



CORPORATE PRESENTATION



FY2020

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Analyst Meeting – FY2020
29 January 2021

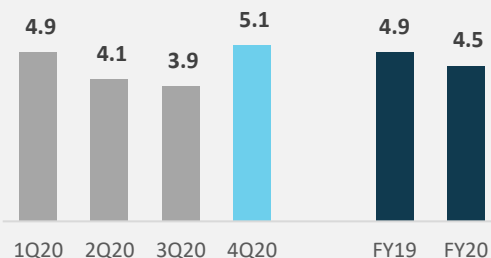
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Management Highlights

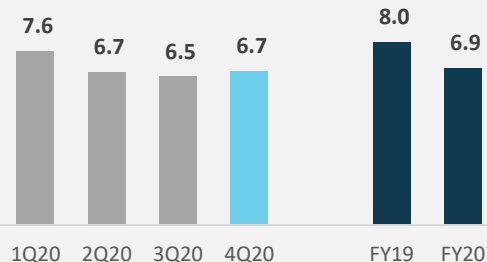


On The Right Track To Recovery

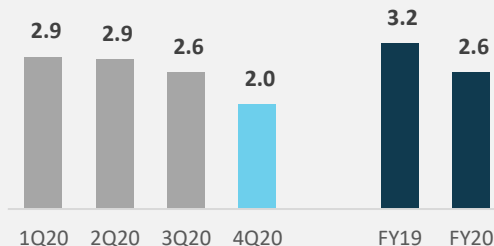
Net Interest Margin (%)



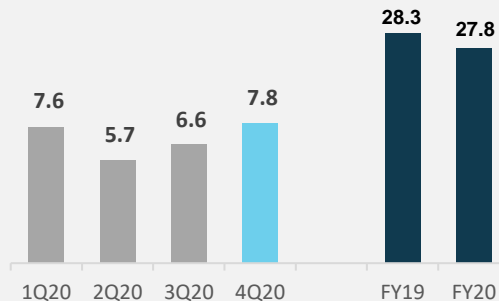
Earning Asset Yield (%)



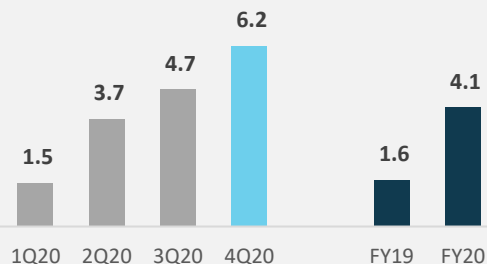
Cost of Fund (%)



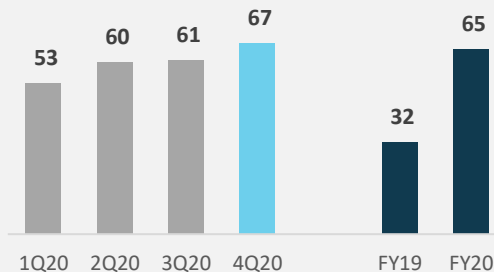
PPOP (Tn)



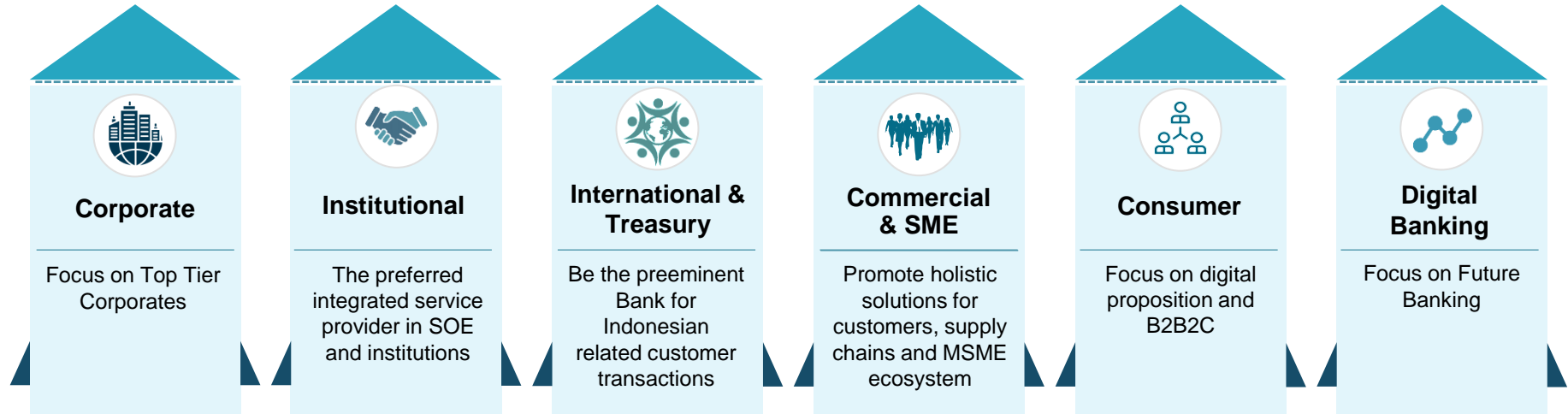
Cost of Credit (%)



LAR Coverage (%)



Clear Goal For Each Segment Transformation



Battlegrounds : Priorities Execution Enhancement for Improvement

- » *Re-design risk process and governance to enhance efficiency and asset quality*
- » *Build tailored sector expertise and holistic solutioning mindset*
- » *Refine customer segmentation and specific value propositions*
- » *High penetration of prioritized anchor value chains*
- » *Focus on increasing non-loan revenue, FBI & CASA through increased transactions.*
- » *Optimizing subsidiaries' contributions*
- » *Lean, agile, and digital ready organization*

Transformation Approach: Strong Focus of Execution

Our Go-Forward Transformation Implementation Approach



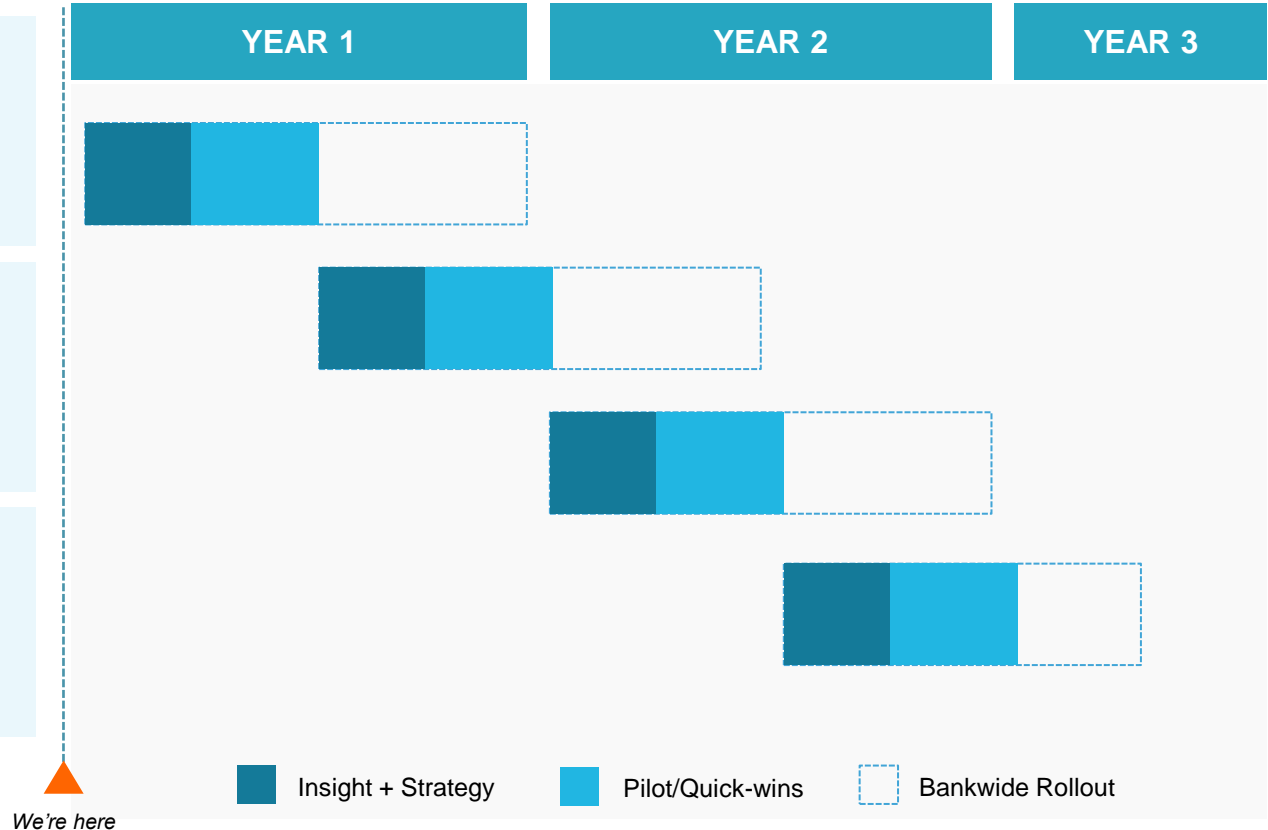
**Output
Orientation**



**Rapid
Experimentation**



**Cross-Boundary
Collaboration**



What We Have Done

01



Comprehensive Portfolio Review

Clearer understanding of Rp 33 Tn medium risk loan and set aside conservative provisioning policy

02



Expanding into Top Tier Industry Player

Non-Plain Vanilla Financing to a leading FMCG manufacturer for its international M&A and to a major gold mine player in Indonesia

03



Distribution Network Optimization

- Rationalize the number of Middle Segment Business Centre across Indonesia by 30%, to boost business focus and efficiency
- Fine tune credit approval authority outside HQ
- Set up a dedicated task force to manage problem loan so that business team could focus on expanding good quality portfolio

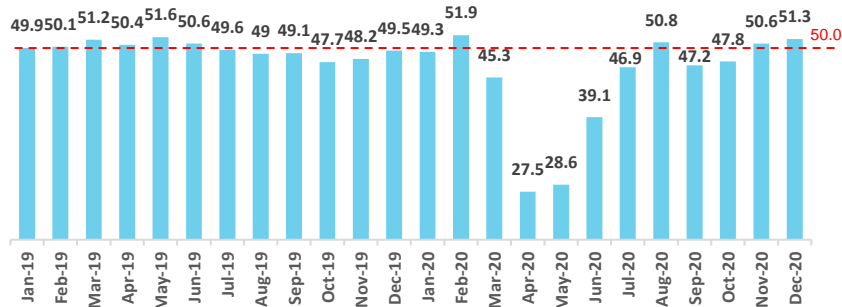
Details on page 24

Macroeconomic Highlight

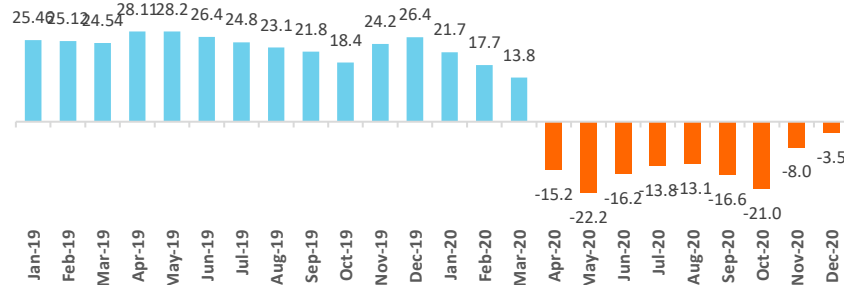


Leading Economic Indicators

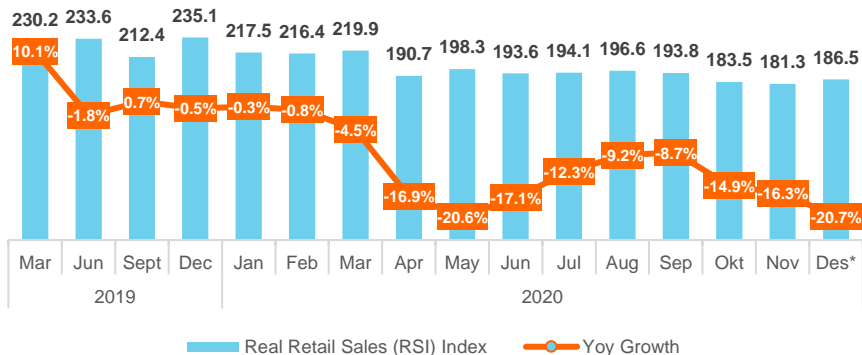
Indonesia Manufacturing PMI continue to improve and posted 51.3 in Dec 2020



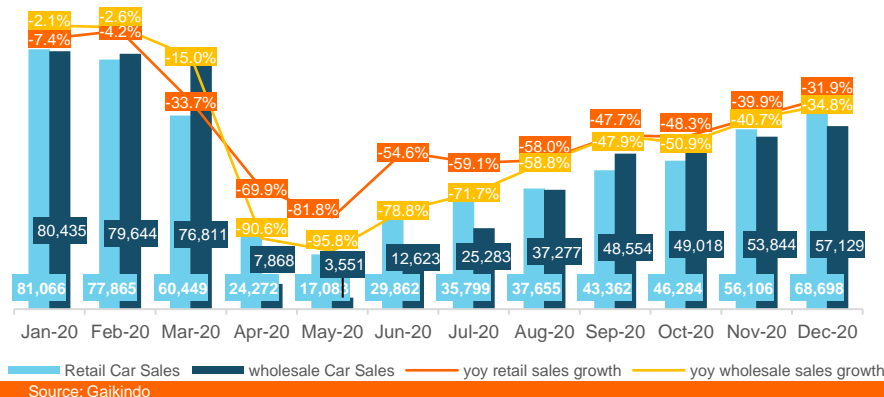
Rising Consumer Confidence Index (CCI) 96.5 (3.5 to the threshold)



Shallower retail sales contraction in Dec 2020 stood at 186.5 improved from earlier month



After hitting a low in May, car sales has started to gain traction



2021: Expecting A Better Year In Most Indicators

Global Economic is expected to recover in a V-shape at the level of 4.2%-5.2% yoy

| Growth Forecast (%) | 2019 | 2020F | 2021F |
|---------------------|------|-------|------------|
| Global | 2.8 | -4.4 | 5.2 |
| USA | 2.2 | -4.3 | 3.1 |
| China | 6.1 | 1.9 | 8.2 |
| Policy Rate (%) | 2019 | 2020 | 2021F |
| USA: FFR | 1.75 | 0.25 | 0.25-0.50 |
| Indonesia: BI7DRRR | 5.00 | 3.75 | 3.50 – 4.0 |

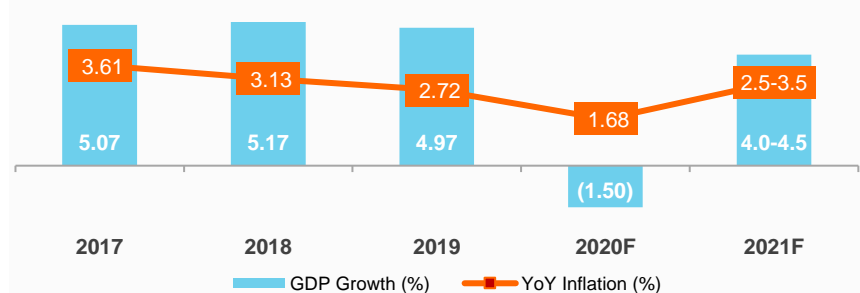
Source: World Economic Outlook, IMF – Oct 2020

Global Commodity Price Outlook: Coal prices weakened while Brent Oil & CPO tend to increase

| Average Price | 2019 | 2020F | 2021F |
|--------------------------------------|-------|-------|-------|
| Brent Oil (USD per barrel) | 64.3 | 41.6 | 44 |
| Palm Oil (USD per metric ton) | 606.1 | 696.6 | 723 |
| Australian Coal (USD per metric ton) | 71.9 | 58.2 | 57.8 |

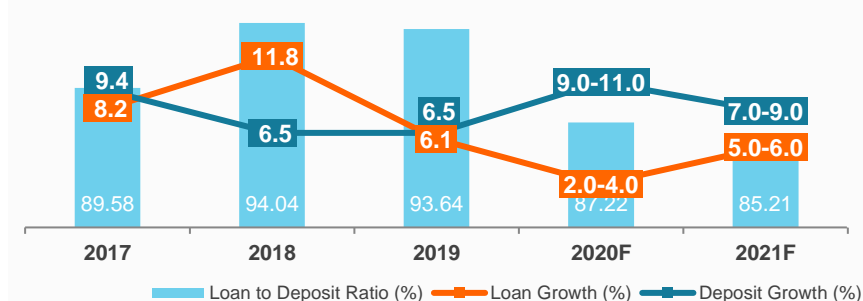
Source: World Bank Commodity Outlook, Oct 2020

Optimism for Indonesia's economic recovery in 2021



Source: Bank Indonesia and BNI internal forecast

Loan growth is predicted to improve in line with the economic recovery



Financial Performance FY2020



Highlighted Results

| Highlighted Result | | 2017 | 2018 | 2019 | 2020 | Δ YoY |
|--|---|----------|----------|----------|----------|--------|
| B / S [Consolidated] | Total Asset (IDR Billion) | 709,330 | 808,572 | 845,605 | 891,337 | 5.4% |
| | Loan (IDR Billion) | 441,314 | 512,778 | 556,771 | 586,207 | 5.3% |
| | Third Party Funds (IDR Billion) | 516,098 | 578,775 | 614,311 | 679,452 | 10.6% |
| | CASA | 325,457 | 375,330 | 409,301 | 464,171 | 13.4% |
| | Time Deposits | 190,641 | 203,445 | 205,010 | 215,281 | 5.0% |
| P & L [Consolidated] | Net Interest Income (IDR Billion) | 31,938 | 35,446 | 36,602 | 37,152 | 1.5% |
| | Non Interest Income (IDR Billion) | 9,308 | 9,615 | 11,358 | 11,864 | 4.5% |
| | OPEX (IDR Billion) | (20,396) | (21,783) | (23,687) | (24,214) | 2.2% |
| | PPOP (IDR Billion) | 24,349 | 26,988 | 28,325 | 27,822 | -1.8% |
| | Net Profit (IDR Billion) | 13,616 | 15,015 | 15,384 | 3,280 | -78.7% |
| Profitability & Efficiency [Bank Only] | CASA Ratio | 63.7% | 65.3% | 66.8% | 68.4% | 1.6% |
| | COF (Third Party Funds) | 3.0% | 2.8% | 3.2% | 2.6% | -0.6% |
| | NIM | 5.5% | 5.3% | 4.9% | 4.5% | -0.4% |
| | ROE | 15.6% | 16.1% | 14.0% | 2.9% | -11.1% |
| | ROA | 2.7% | 2.8% | 2.4% | 0.5% | -1.9% |
| | CIR | 43.9% | 42.5% | 43.9% | 44.2% | 0.3% |
| Asset Quality [Bank Only] | LaR - Excl Covid | 9.9% | 7.9% | 9.4% | 12.0% | 2.6% |
| | LaR - Incl Covid | 9.9% | 7.9% | 9.4% | 28.7% | 19.3% |
| | NPL (Gross) | 2.3% | 1.9% | 2.3% | 4.3% | 2.0% |
| | Credit Cost | 1.6% | 1.4% | 1.6% | 4.1% | 2.5% |
| | Reported LAR Coverage Ratio (Excl. Covid) | 33.8% | 36.8% | 32.3% | 64.9% | 32.6% |
| | NPL Coverage Ratio | 148.0% | 152.9% | 133.5% | 182.4% | 48.9% |
| Liquidity [Bank Only] | LDR | 85.6% | 88.8% | 91.5% | 87.3% | -4.2% |
| | LCR | 260.7% | 192.3% | 181.6% | 224.2% | 42.6% |
| | NSFR | 145.7% | 134.3% | 136.2% | 143.7% | 7.5% |
| Capital [Bank Only] | Tier-1 CAR | 17.4% | 17.4% | 18.7% | 15.7% | -3.0% |
| | Total CAR | 18.5% | 18.5% | 19.7% | 16.8% | -2.9% |

Optimizing Earning Asset Mix in 4Q

| Consolidated Balance Sheet [Rp Billion] | Dec 2019 | Mar 2020 | June 2020 | Sept 2020 | Dec 2020 | Growth - % | |
|---|----------|----------|-----------|-----------|----------------|--------------|--------------|
| | | | | | | YoY | QoQ |
| Total Assets | 845,605 | 868,448 | 880,124 | 916,954 | 891,337 | 5.4 | -2.8 |
| Placement with other banks & BI | 47,777 | 44,624 | 47,889 | 64,468 | 61,329 | 28.4 | -4.9 |
| Marketable Securities [market value] | 27,447 | 27,486 | 27,199 | 27,239 | 29,947 | 9.1 | 9.9 |
| Government Bonds [market value] | 81,029 | 78,792 | 89,478 | 85,551 | 90,661 | 11.9 | 6,0 |
| Loans (gross) | 556,771 | 579,604 | 576,776 | 582,386 | 586,207 | 5.3 | 0.7 |
| Third Party Funds | 614,311 | 635,752 | 662,377 | 705,093 | 679,452 | 10.6 | -3.6 |
| CASA | 409,301 | 412,864 | 433,122 | 461,048 | 464,171 | 13.4 | 0.7 |
| - Current Account | 207,035 | 214,337 | 223,676 | 238,016 | 227,475 | 9.9 | -4.4 |
| - Saving Account | 202,266 | 198,527 | 209,446 | 223,032 | 236,696 | 17.0 | 6.1 |
| Time Deposits | 205,010 | 222,887 | 229,255 | 244,044 | 215,281 | 5.0 | -11.8 |
| Deposits from other Banks | 11,926 | 14,358 | 13,954 | 10,462 | 9,372 | -21.4 | -10.4 |
| Marketable Securities Issued | 3,085 | 3,085 | 3,085 | 3,085 | 3,085 | 0.0 | 0,0 |
| Borrowings | 57,236 | 64,982 | 48,155 | 48,049 | 44,114 | -22.9 | -8.2 |
| Shareholders' Equity | 125,004 | 109,841 | 112,360 | 112,934 | 112,872 | -9.7 | -0.1 |

Small Business & Consumer Loans Started to Rebound

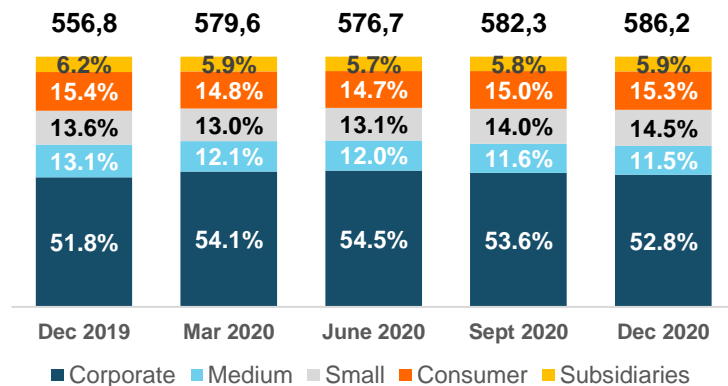
[Rp Tn]

| Segment | | Dec 2019 | Mar 2020 | June 2020 | Sept 2020 | Dec 2020 | Growth - % | |
|------------------|-------------------|----------|----------|-----------|-----------|----------|------------|------|
| | | | | | | | YoY | QoQ |
| Business Banking | Corporate Private | 181,4 | 204,2 | 196,3 | 200,0 | 200,0 | 10.3 | 0.0 |
| | Corporate SOE | 107,0 | 109,4 | 117,8 | 112,0 | 109,7 | 2.5 | -2.1 |
| | Medium | 72,7 | 70,4 | 69,2 | 67,7 | 67,2 | -7.6 | -0.7 |
| | Small | 75,5 | 75,5 | 75,5 | 81,3 | 84,8 | 12.3 | 4.3 |
| | SUBTOTAL | 436,6 | 459,5 | 458,7 | 461,0 | 461,7 | 5.7 | 0.2 |
| Consumer | Mortgage | 44,1 | 44,6 | 44,8 | 45,5 | 46,0 | 4.3 | 1.1 |
| | Payroll Loan | 26,5 | 27,0 | 27,4 | 29,0 | 30,3 | 14.3 | 4.5 |
| | Credit Card | 12,8 | 12,5 | 11,3 | 11,5 | 11,6 | -9.4 | 0.9 |
| | Others | 2,4 | 1,8 | 1,5 | 1,4 | 1,9 | -20.8 | 35.7 |
| | SUBTOTAL | 85,9 | 86,0 | 84,9 | 87,4 | 89,9 | 4.7 | 2.9 |
| Subsidiaries | | 34,3 | 34,1 | 33,1 | 34,0 | 34,6 | 0.9 | 1.8 |
| Total | | 556,8 | 579,6 | 576,8 | 582,4 | 586,2 | 5.3 | 0.7 |
| Working Capital | | 278,9 | 295,6 | 298,0 | 300,0 | 307,2 | 10.1 | 2.4 |
| Investment Loan | | 175,7 | 181,5 | 177,3 | 177,8 | 171,3 | -2.5 | -3.7 |

Loan Yield by Segment (%) – Bank Only

| Segment | 1Q20 | 2Q20 | 3Q20 | 4Q20 | FY19 | FY20 |
|--------------|-------|------|-------|-------|-------|-------|
| Corporate | 9.26 | 8.26 | 7.82 | 7.95 | 8.97 | 8.32 |
| Medium | 9.99 | 8.29 | 8.66 | 8.32 | 10.79 | 8.82 |
| Small | 11.78 | 9.98 | 10.01 | 10.46 | 11.81 | 10.55 |
| Consumer | 11.21 | 9.57 | 10.48 | 10.44 | 10.86 | 10.43 |
| IDR Yield | 10.04 | 8.67 | 8.72 | 8.80 | 10.14 | 9.05 |
| FX Yield | 4.72 | 4.61 | 4.50 | 4.53 | 5.25 | 4.59 |
| Blended Loan | 9.02 | 7.88 | 7.92 | 8.01 | 9.27 | 8.20 |

Loan Composition [IDR Tn]



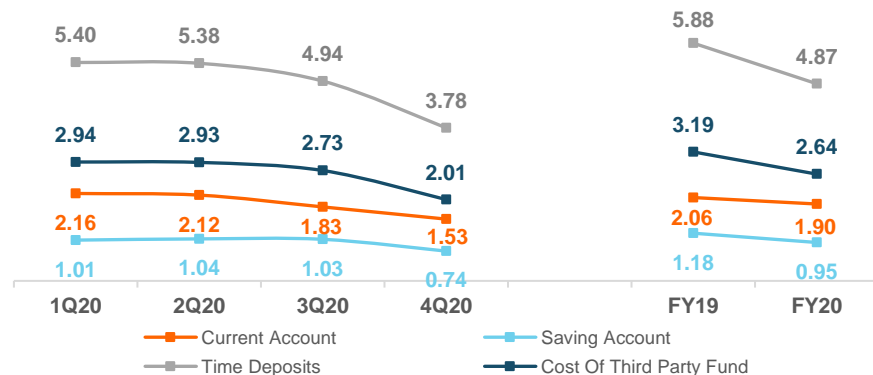
Strong CASA Franchise With Savings Grew by 17% YoY

Third Party Funds – IDR Tn

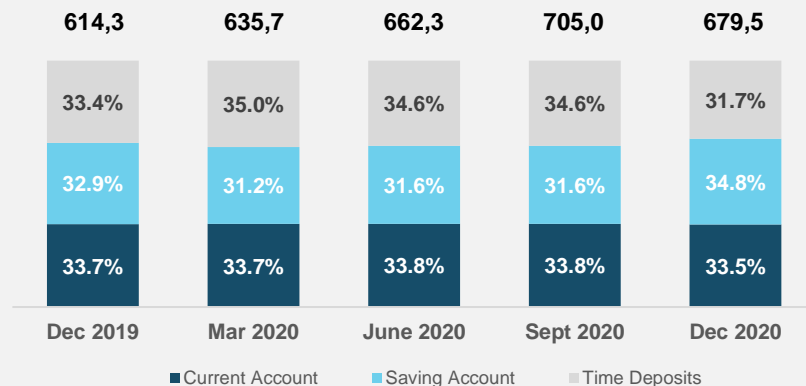
| Segment | Dec 2019 | Mar 2020 | June 2020 | Sept 2020 | Dec 2020 | Growth - % | |
|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------|--------------|
| | | | | | | YoY | QoQ |
| CASA | 409,3 | 412,8 | 433,1 | 461,0 | 464,2 | 13.4 | 0.7 |
| Current Account | 207,0 | 214,3 | 223,6 | 238,0 | 227,5 | 9.9 | -4.4 |
| Saving Account | 202,3 | 198,5 | 209,4 | 223,0 | 236,7 | 17.0 | 6.1 |
| Time Deposits | 205,0 | 222,9 | 229,3 | 244,0 | 215,3 | 5.0 | -11.8 |
| Third Party Fund | 614,3 | 635,7 | 662,3 | 705,0 | 679,5 | 10.6 | -3.6 |
| CASA Ratio* | 66,6% | 64,9% | 65,4% | 65,4% | 68,4% | 1.7 | 2.9 |

*Consolidated

Cost of Third Party Fund [%] – Bank Only



Third Party Funds Composition



CASA Catalyst

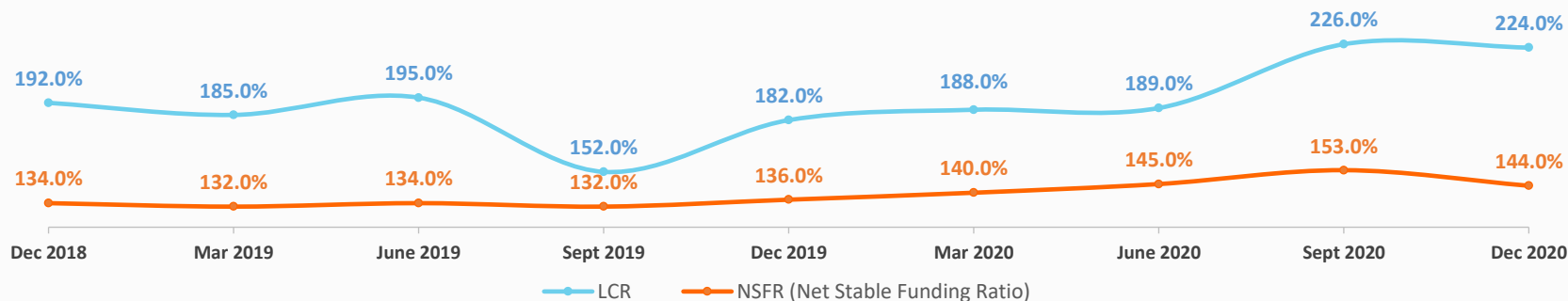
| Cash Management | 2016 | 2017 | 2018 | 2019 | 2020 |
|-----------------------------------|--------|--------|--------|--------|--------|
| # of Customer | 28,969 | 37,134 | 48,161 | 62,543 | 82,714 |
| Avg. Bal. Of Current Acc. [DR Tn] | 90,2 | 112,1 | 142,0 | 157,9 | 203,6 |
| # of Transactions [Mn] | 61 | 78 | 115 | 164 | 178 |
| Value of Transactions [Tn] | 1,591 | 2,137 | 2,864 | 3,647 | 3,872 |

| Outlet & E-Channel | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------------------------------|--------|--------|--------|--------|--------|
| # of Outlet | 1,989 | 2,150 | 2,256 | 2,245 | 2,219 |
| # of ATM | 17,056 | 17,966 | 18,311 | 18,659 | 18,233 |
| # of Regular Saving Account (Th) | 14,206 | 16,158 | 18,027 | 16,546 | 19,285 |
| # of Mobile Banking User (Th) | 507 | 1,369 | 2,983 | 4,878 | 7,787 |

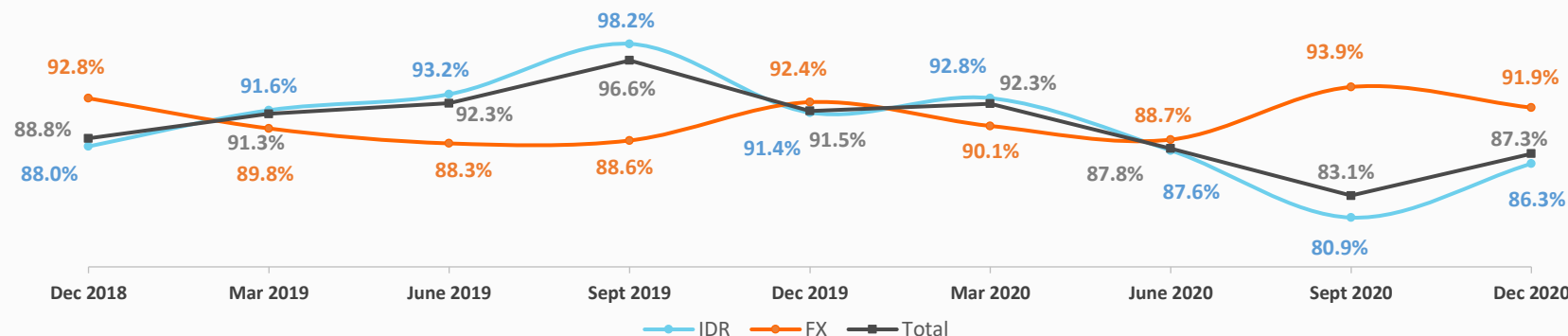
Ample Liquidity During Pandemic

short-term obligations have been well covered.....

.... as well as for supporting long-term assets.



LDR is also manageable, well within regulatory framework



Quarterly PPOP Recovery Driven by Cost of Fund

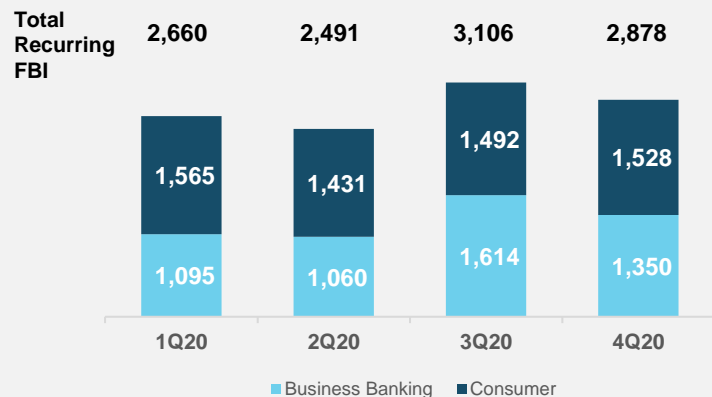
| Consolidated Profit & Loss [Rp Bn] | 1Q20 | 2Q20 | 3Q20 | 4Q20 | QoQ - % | FY19 | FY20 | YoY - % |
|------------------------------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|--------------|
| Interest Income | 14,745 | 13,418 | 13,869 | 14,142 | 2.0 | 58,532 | 56,173 | -4.0 |
| Interest Expense | (5,206) | (5,150) | (5,019) | (3,637) | -27.5 | (21,930) | (19,021) | -13.3 |
| Net Interest Income | 9,539 | 8,258 | 8,850 | 10,505 | 18.7 | 36,602 | 37,152 | 1.5 |
| Premium Income Net | 1,231 | (583) | 349 | 475 | 36.1 | 1,697 | 1,471 | -13.3 |
| Non Interest Income | 2,091 | 3,458 | 3,164 | 3,150 | -0.4 | 11,358 | 11,864 | 4.5 |
| Recovery | 355 | 261 | 383 | 550 | 43.6 | 2,354 | 1,549 | -34.2 |
| Operating Income | 13,216 | 11,393 | 12,746 | 14,680 | 15.2 | 52,012 | 52,036 | 0.0 |
| Operating Expense | (5,590) | (5,648) | (6,132) | (6,844) | 11.6 | (23,687) | (24,214) | 2.2 |
| Pre-Provision Income [PPOP] | 7,626 | 5,745 | 6,615 | 7,836 | 18.5 | 28,325 | 27,822 | -1.8 |
| Provisioning | (2,271) | (5,196) | (6,510) | (8,614) | 32.3 | (8,838) | (22,590) | 155.6 |
| Non Operational Inc/(Exp) | (20) | (42) | (11) | (46) | 318.2 | (118) | (119) | 0.8 |
| Net Income before Tax | 5,335 | 507 | 94 | (824) | -976.6 | 19,369 | 5,112 | -73.6 |
| Net Income | 4,253 | 204 | (136) | (1,039) | 664.0 | 15,384 | 3,280 | -78.7 |

Non-Interest Income

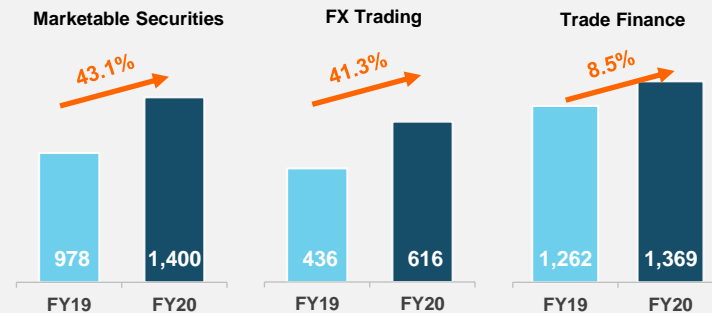
Breakdown Non-Interest Income [Rp Bn]

| Non Interest Income | 1Q20 | 2Q20 | 3Q20 | 4Q20 | QoQ - % | FY19 | FY20 | YoY - % |
|--|--------------|--------------|--------------|--------------|--------------|---------------|---------------|-------------|
| Account Maintenance | 491 | 484 | 495 | 512 | 3.4 | 2,027 | 1,981 | -2.3 |
| ATM & e-Channel | 338 | 332 | 339 | 350 | 3.2 | 1,271 | 1,360 | 7.0 |
| Debit Card Maintenance | 114 | 113 | 116 | 120 | 3.4 | 439 | 463 | 5.5 |
| PPOB & Billpayment | 51 | 71 | 68 | 73 | 7.2 | 234 | 263 | 12.4 |
| Remittance | 57 | 48 | 60 | 58 | -3.3 | 235 | 223 | -5.1 |
| Others [Card Business, Bancass, etc] | 514 | 383 | 414 | 416 | 0.5 | 2,173 | 1,726 | -20.6 |
| Total Fee Consumer | 1,565 | 1,431 | 1,492 | 1,528 | 2.4 | 6,379 | 6,016 | -5.7 |
| Trade Finance | 264 | 344 | 293 | 468 | 59.7 | 1,262 | 1,369 | 8.5 |
| Marketable securities | 253 | 215 | 567 | 364 | -35.8 | 978 | 1,400 | 43.1 |
| FX Trading | 194 | 195 | 139 | 87 | -37.4 | 436 | 616 | 41.3 |
| Pension Fund | 47 | 46 | 47 | 42 | -10.6 | 164 | 182 | 11.0 |
| Syndication | 90 | 49 | 124 | 80 | -35.5 | 550 | 343 | -37.6 |
| Others [Custody, Coop Fee, Etc] | 247 | 211 | 444 | 308 | -30.6 | 1,285 | 1,209 | -5.9 |
| Total Fee Business Banking | 1,095 | 1,060 | 1,614 | 1,350 | -16.4 | 4,675 | 5,119 | 9.5 |
| Total Recurring Fee | 2,660 | 2,491 | 3,106 | 2,878 | -7.3 | 11,053 | 11,135 | 0.7 |
| Total Non Recurring Fee | 403 | (35) | (1) | 332 | NM | 412 | 698 | 69.4 |
| Total Non Int Income [Bank Only] | 3,063 | 2,455 | 3,105 | 3,210 | 3.4 | 11,465 | 11,833 | 3.2 |
| Subsidiaries | (972) | 1,003 | 60 | (59) | -198.3 | (107) | 31 | 129.0 |
| Total Non Int Income [Consolidated] | 2,091 | 3,458 | 3,164 | 3,150 | -0.4 | 11,358 | 11,864 | 4.5 |

Recurring FBI Quarterly Movement [Rp Bn]



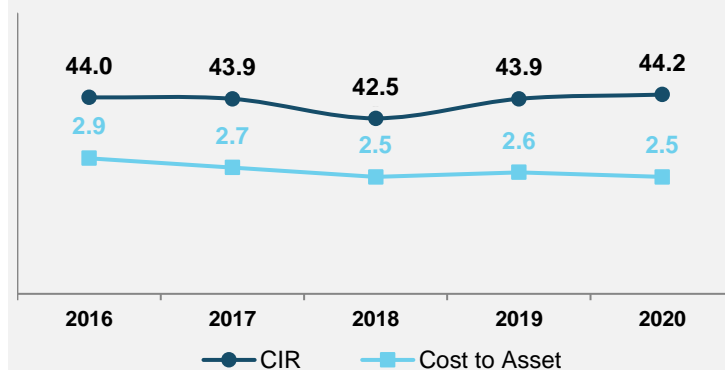
Top Contributors in Business Banking Fee



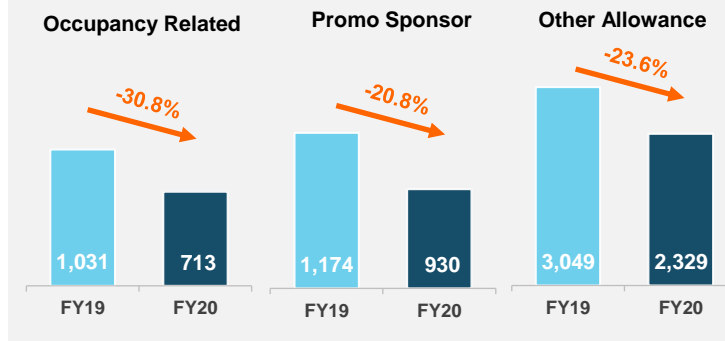
Discipline Cost Control

| OPEX Composition [IDR Bn] | | | | | | | | |
|---------------------------------|--------------|--------------|--------------|--------------|-------------|---------------|---------------|-------------|
| OPEX [Consolidated] | 1Q20 | 2Q20 | 3Q20 | 4Q20 | QoQ - % | FY19 | FY20 | YoY - % |
| Personnel Expenses | 2,385 | 2,309 | 2,539 | 2,518 | -0.8 | 10,186 | 9,751 | -4.3 |
| Base Salary | 817 | 872 | 856 | 871 | 1.8 | 3,024 | 3,416 | 13.0 |
| Other Allowance | 442 | 458 | 681 | 748 | 9.8 | 3,049 | 2,329 | -23.6 |
| Post Employee Benefits | 748 | 508 | 432 | 355 | -17.8 | 2,277 | 2,042 | -10.3 |
| Training | 31 | 49 | 35 | 87 | 148.6 | 328 | 202 | -38.4 |
| Subsidiaries | 347 | 422 | 536 | 457 | -14.7 | 1,508 | 1,762 | 16.8 |
| G&A Expenses | 1,687 | 1,832 | 1,766 | 2,209 | 25.1 | 8,127 | 7,494 | -7.8 |
| IT & Telecommunication | 285 | 312 | 318 | 371 | 16.7 | 1,152 | 1,286 | 11.6 |
| Occupancy Related | 172 | 180 | 193 | 168 | -13.0 | 1,031 | 713 | -30.8 |
| Promo Sponsor | 214 | 217 | 190 | 310 | 63.2 | 1,174 | 930 | -20.8 |
| Transport & Travel | 35 | 15 | 23 | 30 | 30.4 | 165 | 103 | -37.6 |
| Goods, Prof. Services & Others | 779 | 941 | 859 | 1,043 | 21.4 | 3,705 | 3,621 | -2.3 |
| Subsidiaries | 202 | 167 | 184 | 287 | 56.0 | 901 | 840 | -6.8 |
| Other Expenses | 1,360 | 1,321 | 1,648 | 1,907 | 15.7 | 4,768 | 6,236 | 30.8 |
| Other Subsidiaries | 158 | 186 | 179 | 210 | 17.3 | 605 | 733 | 21.2 |
| Total Operating Expenses | 5,590 | 5,648 | 6,132 | 6,844 | 11.6 | 23,687 | 24,214 | 2.2 |

Cost to Income Ratio & Cost to Asset [%]



Cost discipline given evolving economic situation



Asset Quality

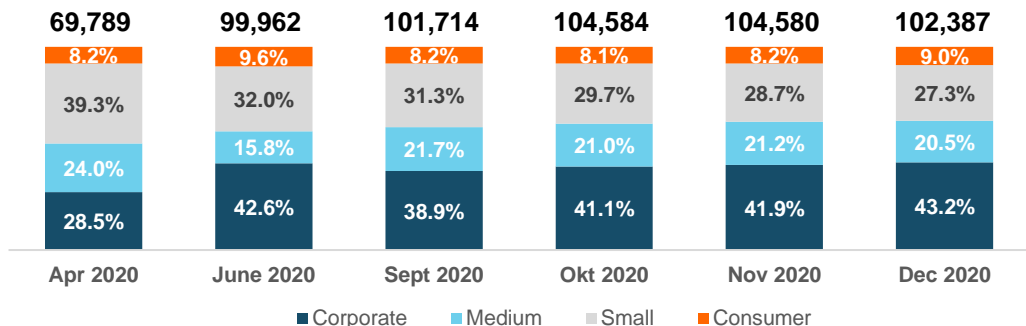


Covid-19 Restructuring Pace Has Stabilized

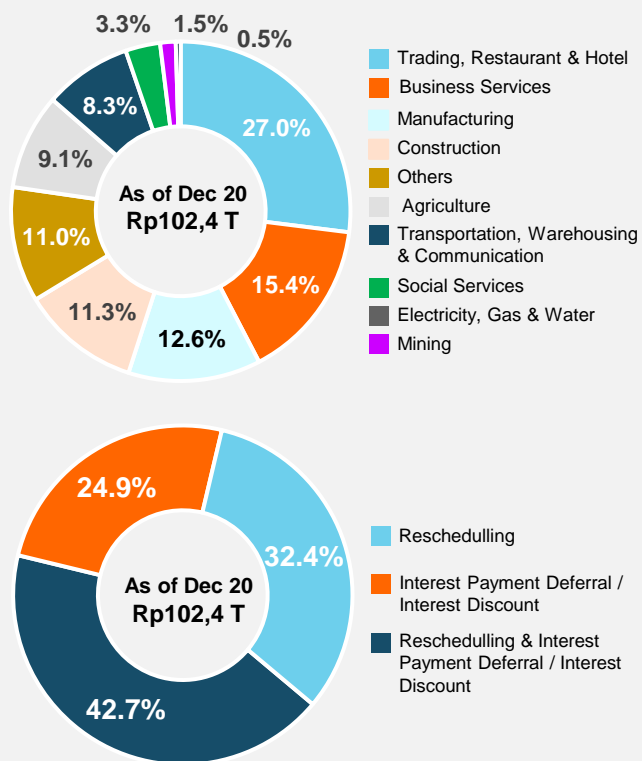
Restructuring Loan by Segment [IDR Bn] – Bank Only

| Segment | Loan Book FY2020 | Restructured Loan (Covid) | | | % to Loan |
|--------------|------------------|---------------------------|----------------|----------------|--------------|
| | | June 2020 | Sept 2020 | Dec 2020 | |
| Corporate | 311,071 | 42,631 | 39,516 | 44,217 | 14.2 |
| Medium | 67,193 | 15,791 | 22,058 | 20,985 | 31.2 |
| Small | 84,800 | 31,960 | 31,791 | 27,984 | 33.0 |
| Consumer | 88,723 | 9,580 | 8,348 | 9,201 | 10.4 |
| TOTAL | 551,787 | 99,962 | 101,714 | 102,387 | 18.6% |

Restructuring Loan Composition by Segment [IDR Bn]

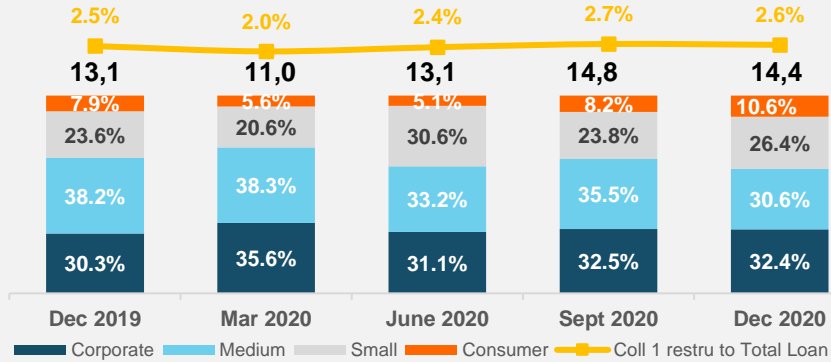


Restructuring Loan By Sector & its Scheme

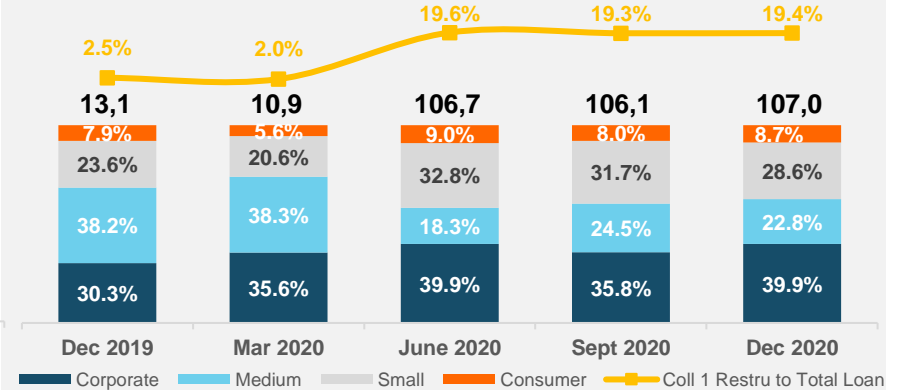


Asset Quality Trend

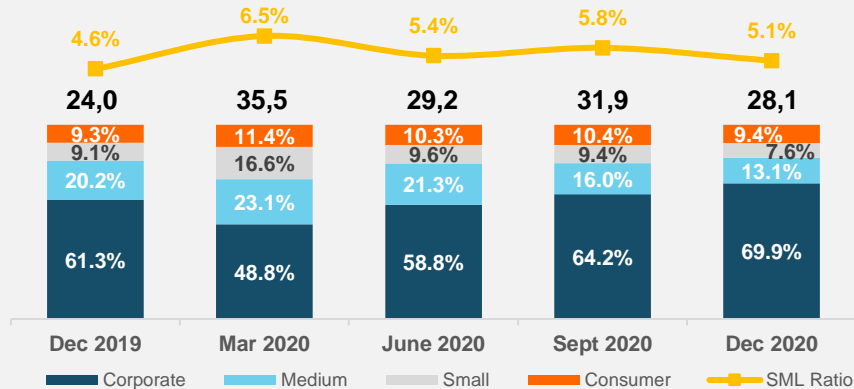
Current Restructured Loan Excl Covid - IDR Tn



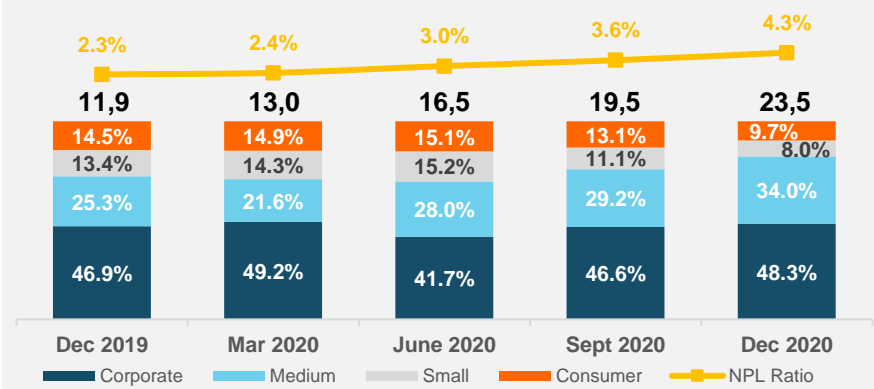
Current Restructured Loan Incl Covid - IDR Tn



Special Mention Loan [Col. 2] by Segment - IDR Tn



Non Performing Loan [NPL] by Segment - IDR Tn



Loan at Risk & Provision Coverage

Loan Quality & Restructured Loan [IDR Tn] – Bank Only

| Loan Profile | Dec 2019 | Mar 2020 | June 2020 | Sept 2020 | Dec 2020 | YoY - % | QoQ - % |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|------------|------------|
| Total Loans by Collectability | | | | | | | |
| Current | 486,9 | 497,2 | 498,3 | 497,2 | 500,3 | 2.8 | 0.6 |
| Special Mention ^{a)} | 24,0 | 35,5 | 29,1 | 31,9 | 28,1 | 17.1 | -11.9 |
| NPL ^{b)} | 11,9 | 13,0 | 16,5 | 19,5 | 23,5 | 97.5 | 20.5 |
| Total Loan | 522,8 | 545,7 | 543,9 | 548,6 | 551,8 | 5.5 | 0.6 |

Restructured Loans

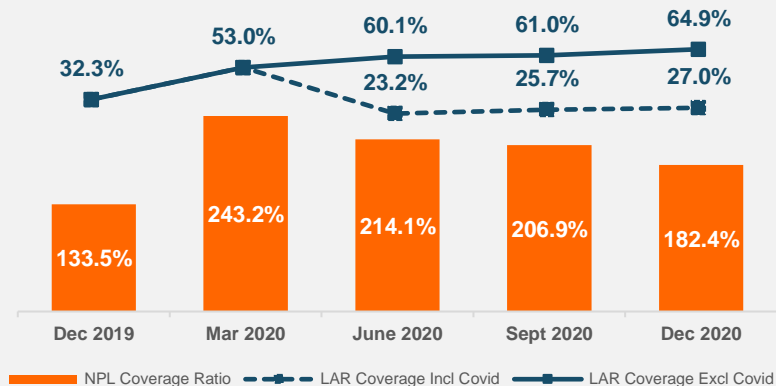
| | | | | | | | |
|--------------------------------|-------------|-------------|--------------|--------------|--------------|--------------|------------|
| Current | 13,1 | 10,9 | 106,7 | 106,1 | 107,0 | 716.8 | 0.8 |
| Covid ^{c)} | - | - | 93,6 | 91,3 | 92,6 | NM | 1.4 |
| Non Covid ^{d)} | 13,1 | 10,9 | 13,1 | 14,8 | 14,4 | 9.9 | -2.7 |
| Special Mention | 17,6 | 20,1 | 21,8 | 24,9 | 20,8 | 18.2 | -16.5 |
| NPL | 4,7 | 5,1 | 6,5 | 8,3 | 11,8 | 151.1 | 42.2 |
| Total Restructured Loan | 35,4 | 36,3 | 135,0 | 139,4 | 139,6 | 294.4 | 0.1 |

| | | | | | | | |
|--|-------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Total LAR (excl. Covid) ^{e)} ^{e) = (a + b + d)} | 49,0 | 59,5 | 58,7 | 66,3 | 66,0 | 34.7 | -0.5 |
| Total LAR (incl. Covid) ^{f)} ^{f) = (e + c)} | 49,0 | 59,5 | 152,4 | 157,6 | 158,6 | 223.7 | 0.6 |
| LAR Ratio (excl Covid) | 9,4% | 10,9% | 10,8% | 12,1% | 12,0% | 2.6 | -0.1 |
| LAR Ratio (incl. Covid) | 9,4% | 10,9% | 28,0% | 28,7% | 28,7% | 19.3 | 0.0 |

Provision Coverage per Collectability - %

| All Segments % | Dec 2019 | Mar 2020 | June 2020 | Sept 2020 | Dec 2020 |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Current – Normal | 1.0 | 1.3 | 0.8 | 0.9 | 1.2 |
| Loan at Risk (Incl Covid) | 22.5 | 37.7 | 21.1 | 23.3 | 24.0 |
| Current Restructured | 7.5 | 13.9 | 4.3 | 5.2 | 5.8 |
| Collectability 2 (SML) | 20.7 | 35.0 | 48.5 | 45.8 | 48.3 |
| NPL | 42.6 | 70.6 | 82.0 | 85.1 | 77.7 |
| All Collectability | 3.0 | 5.9 | 6.5 | 7.4 | 7.8 |

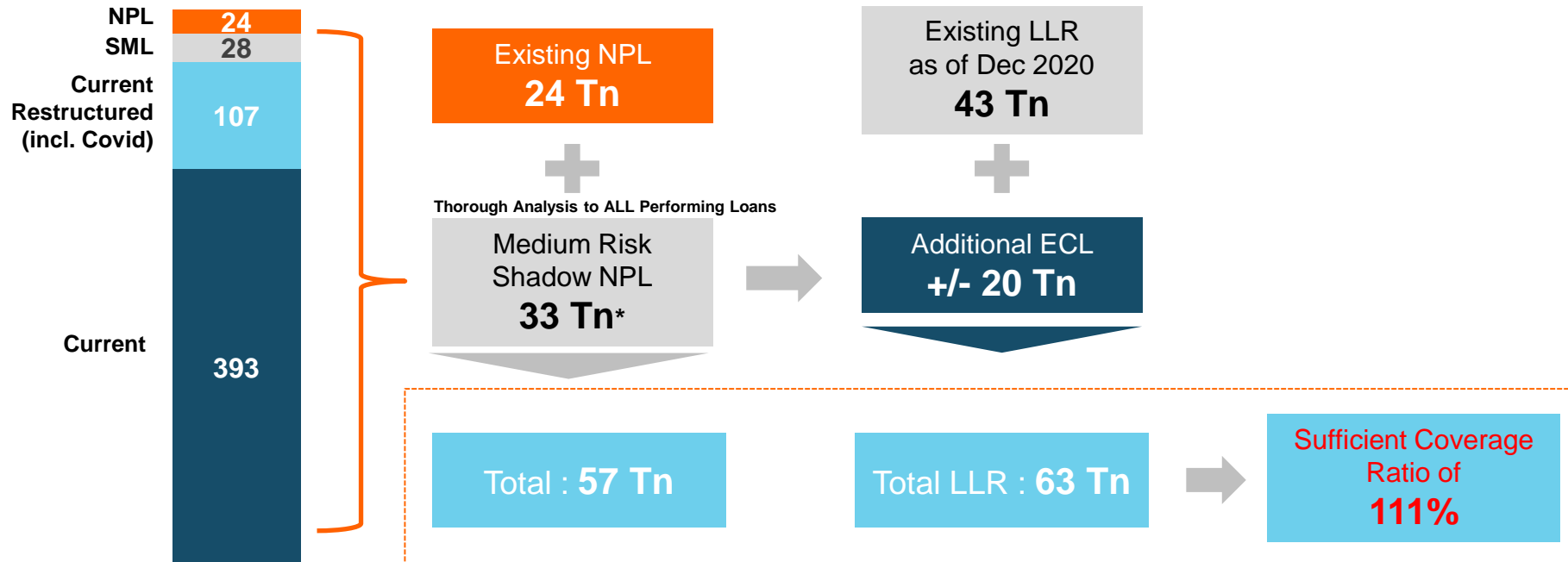
NPL & LAR Coverage Ratio



Comprehensive Portfolio Review

Methodology:

- Extensive Survey approach to each debtor, covering > 90% of loan accounts
- Conducted periodically every four months



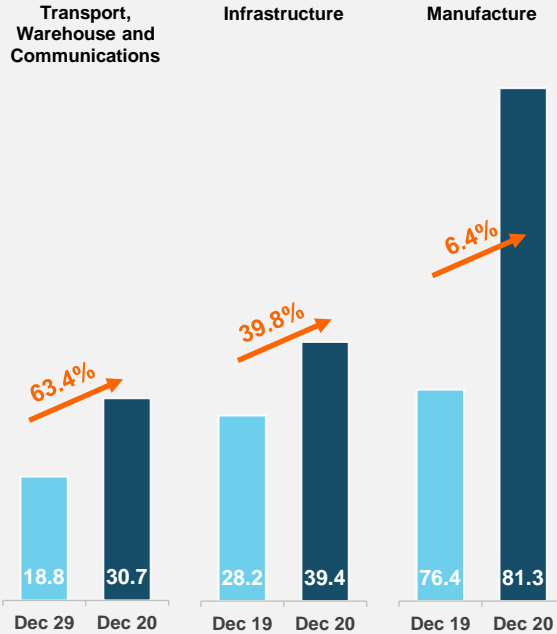
* Over two years period, some of it might fall into stage 3, and the rest might survive in stage 2.
Conservative assumptions, not considering the possibility of collectability upgrade

Business & Consumer Banking

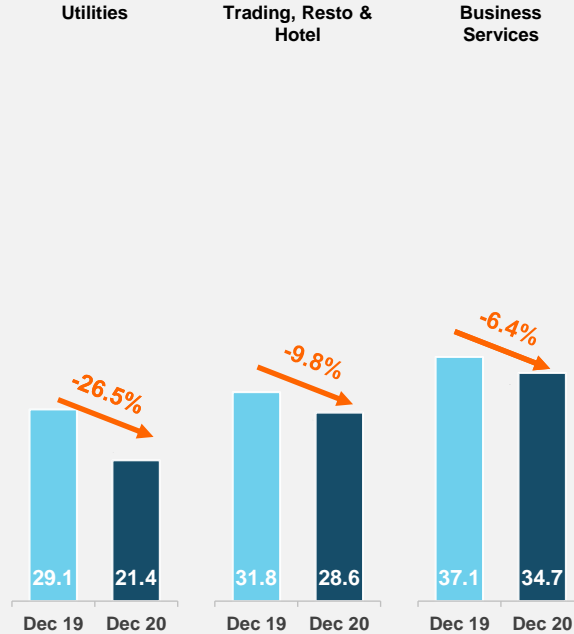


Business Banking Highlight

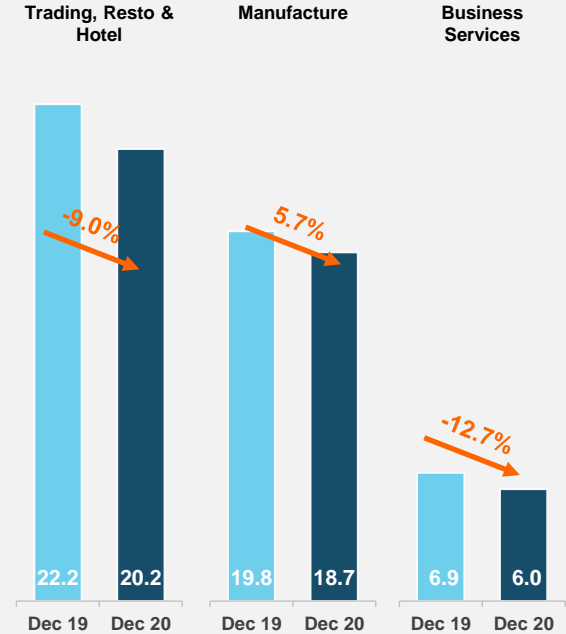
Corporate Segment – Top 3 Expansion
[IDR Tn]



Corporate Segment – Top 3 Contraction
[IDR Tn]



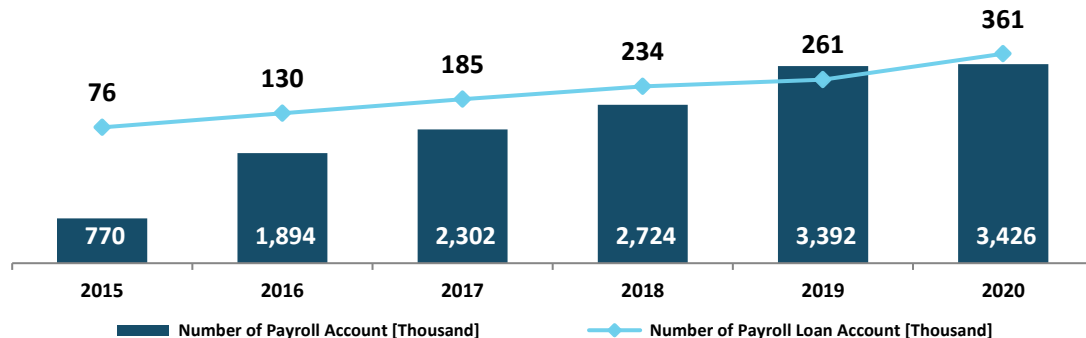
Medium Segment – Top 3 Contraction
[IDR Tn]



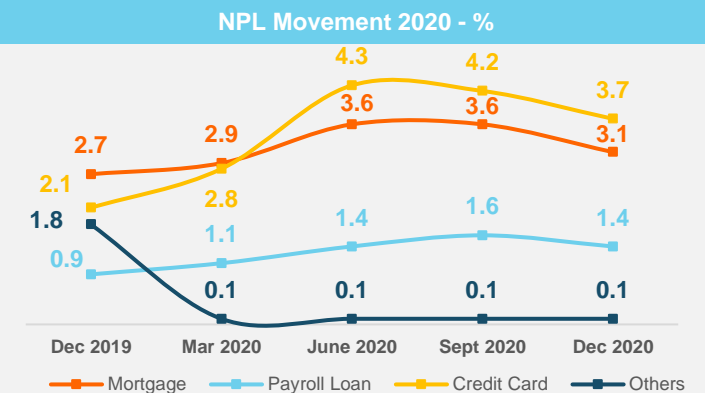
Consumer Business

| Product | 2018 | 2019 | 2020 | Growth YoY % | Composition % | NPL % | |
|--------------|--------|--------|--------|--------------|---------------|-------|------|
| | | | | | | 2019 | 2020 |
| Mortgage | 40,753 | 44,128 | 46,038 | 4.3 | 51.2 | 2.7 | 3.1 |
| Payroll Loan | 23,744 | 26,522 | 30,269 | 14.1 | 33.7 | 0.9 | 1.4 |
| Credit Card | 12,558 | 12,844 | 11,647 | -9.3 | 13.0 | 2.1 | 3.7 |
| Others | 2,680 | 2,380 | 1,923 | -19.2 | 2.1 | 1.8 | 0.1 |
| | 79,735 | 85,874 | 89,876 | 4.7 | 100.0 | 2.0 | 2.5 |

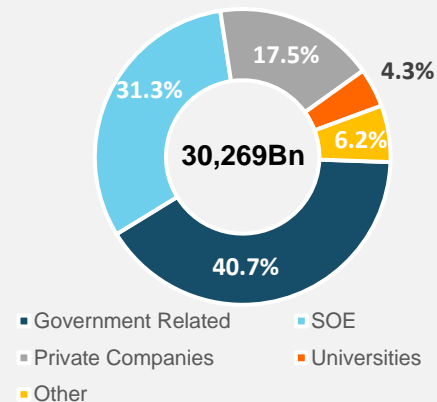
Ample room for growth for payroll loan



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



Payroll Loan Debtors Composition 3Q20



Corporate Guidance



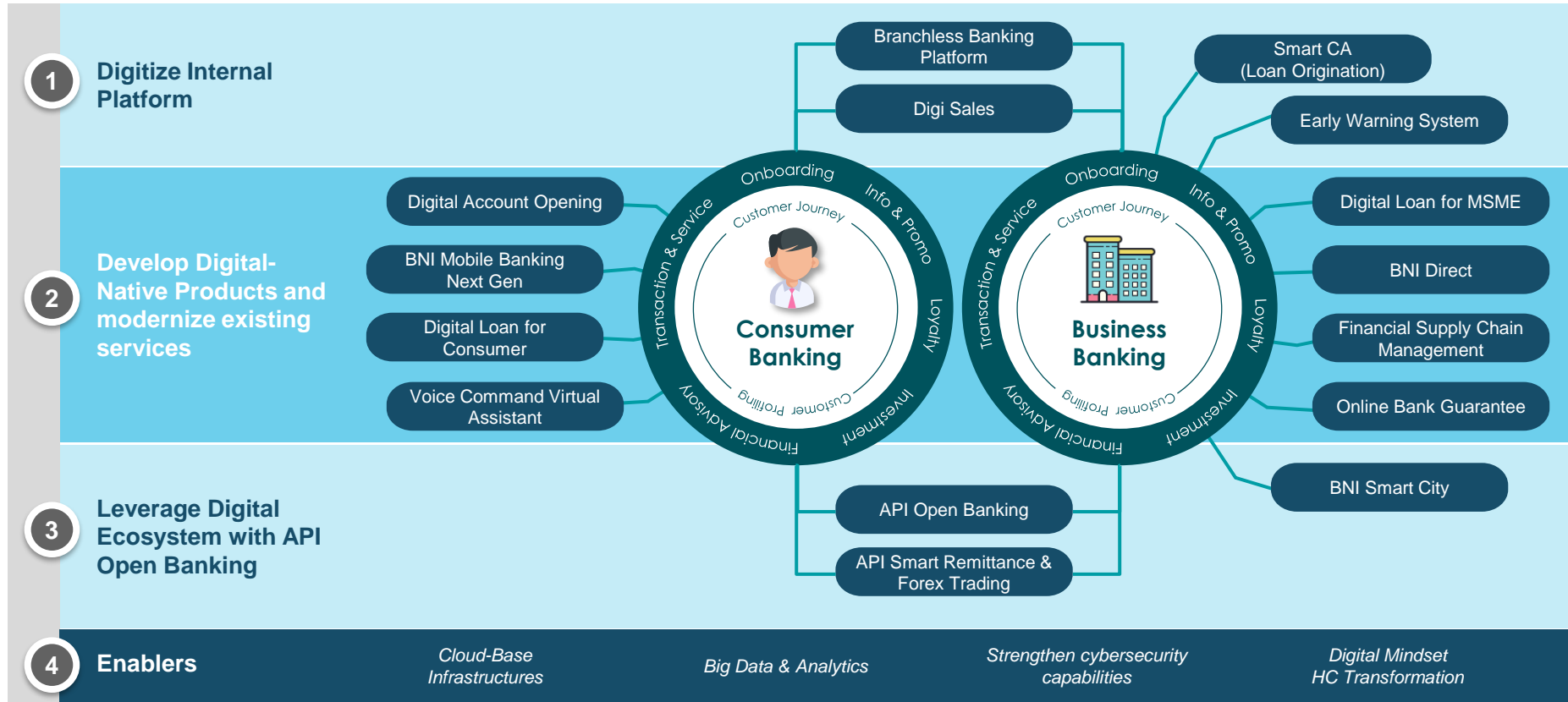
Corporate Guidance for FY2021

| | FY 2020 Guidance | FY2020 Realization | 2021 Guidance |
|---------------------|---------------------|-----------------------|------------------|
| Loan Growth (% yoy) | 2% - 4% | 5.6% | 6.0% - 9.0% |
| NIM | 3.7% - 4.0% | 4.5% | 4.6% - 4.8% |
| Credit Cost | 3.4% - 3.9% | 4.1% | 3.3% - 3.6% |

BNI Digital Initiatives & ESG



Digital Initiatives that encompass Product, Digital Platform and Open API



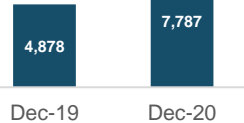
Mobile banking is set to become the dominant banking channel for customers



BNI Mobile Banking

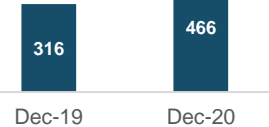
User (in 000)

▲ **59.6%**
YoY



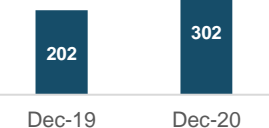
Transaction Value (in Rp Tn)

▲ **47.6%**
YoY



Transaction (in Mn)

▲ **49.9%**
YoY



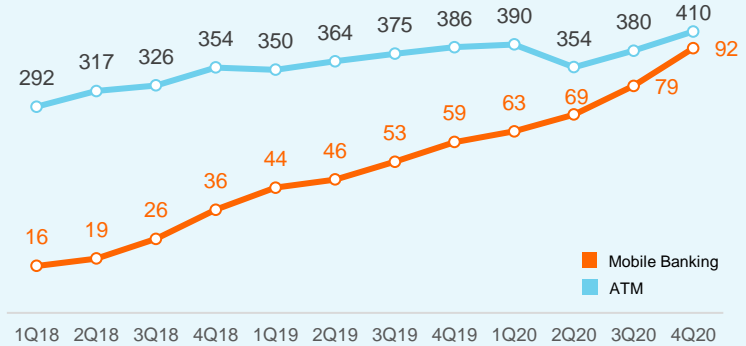
Leading Features

- » Biometric Login
- » User-ID Auto Filling
- » Point+ integration
- » Account Opening
- » Loan Application

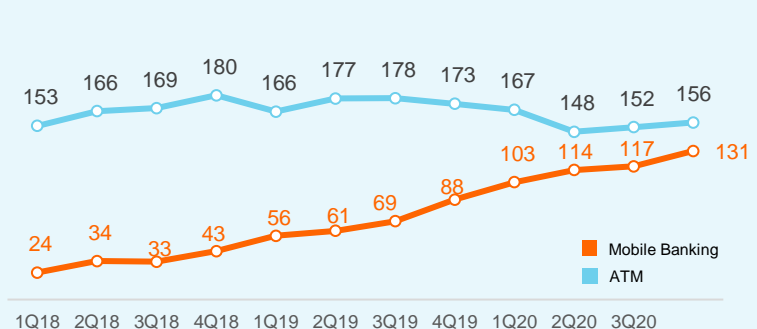
Next Improvement

- » Omni-channel experience
- » Personal Finance Management

Quarterly # of Transaction (Mn)



























Quarterly Transaction Value (Rp Tn)



Five Pillars of Sustainability Aligning Business to UN SDGs

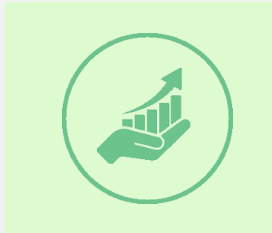
MSCI Rating BBB


| Pillars | SDGs | Program |
|---|--|--|
| BNI FOR INDONESIA Environmental preservation, improvement of social welfare, and community economic empowerment |         | <ul style="list-style-type: none"> Financing activities that deliver positive effects on economic and social aspects and environmental conservation. The biggest share was for Micro, Small and Medium Enterprises (MSMEs), followed by financing for management of living natural resources and sustainable land Promoting inclusive and sustainable funding product through the "Let's Save with Waste" program. |
| BNI FOR CUSTOMERS Establishing partnerships with customers while paying attention to ESG |   | <ul style="list-style-type: none"> Providing products and services on a digital platform basis Developing agent banking Handling of customer complaints, customer data confidentiality |
| BNI FOR THE ENVIRONMENT Reduce environmental impact and embrace green business opportunities |      | <ul style="list-style-type: none"> Adopted an eco-friendly building management. Plaza BNI BSD with Platinum certification and Menara BNI Pejompongan with Gold certification from the Green Building Council Indonesia (GBCI) Financial support for a number of renewable energy sector (solar and hydro) and sustainable palm oil Solar Panel Installation in Plaza BNI BSD Green campaign program (BNI Go Green) |
| BNI FOR THE COMMUNITY Community Empowerment |       | <ul style="list-style-type: none"> Technical Assistance to Increase the capacity and capability of SME Fostering the application of digital technologies in Agriculture (Smart Farming) Channeling subsidized loan to improve the welfare of communities around degraded and deforested land Development of public and religious facilities/infrastructures on in-kind or pro-bono basis |
| BNI FOR EMPLOYEES Providing the best conditions for employees as a place of pride for work and accomplishment. |    | <ul style="list-style-type: none"> provides fair and equal employment opportunities allocates decent budget for learning and development Decent and safe working environment with covid-19 protocol Employee Health Services amidst Covid-19 Pandemic |

Sustainable Portfolio

Green Portfolio Amounting to Rp139.4 Tn or 25.4% of total loan (Bank Only)

113.3 Tn



*Socioeconomic
Advancement &
Empowerment*

20.5 Tn



*Environmentally
sustainable
management of
living natural
resources and
land use*

4.6 Tn



*Renewable
Energy*

528 Bn



*Green
building*

470 Bn



*Others
(efficiency of energy,
pollution prevention,
Sustainable water &
wastewater
management)*

Roadmap of Environmental Sustainable Governance (ESG) Implementation

MSCI Rating BBB


| 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--|---|---|--|
| <i>Defining baseline for sustainable finance</i> | <i>Implementation of sustainable finance in renewable energy & social forestry</i> | | <i>Implementation of sustainable finance in food manufacture</i> | |
| <ul style="list-style-type: none"> Defining the baseline criteria for sustainable business activities in the palm oil and renewable energy sectors in business banking segment. "Lets saving with waste" program. Study of potential environment friendly industry Training on aspect ESG in business – stage 1 (basic) | <ul style="list-style-type: none"> 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 ESG in business – stage 2 (basic – intermediate) Business forum – sustainable financial | <ul style="list-style-type: none"> Implementation on financial sustainability and social forestry "Lets saving with waste" program outside Jakarta Training on aspect ESG in business – stage 3 (basic - intermediate) Business forum – environment friendly industry Industry mapping on social and communal risk | <ul style="list-style-type: none"> 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 ESG in business – stage 4 | <ul style="list-style-type: none"> Implementation of financial sustainability on Manufacture, Food and Beverage Industry. Credit Card environment friendly program Training on ESG aspect in business – stage 4 (Basic – Intermediate – Advance) Awareness program for debtors. Implementation on monitoring system for social and communal risk. |



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



Lets Saving with Waste

Aims to encourage Students and Residents to care for the environment, **converting waste into saving** as part of financial inclusion and building a cashless society



CSR Program

SME Assistances
Assistances for **Indonesian Migrant Workers** (Kami Bersama BNI)
Community Empowerment (BNI Berbagi)



Thank You



About BNI



Board of Directors



Royke Tumilaar

President Director

- President Director, PT. Bank Mandiri (Persero) Tbk (2019 – 2020)
- MD – Corporate Banking, PT. Bank Mandiri (Persero) Tbk (2018 – 2019)

Education:

- Bachelor's degree in Management from Universitas Trisakti
- Master of Business Administration from University of Technology Sydney, Australia



Adi Sulistyowati

Vice President Director

- MD – Service and Network, BNI (2020)
- MD – Institutional Relation, BNI (2015 – 2020)
- Network Management Division Head, BNI (2012-2015)

Education:

- Bachelor's degree in Management from Universitas Krishnadwipayana



Novita Widya Anggraini

MD – Finance [CFO]

- SVP Strategy & Performance Management, PT. Bank Mandiri (Persero) Tbk (2020)
- SVP Accounting, PT. Bank Mandiri (Persero) Tbk (2017 – 2020)

Education:

- Bachelor's degree in Accounting from Universitas Islam Indonesia



David Pirzada

MD – Risk Management

- SEVP Wholesale Risk, PT. Bank Mandiri (Persero) Tbk (2018 – 2020)
- Country Chief Risk Officer, Bank of Tokyo Mitsubishi, Jakarta (2015 – 2018)

Education:

- Bachelor's Degree in Electrical Engineering from Northeastern University, Boston, USA
- Master Degree in International Business from Southern New Hampshire University, USA



Silvano Winston Rumanitir

MD – Corporate Banking

- MD – Finance and Strategy, PT. Bank Mandiri (Persero) Tbk (2019 – 2020)
- SEVP Corporate Banking, PT. Bank Mandiri (Persero) Tbk (2019)

Education:

- Bachelor's degree in Bachelor of Arts from University of Oregon, USA
- Master's degree in Finance from RMIT University, Melbourne Australia



Henry Panjaitan

MD – Treasury and International Banking

- CEO Jakarta Senayan Regional Office, BNI (2020)
- CEO Jakarta BSD Regional Office, BNI (2019-2020)
- Head of International Business Division, BNI (2017 – 2019)

Education:

- Bachelor's degree in Management from Padjadjaran University
- Master's degree in Management Accounting from Indonesia University
- Master's degree in Commerce in Banking, University of New South Wales, Australia



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)
- MD-Funding and Network, PT. Bank Tabungan Negara (Persero) Tbk (2015 – 2016)

Education:

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



Muhammad Iqbal

MD – MSME (Micro, Small, Medium Enterprise)

- SVP Small and Medium Enterprise Banking, PT. Bank Mandiri (Persero) Tbk (2020)
- SVP Small, Medium Enterprise and Micro Risk, PT. Bank Mandiri (Persero) Tbk (2017 – 2020)

Education:

- Bachelor's degree in Industrial Engineering from Bandung Institute of Technology
- Master's degree in Business Administration from Monash University, Australia



Corina Leyla Karnalies

MD – Consumer Banking

- General Manager of Data Management Division, BNI (2019)
- General Manager of Consumer Product Management, BNI (2018)

Education:

- Bachelor's degree in Physics from University of Indonesia



Ronny Venir

MD – Service and Network

- SEVP Network, BNI (2019 – 2020)
- SEVP Medium Business (2018 – 2019)

Education:

- Bachelor's degree in Husbandry from Padjadjaran University
- Master's degree in Agribusiness from IPB University



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. Hariantonono

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



Iman 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
- Dcorate 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)

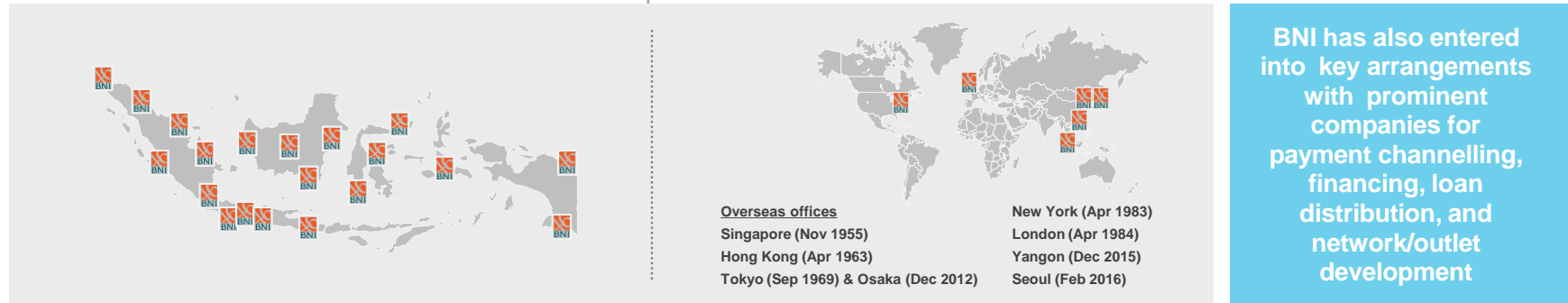
Education:

- 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

| | | | | | | | |
|---|---|--|---|---|--|--|--|
| Branchless Banking 2020 (170.158) 2019 (157.144) 2018 (111.836) | ATM 2020 (18.233) 2019 (18.659) 2018 (18.311) | Middle loan center (SKM) 2020 (23) 2019 (33) 2018 (33) | Small loan center (SKC) 2020 (25) 2019 (25) 2018 (25) | Small loan unit (UKC) 2020 (41) 2019 (44) 2018 (44) | Consumer loan center (LNC) 2020 (12) 2019 (12) 2018 (12) | Outlets 2020 (2.219) 2019 (2.245) 2018 (2.256) | Employee 2020 27,202 2019 27,211 2018 27,224 |
|---|---|--|---|---|--|--|--|



Individual customer highlights

- ✓ **63.8 million** funding accounts
- ✓ **1.8 million** credit cards
- ✓ **202.850** mortgage customers

Corporate/SME customer Highlights

- ✓ **792,088** corporate deposit accounts
- ✓ **5,771** corporate loan accounts
- ✓ **2,453** medium loan accounts
- ✓ **301,126** small loan accounts



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

BNI Shares & Rating



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 | Outlook | Negative |
| | Long Term Foreign Issuer Credit | BBB- |
| | Long Term Local Issuer Credit | BBB- |
| | Short Term Foreign Issuer Credit | A-3 |
| | Short Term Local Issuer Credit | A-3 |
| Moody's | Outlook | Stable |
| | Bank Deposits | Baa2/P-2 |
| | Baseline Credit Assessment | Baa3 |
| | Adjusted Baseline Credit Assessment | Baa3 |
| | Counterparty Risk Assessment | Baa2/P-2 |
| Pefindo | Corporate Rating | AAA/Stable |

BBNI's closed price December 30, 2020 (Rp 6,175) was -27.1% lower than December 30, 2019 (Rp 7,850)

- Issued shares 18,648,656,458 shares
- Price [December 30, 2020] : Rp 6,175 [-27.1% YoY]
- Market Capitalization : Rp 115.1 trillion [+/- US\$ 8.2 billion]

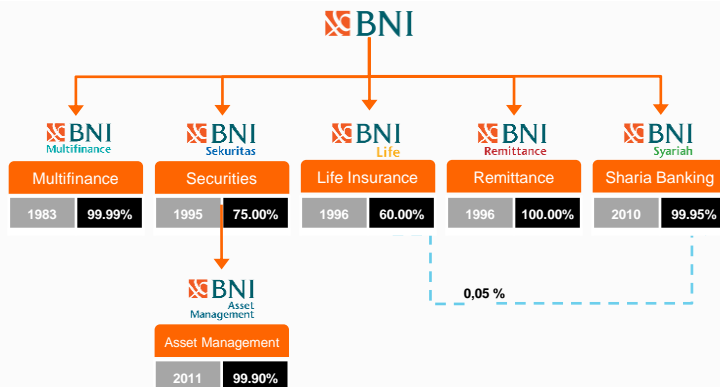
BBNI Public Ownerships [40.00%]

| Shareholder | Shares | Ownership |
|--------------------------|---------------|-----------|
| Foreign Institutions | 2,984,992,170 | 16.0% |
| Domestic Institutions | 2,232,048,059 | 11.9% |
| Retail Investors | 872,501,405 | 4.6% |
| Holdings Below Threshold | 621,872,381 | 3.3% |
| Others | 425,590,276 | 2.2% |
| Foreign Brokers | 171,436,896 | 0.9% |
| Employees etc. | 70,741,942 | 0.3% |
| Corporate Stakeholders | 51,634,300 | 0.2% |
| Domestic Brokers | 23,520,235 | 0.1% |
| Hedge Funds | 5,124,800 | 0.03% |

| Ownerships | Des 19 | Jul 20 | Aug 19 | Sep 20 | Oct 20 | Nov 20 | Des 20 |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|
| Government RI | 60.0% | 60.0% | 60.0% | 60.0% | 60.0% | 60.0% | 60.0% |
| Public - Domestic | 17.4% | 19.7% | 20.4% | 22.0% | 22.3% | 22.7% | 23.1% |
| Public - Foreign | 22.6% | 20.3% | 19.6% | 18.0% | 17.7% | 17.3% | 16.9% |

Subsidiaries

Group Structure



Financial Highlights

(Rp Bn)

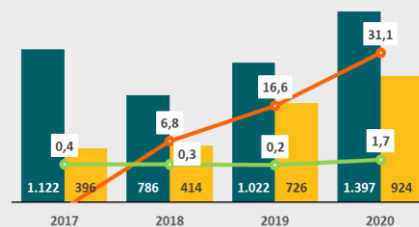
| Balanced Sheet Summary | | | | |
|------------------------|----------|----------|----------|-------|
| | 2018 | 2019 | 2020 | YoY |
| Total Asset | 60.547,9 | 71.086,5 | 78.745,3 | 10,8% |
| Liabilities | 50.261,4 | 59.552,7 | 66.155,1 | 11,1% |
| Equity | 10.286,5 | 11.533,8 | 12.590,2 | 9,2% |

| Profit & Loss Summary | | | | |
|-----------------------|-------|-------|-------|--------|
| | 2018 | 2019 | 2020 | YoY |
| Earning After Tax | 648,6 | 952,0 | 721,3 | -24,2% |
| Fee Based Income * | 608,6 | 659,8 | 570,8 | -13,5% |
| Dividen | 81,3 | 149,5 | 210,2 | 40,6% |

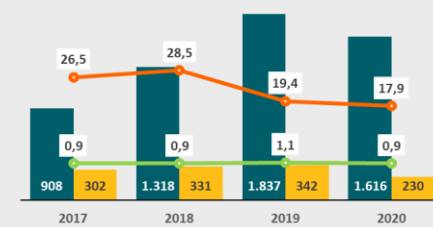
| | 2018 | 2019 | 2020 | YoY |
|----------------------------------|---------|---------|---------|--------|
| Total Contribution (EAT+FBI+Div) | 1.338,5 | 1.761,3 | 1.502,3 | -14,7% |

* Contribution of subsidiaries which is directly recorded as FBI in BNI (parent company)

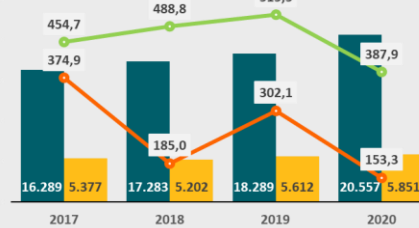
BNI Sekuritas



BNI Multifinance



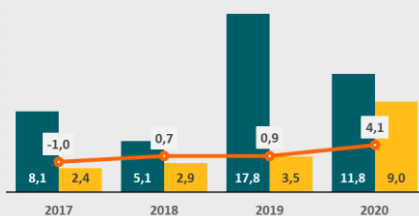
BNI Life



BNI Syariah



BNI Remittance Ltd



BNI Asset Management



■ Asset (Rp Bn) ■ Equity (Rp Bn) — EAT (Rp Bn) — FBI contribution to BNI (Rp Bn)

E-Banking [Bank Only]

Mobile banking is set to become the dominant banking channel for customers

| E CHANNEL | | 2018 | 2019 | 2020 | YoY |
|-----------|-------------------------|-------|--------|--------|--------|
| | Mobile Banking | | | | |
| | #User (Th) | 2,983 | 4,878 | 7,787 | 59.6% |
| | #Trx (Mn) | 97 | 202 | 302 | 49.9% |
| | Volume (Rp Tn) | 133 | 316 | 466 | 47.6% |
| | SMS Banking | | | | |
| | #User (Th) | 9,820 | 10,865 | 11,837 | 8.9% |
| | #Trx (Mn) | 504 | 660 | 689 | 4.3% |
| | Volume (Rp Tn) | 51 | 41 | 31 | -23.2% |
| | Internet Banking | | | | |
| | #User (Th) | 1,894 | 1,997 | 2,060 | 3.2% |
| | #Trx (Mn) | 28 | 30 | 28 | -4.5% |
| | Volume (Rp Tn) | 91 | 93 | 79 | -15.3% |
| | ATM | | | | |
| | #Trx (Mn) | 1,289 | 1,475 | 1,534 | 4.0% |
| | Volume (Rp Tn) | 668 | 689 | 622 | -9.7% |

Expanding the network of banking services to unbanked people thru Agen46

| BRANCHLESS BANKING | | 2018 | 2019 | 2020 | YoY |
|--------------------|----------------------|---------|---------|---------|--------|
| | # Agent | 111,836 | 157,144 | 170,158 | 8.3% |
| | Agen Fund (Rp Bn) | 1,097 | 1,442 | 1,993 | 38.2% |
| | #Trx (Mn) | 79 | 125 | 157 | 26.0% |
| | Volume (IDR Tn) | 95 | 160 | 190 | 19.0% |
| | #Pandai Account (Th) | 9,175 | 9,772 | 18,350 | 88.7% |
| | Pandai Fund (Rp Bn) | 636 | 771 | 3,102 | 302.4% |

Reliable transaction platform to support the cashless society

| ELECTRONIC MONEY & ACQUIRING | | 2018 | 2019 | 2020 | YoY |
|------------------------------|------------------------------------|-------|-------|-------|--------|
| | BNI Tap Cash | | | | |
| | #Card (Th) | 4,545 | 6,342 | 7,483 | 18.0% |
| | #Trx (Mn) | 51 | 63 | 40 | -36.7% |
| | Volume (Rp Bn) | 807 | 1,371 | 1,009 | -26.4% |
| | Acquiring (EDC + eCommerce) | | | | |
| | #Trx (Mn) | 64 | 70 | 67 | -4.6% |
| | Volume (Rp Tn) | 76 | 86 | 70 | -18.8% |

BASEL 3 Capital Requirement and BNI Capital Realization

| | | | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|----|---|---------|--------------|-------|-------|--------|-----------------|--------|--------|--------|
| 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% | 4.50% |
| a2 | Tier 1 Capital Minimum | | 5.0% | 6.0% | 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% | 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 | | | |

Minimum Tier 1 Capital

| | | |
|-----------------|--------------------|-------------------------|
| Buku I | < Rp 1Tn | ± up to USD 75Mn |
| Buku II | Rp 1Tn < Rp 5Tn | ± USD 75Mn < USD 375Mn |
| Buku III | Rp 5 Tn < Rp 30 Tn | ± USD 375Mn < USD 2,3Bn |
| Buku IV | ≥ Rp 30 Tn | ± ≥ USD 2,3Bn |

BBNI Capital Realization

| CAPITAL | 2018 | 2019 | 2020 |
|--|-------------|-------------|--------------|
| I Common Equity Tier I Capital (%) | | | |
| Minimum Requirement | 4.5 | 4.5 | 4.5 |
| BNI Realization & Projection | 17.3 | 18.7 | 15.7 |
| II Tier I Capital (%) | | | |
| Minimum Requirement | 6.0 | 6,0 | 6,0 |
| BNI Realization & Projection | 17.2 | 18.7 | 15,7 |
| III Total CAR Based on Risk Profile + Add Buffers (%) | | | |
| 1. BNI Risk Profile (Rating 2 Sound) | 10 | 10 | 10 |
| 2. Capital Conservation Buffer | 1.9 | 2.5 | 0 |
| 3. Countercyclical Buffer 0% - 2.5% | 0 | 0 | 0 |
| 4. Capital Surcharge for DSIB Bucket | 1.1 | 1.5 | 1,5 |
| Minimum Requirement (%) | 13.0 | 14.0 | 11,5% |
| CAR BNI Realization & Projection (%) | 18.5 | 19.7 | 16,8% |

Risk Weighted Asset [bank only]

| | 2018 | 2019 | 2020 |
|--------------------------------|--------------|--------------|--------------|
| RWA - Credit Risk – Rp Tn | 493,3 | 519,1 | 528,9 |
| RWA - Market Risk – Rp Tn | 3,2 | 3,2 | 3,3 |
| RWA - Operational Risk – Rp Tn | 68,5 | 76,2 | 82,5 |
| Total RWA – Rp Tn | 565,0 | 598,5 | 614,6 |
| Total Capital – Rp Tn | 104,3 | 118,1 | 103,2 |
| CAR - % | 18.5 | 19.7 | 16.8 |

*) 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

5 Years Financial Data



5 Years Financial Data (1)

| Balance Sheet - Rp Bn | 2016 | 2017 | 2018 | 2019 | 2020 | YoY Rp Bn | YoY % |
|--------------------------------------|---------|---------|---------|---------|---------|--------------|----------|
| Total Assets | 603,032 | 709,330 | 808,572 | 845,605 | 891,337 | 45,372 | 5.4 |
| Placement with other Banks & BI | 33,662 | 28,593 | 39,324 | 47,777 | 61,329 | 13,552 | 28.4 |
| Marketable Securities [market value] | 23,856 | 36,359 | 32,362 | 27,447 | 29,947 | 2,500 | 9.1 |
| Government Bonds [market value] | 63,006 | 79,849 | 86,791 | 81,029 | 90,661 | 9,632 | 11.9 |
| Loan [Gross] | 393,275 | 441,314 | 512,778 | 556,771 | 586,207 | 29,436 | 5.3 |
| Third Party Fund | 435,545 | 516,098 | 578,775 | 614,311 | 679,452 | 65,141 | 10.6 |
| Deposit from other Banks | 10,224 | 12,177 | 14,233 | 11,926 | 9,372 | (2,554) | -21.4 |
| Marketable Securities Issued | 7,227 | 3,482 | 3,087 | 3,085 | 3,085 | 0 | 0.0 |
| Borrowings | 32,965 | 44,722 | 52,025 | 57,236 | 44,114 | (13,122) | -22.9 |
| Shareholder's Equity | 89,254 | 100,903 | 110,374 | 125,004 | 112,872 | (12,132) | -9.7 |

| Profit & Loss - Rp Billion | 2016 | 2017 | 2018 | 2019 | 2020 | YoY Rp Bn | YoY % |
|----------------------------|----------|----------|----------|----------|----------|--------------|----------|
| Interest Income | 43,766 | 48,176 | 54,139 | 58,532 | 56,173 | (2,359) | -4.0 |
| Interest Expense | (13,771) | (16,238) | (18,693) | (21,930) | (19,021) | 2,909 | -13.3 |
| Net Interest Income | 29,995 | 31,938 | 35,446 | 36,602 | 37,152 | 550 | 1.5 |
| Premium Income Net | 1,342 | 1,768 | 1,712 | 1,697 | 1,471 | (226) | -13.3 |
| Non Interest Income | 8,174 | 9,308 | 9,615 | 11,358 | 11,864 | 506 | 4.5 |
| Recovery | 1,378 | 1,732 | 1,997 | 2,354 | 1,549 | (805) | -34.2 |
| Operating Income | 40,889 | 44,746 | 48,771 | 52,012 | 52,036 | 24 | 0.0 |
| Operating Expense | (18,806) | (20,396) | (21,783) | (23,687) | (24,214) | (527) | 2.2 |
| Pre-Provision Income | 22,083 | 24,349 | 26,988 | 28,325 | 27,822 | (503) | -1.8 |
| Provisioning | (7,853) | (7,126) | (7,388) | (8,838) | (22,590) | (13,752) | 155.6 |
| Non Operational Inc/(Exp) | 74 | (57) | 221 | (118) | (119) | (1) | 0.8 |
| Net Income Before Tax | 14,304 | 17,166 | 19,821 | 19,369 | 5,113 | (14,256) | -73.6 |
| Net Income | 11,339 | 13,616 | 15,015 | 15,384 | 3,280 | (12,104) | -78.7 |

5 Years Financial Data (2)

| Financial Ratios [%] | 2016 | 2017 | 2018 | 2019 | 2020 | YoY % |
|--|-------|-------|-------|-------|-------|-------|
| CAPITAL | | | | | | |
| Shareholders equity to total asset | 14.8 | 14.2 | 13.7 | 14.8 | 12.7 | -2.1 |
| Tier I - CAR (include operational risk) | 18.3 | 17.5 | 17.4 | 18.7 | 15.7 | -3.0 |
| Tier II - CAR (include operational risk) | 1.1 | 1.1 | 1.1 | 1.1 | 1.1 | 0.0 |
| Total CAR (credit,market + operational risk) | 19.4 | 18.5 | 18.5 | 19.7 | 16.8 | -2.9 |
| ASSET QUALITY | | | | | | |
| Net Non Performing Loan | 0.4 | 0.7 | 0.8 | 1.2 | 0.9 | -0.2 |
| Gross Non Performing Loan | 3.0 | 2.3 | 1.9 | 2.3 | 4.3 | 2.0 |
| Allowance for possible loan to gross NPL | 146.0 | 148.0 | 152.9 | 133.5 | 182.4 | 48.9 |
| RENTABILITY | | | | | | |
| ROA | 2.7 | 2.7 | 2.8 | 2.4 | 0.5 | -1.9 |
| ROE | 15.5 | 15.6 | 16.1 | 14.0 | 2.9 | -11.1 |
| Net Interest Margin | 6.2 | 5.5 | 5.3 | 4.9 | 4.5 | -0.4 |
| EFFICIENCY | | | | | | |
| Cost to Income Ratio | 44.0 | 43.9 | 42.5 | 43.9 | 44.2 | 0.3 |
| LIQUIDITY | | | | | | |
| Loan to Deposit Ratio | 90.4 | 85.6 | 88.8 | 91.5 | 87.3 | -4.2 |
| COMPLIANCE | | | | | | |
| Statutory Reserve Requirement (Rupiah) | 6.8 | 6.6 | 6.5 | 6.7 | 5.4 | -1.3 |
| Net Open Position | 3.4 | 2.5 | 2.0 | 2.4 | 3.2 | 0.8 |
| DIVIDEND | | | | | | |
| Dividend Payout Ratio [%] | 35.0 | 35.0 | 25.0 | 25.0 | | |

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Thank You

