

Education:

- Bachelor's degree in Accounting from Gadjah Mada University
- Master's Degree in Business Administration from University of Oregon



Y.B. Hariantono*

MD – IT & Operation

- MD – IT, PT. Bank Mega (Persero) (2018 - 2019)
- MD – Operations & IT, PT. Bank Mega (Persero) (2014 - 2018)

Education:

- Bachelor's degree in Engineering from Institut Teknologi Sepuluh Nopember, Surabaya

Board of Commissioners



Agus Dermawan Wintarto Martowardojo*

President Commissioner/Independent Commissioner

- Independent Commissioner, PT Sarana Multi Infrastruktur (2019–now)
- Governor of Bank Indonesia (2013–2018)
- Ministry of Finance, Republic of Indonesia (2010–2013)

Education:

- Bachelor's degree in Economics from University of Indonesia
- Banking in State University of New York
- Banking in Stanford University



Pradjoto*

Vice President Commissioner/Independent Commissioner

- President Commissioner, PT. Panah Perak Megasarana (2018–now)
- Vice President Commissioner, PT. Bank Negara Indonesia (Persero) Tbk (2015–2018)

Education:

- Bachelor's degree in Law from University of Indonesia
- Master of Economy from University of Kyoto, Japan



Sigit Widyawan

Independent Commissioner

- Independent Commissioner of PT Jasamarga (Persero) Tbk. (2015–now)
- Director of PT Roda Pembangunan Jaya (2003–2015)

Education:

- Bachelor's degree in Economic from Universitas Negeri Sebelas Maret
- Master's degree in Accounting from University of Indonesia



Septian Hario Seto*

Independent Commissioner

- Acting Coordinating Deputy of Investment and Mining (2020)
- Special Staff of Coordinating Ministry of Maritime and Investment Affairs (2018–2020)

Education:

- Bachelor's degree in Accounting from University of Indonesia
- Master's degree in International Finance from SKEMA Business School



Asmawi Syam*

Independent Commissioner

- President Commissioner, PT. Bank Tabungan Negara (Persero) Tbk (May–November 2019)
- President Director, PT. Jiwasraya (Persero) (August–November 2019)
- President Director, PT. Bank Rakyat Indonesia (Persero) (2015–2017)

Education:

- Bachelor's degree in Economic from Universitas Hasanuddin, Makassar
- Master's degree in Management from Padjadjaran University



Imam Sugema*

Independent Commissioner

- Dean of Faculty of Economy, IPB University
- Lecturer in Faculty of Economy, IPB University
- Commissioner, PT. Bank Tabungan Negara (Persero) Tbk

Education:

- Bachelor's degree in Agribusiness from IPB University
- Master's degree in Economy from University of New England
- Dororate degree in Economy from The Australian National University



Joni Swastanto

Commissioner

- Deputy Commissioner Strategic Management IIB, OJK (2015–2016)
- Director of Bank 3 Supervision Department, BI (2008)

Education:

- Bachelor's degree in Economics from Gadjah Mada University
- Master's degree in Economics from Colorado State University, USA
- PhD degree in economics from University of Indonesia



Ratih Nurdianti

Commissioner

- Vice secretary to the cabinet (2017–present)
- Deputy cabinet secretary for maritime (2015–2017)

Education:

- Bachelor's degree of Law from Universitas Jember
- Master of Law from Canterbury University



Askolani

Commissioner

- Director General of Budgeting, Ministry of Finance (2013–now)
- Director of Non-tax State Revenue, Director General of Budgeting (2011–2013)

Education:

- Bachelor's degree in Sriwijaya University
- Master's degree Arts Economics and Banking from University of Colorado At Denver



Susyanto*

Commissioner

- Secretary of Ministry of State-owned Enterprises (2020–now)
- Head of
- Head of the Center for State Property Management at the Secretariat General of the Ministry of Energy and Mineral Resources (2018–2020)

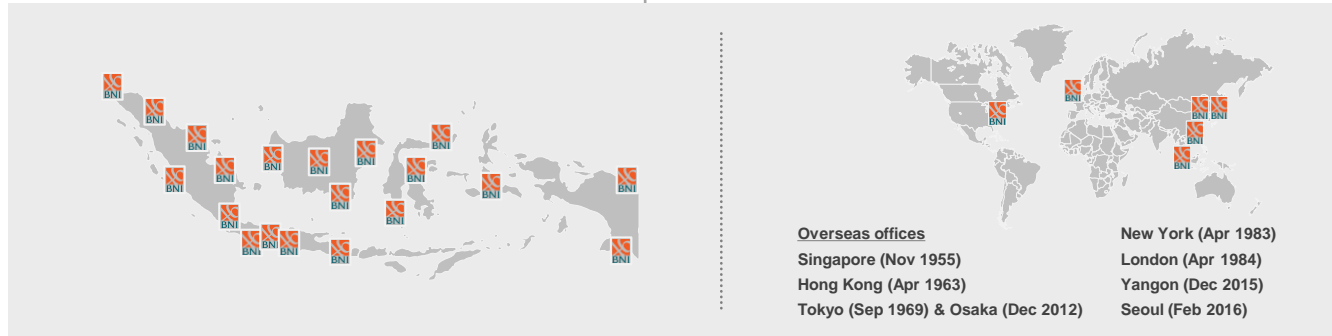
Education:

- Bachelor's degree in Law from Universitas Kediri
- Master's degree in Law from STIE IBLAM, Jakarta

Network and Distribution

BNI's Multiple Touch Points for Individual and Corporate Customers

Mobile banking Call Center	Branchless Banking 2019 (157,144) 3Q 2019 (130,803) 1H 2019 (124,216) 1Q 2019 (117,415) 2018 (111,836)	ATM 1Q 2019 (18,357) 1H 2019 (18,409) 3Q 2019 (18,570) 2019 (18,659) 2018 (18,311)	Middle loan center (SKM) 1Q 2019 (33) 1H 2019 (33) 3Q 2019 (33) 2019 (33) 2018 (33)	Small loan center (SKC) 1Q 2019 (25) 1H 2019 (25) 3Q 2019 (25) 2019 (25) 2018 (25)	Small loan unit (UKC) 1Q 2019 (44) 1H 2019 (44) 3Q 2019 (44) 2019 (44) 2018 (44)	Consumer loan center (LNC) 1Q 2019 (12) 1H 2019 (12) 3Q 2019 (12) 2019 (12) 2018 (12)	Outlets 1Q 2019 (2,250) 1H 2019 (2,250) 3Q 2019 (2,247) 2019 (2,245) 2018 (2,256)	Employee 3Q 2019 (26,284) 1H 2019 (27,484) 2018 (27,803) 2019 (27,211)
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BNI has also entered into key arrangements with prominent companies for payment channelling, financing, loan distribution, and network/outlet development

Individual customer highlights	
✓	46.6 million funding accounts
✓	1.9 million credit cards
✓	190,150 mortgage customers

Corporate/SME customer Highlights	
✓	792,088 corporate deposit accounts
✓	5,771 corporate loan accounts
✓	2,453 medium loan accounts
✓	239,343 small loan accounts



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

BNI Shares & Ratings

BBNI Shares Performance

Fitch Rating	Long Term Foreign Currency	BBB-/Stable
	Long Term Local Currency	BBB-/Stable
	Short Term Foreign Currency	F3
	Support Rating Floor	BBB-
	Support Rating	2
	Viability Rating	bb+
	National Long Term Rating	AA+/Stable
	National Short Term Rating	F1+
Standard & Poor's	Senior Unsecured Bond	BBB-
	Outlook	Stable
	Issuer Credit Rating	BBB-/Stable/A-3
	SACP	bbb-
	Anchor	Bb+
	Business Position	Strong (+1)
	Capital and Earning	Strong (+1)
	Risk Position	Moderate (-1)
Moody's	Funding and Liquidity	average & Strong (0)
	Outlook	Stable
	Bank Deposits	Baa2/P-2
	Baseline Credit Assessment	Baa3
	Adjusted Baseline Credit Assessment	Baa3
Pefindo	Counterparty Risk Assessment	Baa2/P-2
	Corporate Rating	AAA/Stable

BBNI's closed price December 30, 2019 (Rp 7,850) was -0.10% lower than December 28, 2018 (Rp 8,800)

- Issued shares 18,648,656,458 shares
- Price [December 30, 2019] : Rp 7,850 [-0.10% YoY] [-16.5% YtD]
- Market Capitalization : Rp 137 trillion [+/- US\$ 19.3 billion]

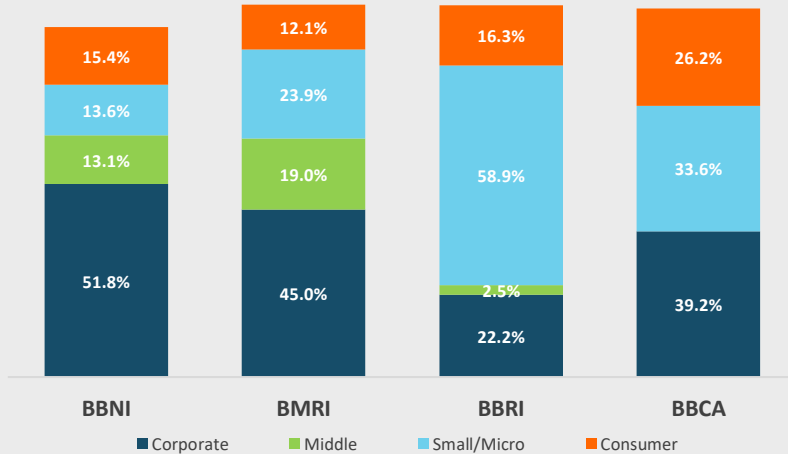
BBNI Public Ownerships [40.00%]

Shareholder	Shares	Ownership (%)
Domestic Institutions	13.013.252.080	69,78
Foreign Institutions	4.209.251.869	22,57
Private Stakeholders/ Investors	278.163.907	1,49
Foreign Brokers	267.209.682	1,43
Employees etc.	54.443.442	0,29
Domestic Brokers	30.387.990	0,16
Corporate Stakeholders	34.527.560	0,19
Hedge Funds	15.558.300	0,08
Unidentified holdings	521.893.237	2,80
Unanalysed (holdings below threshold)	223.967.805	1,20

Ownerships	Jun 18	Sep 18	Dec 18	Jun 19	Sep 19	Des 19
Government RI	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Public – Domestic	10.0%	10.0%	11.2%	11.4%	15.0%	17.4%
Public - Foreign	30.0%	30.0%	28.8%	28.6%	25.0%	22.6%

BBNI vs Peers

BNI & Peers Loan Composition

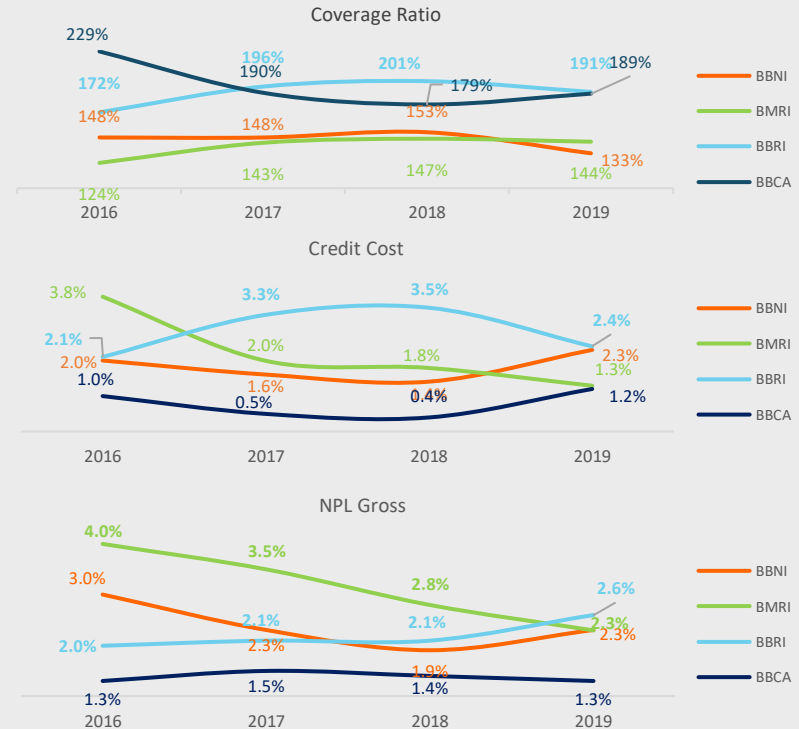


*BCA merge the composition of medium and SME loans

Source: Banks Financial Report & Corporate Presentation as of 31 Dec 2019

.. As of 31 Dec 2019, 51.8% of BNI's loan composition was from Corporate Segment which was the highest compared to peers..

BNI & Peers Asset Quality (Bank Only)



BASEL 3 Capital Requirement and BNI Capital Realization

			2013	2014	2015	2016	2017	2018	2019
a	Minimum Capital based on Bank's Risk Profile	1	8%						
		2	9% to < 10%						
		3	10% to < 11%						
		4 and 5	11% to < 14%						
a1	Common Equity Tier 1 Capital Minimum			4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
a2	Tier 1 Capital Minimum		5.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
b	Capital Conservation Buffer (Buku III and IV) *)					0.625%	1.250%	1.875%	2.500%
c	Countercyclical Buffer (Applied to all bank)					0% - 2,50% **)			
d	Capital Surcharge for DSIB (Bank with systemic risk)					1% - 2,50% ***)			
e	Minimum Tier 1 Common Equity + Additional Buffers					a1 + b + c + d			
f	Minimum Tier 1 Capital based on Risk Profile + Additional Buffers					a + b + c + d			

*) POJK No. 34/POJK.03/2016, 26 Sep 2016 about Bank's Minimum CAR

**) The percentage was set by Bank Indonesia based on view of economy situation

***) Set by OJK

BBNI Capital Realization

CAPITAL	4Q19
I Common Equity Tier I Capital (%)	
Minimum Requirement	4,5
BNI Realization & Projection	18.7
II Tier I Capital (%)	
Minimum Requirement	6,0
BNI Realization & Projection	18.7
III Total CAR Based on Risk Profile + Add Buffers (%)	
1. BNI Risk Profile (Rating 2 Sound)	10%
2. Capital Conservation Buffer	2,5
3. Countercyclical Buffer 0% - 2.5%	0%
4. Capital Surcharge for DSIB Bucket	1.5
Minimum Requirement (%)	14,0
CAR BNI Realization & Projection	19.7

Risk Weighted Asset (bank only)

	4Q19
RWA - Credit Risk	519,08
RWA - Market Risk	3,16
RWA - Operational Risk	76,23
Total RWA	598,47
Total Capital	118,09
CAR	19.7

Minimum Tier 1 Capital

Buku I	< Rp 1Tn	± up to USD 75Mn
Buku II	Rp 1Tn < Rp 5Tn	± USD 75Mn < USD375Mn
Buku III	Rp 5 Tn < Rp 30 Tn	± USD375Mn < USD2,3Bn
Buku IV	≥ Rp 30 Tn	± ≥ USD2,3Bn

BNI Winning Awards & Sustainability Policy

Peringkat 1 Digital Brand
Wealth Management Bank
Umum Konvensional



Best e-Commerce 2017

Best State Owned Enterprise from
Indonesia Institute for Corporate
Directorship (IICD)



Best Trade Finance Bank in
Indonesia 2018 from Alpha
Southeast Asia

The 2018 Treasury & Cash
Management Non-
FI in Indonesia from Global
Finance

The Most Popular Bank
for Mortgage Product

Best Remittances Provider in
Southeast Asia 2018 from
Alpha Southeast Asia



The Best Government Bank
in Service Excellence

Best Affluent Debit Card
Program from MasterCard Awards



Best Innovative Acquiring
from MasterCard Awards

Best Service Cash Management
from Euromoney



The Remittance Product and Service of the Year
2018 from The Asian Banker International

Most Trusted Company
based on CGPI Index



Best Affinity Debit Card Program
from MasterCard Awards



5 Years Financial Data



5 Years Financial Data (1)

Balance Sheet - Rp Billion - Cummulative	2015	2016	2017	2018	2019	YoY	CAGR 2015-2019
Total Assets	508,595	603,032	709,330	808,572	845,605	4.6%	13.6%
Placement with other Banks & BI	33,417	33,662	28,593	39,324	47,777	21.5%	9.3%
Marketable Securities [market value]	9,964	23,856	36,359	32,362	27,447	-15.2%	28.8%
Government Bonds [market value]	47,222	63,006	79,849	86,791	81,029	-6.6%	14.5%
Loan [Gross]	326,105	393,275	441,314	512,778	556,771	8.6%	14.3%
Third Party Fund	370,421	435,545	516,098	578,775	614,311	6.1%	13.5%
Deposit from other Banks	4,698	10,224	12,177	14,233	11,926	-16.2%	26.2%
Marketable Securities Issued	7,367	7,227	3,482	3,087	3,085	-0.1%	-19.6%
Borrowings	22,524	32,965	44,722	52,025	57,236	10.0%	26.3%
Shareholder's Equity	78,438	89,254	100,903	110,374	124,803	13.1%	12.3%

Profit & Loss - Rp Billion	2015	2016	2017	2018	2019	YoY	CAGR 2015-2019
Interest Income	36,861	43,766	48,176	54,139	58,532	8.1%	12.3%
Interest Expense	(11,301)	(13,771)	(16,238)	(18,693)	(21,930)	17.3%	18.0%
Net Interest Income	25,560	29,995	31,938	35,446	36,602	3.3%	9.4%
Premium Income Net	1,133	1,342	1,768	1,712	1,697	-0.9%	10.6%
Non Interest Income	6,684	8,174	9,308	9,615	11,358	18.1%	14.2%
Recovery	1,590	1,378	1,732	1,997	2,354	17.9%	10.3%
Operating Income	34,967	40,889	44,746	48,771	52,012	6.6%	10.4%
Operating Expense	(16,219)	(18,806)	(20,396)	(21,783)	(23,687)	8.7%	9.9%
Pre-Provision Income	18,748	22,083	24,349	26,988	28,325	5.0%	10.9%
Provisioning	(7,336)	(7,853)	(7,126)	(7,388)	(8,838)	19.6%	4.8%
Non Operational Inc/(Exp)	54	74	(57)	221	(118)	-153.1%	
Net Income Before Tax	11,466	14,304	17,166	19,821	19,369	-2.3%	14.0%
Net Income	9,067	11,339	13,616	15,015	15,384	2.5%	14.1%
Net Income Per Share (full amount)	487	610	730	805	825	2.5%	14.1%
Earnings Per Employee (EPE) Rp Mn	321	380	490	552	565	2.5%	15.2%

5 Years Financial Data (2)

Financial Ratios [%]	2015	2016	2017	2018	2019
CAPITAL					
Shareholders equity to total asset	15.3	14.8	14.2	13.7	14.8
Tier I - CAR (include operational risk)	17.0	18.3	17.5	17.4	18.7
Tier II - CAR (include operational risk)	2.5	1.1	1.1	1.1	1.1
Total CAR (credit,market + operational risk)	19.5	19.4	18.5	18.5	19.7
ASSET QUALITY					
Net Non Performing Loan	0.9	0.4	0.7	0.8	1.2
Gross Non Performing Loan	2.7	3.0	2.3	1.9	2.3
Allowance for possible loan to gross NPL	140.4	146.0	148.0	152.9	133.5
RENTABILITY					
ROA	2.6	2.7	2.7	2.8	2.4
ROE	17.2	15.5	15.6	16.1	14.0
Net Interest Margin	6.4	6.2	5.5	5.3	4.9
EFFICIENCY					
Cost to Income Ratio	44.2	44.0	43.9	42.5	43.9
LIQUIDITY					
Loan to Deposit Ratio	87.8	90.4	85.6	88.8	91.5
COMPLIANCE					
Statutory Reserve Requirement (Rupiah)	9.2	6.8	6.6	6.5	6.7
Net Open Position	1.7	3.4	2.5	2.0	2.4
DIVIDEND					
Dividend Payout Ratio [%]	25.0	35.0	35.0	25.0	

Notes

PT Bank Negara Indonesia (Persero) Tbk.

Investor Relations Group

Corporate Secretary & Communications Division,

BNI Building, 24th Floor

Jl Jend Sudirman kav. 1 Jakarta 10220

T: 62-21-572-8449-8909-9279

F: 62-21-5728053





Thank You

