



CORPORATE PRESENTATION



FY2021

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Analyst Meeting – FY2021
26 January 2022

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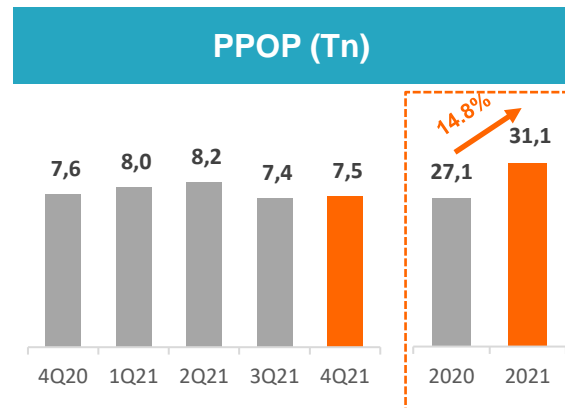
Management Highlights



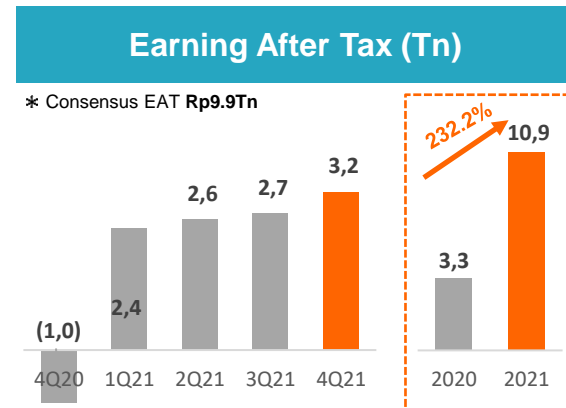
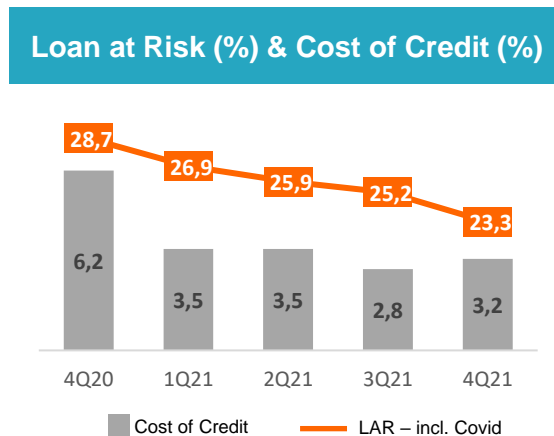
XBN

Above consensus NPAT with all guidance met

	FY 2021 Guidance	FY 2021 Realization	FY 2022 Guidance
Loan Growth (% YoY)	5.0% - 7.0%	5.3%	7.0% - 10.0%
Net Interest Margin	4.7% - 4.9%	4.7%	4.6% - 4.8%
Credit Cost	3.3% - 3.6%	3.3%	2.0% - 2.3%



All ratios are bank only unless stated as Consolidated.



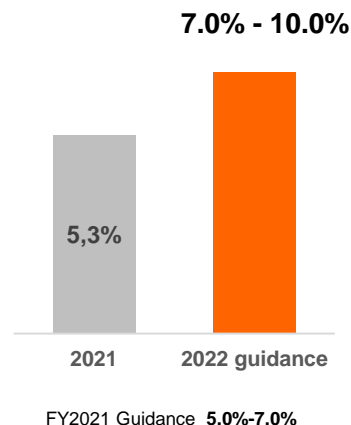
2022 Key economic theme and its implication

Indonesia's Key Macroeconomic Data

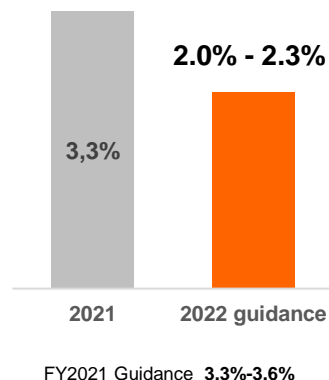
GDP growth (% yoy)		Inflation (%)		BI 7 days RR rate (%)	
2021F	2022F	2021	2022F	2021	2022F
3,7 – 4,5	5,0 – 5,5	1,87	2,00 - 4,00	3,50	3,50 - 4,00

What we expect to see:

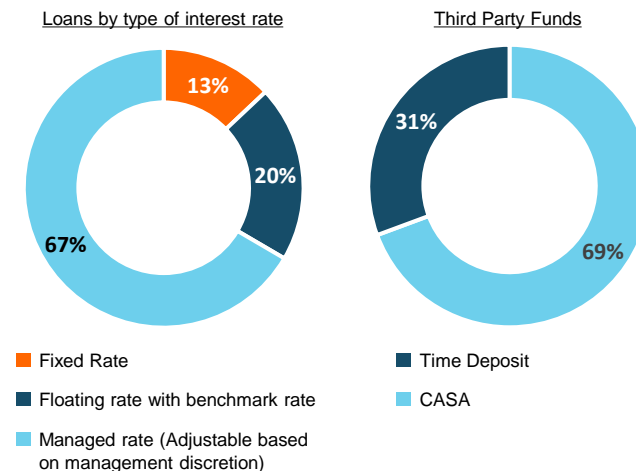
01 Stronger Loan Growth



02 Lower CoC due to better asset quality



03 Growth strategy in rate hike cycle



Strong CASA franchise as an enabler to aggressively expand into low risk customer base during rate hike cycle

BNI Strategic Objectives 2021-2025

Vision:

Financial institution that excels in service and financial performance on sustainable basis

DNA: Digital-based integrated financial solutions provider with international advantages

Enhancing the Basics

2021-2022

- » Improve credit quality through Strengthening **risk management**
- » Enhance **digital capabilities** in meeting customer needs
- » Strengthen and optimize **Capital Management** to support business growth
- » **Sustainable Business Growth**
- » **Transactions based CASA and Fee Income**
- » Optimization of **international networks** and business by strengthening partnerships
- » Upgrading **Human Capital and talent management** system
- » **Strengthening subsidiaries** foundation for future synergies within the group

Best in Class Capability

2023-2024

- » Provide the best in class **bionic** (hybrid-digital and human touch) customer journeys
- » Deliver **sectoral solutions** for priority industries
- » Continued penetration of **Multinational Companies (MNC)** in Indonesia
- » Strengthen **low-cost CASA** sustainably
- » Enhanced **data analytics** capabilities and culture

Beyond Banking

2025

- » Focus on **future banking** capabilities
- » Offer a leading **beyond banking/ecosystem** solutions
- » Wholesale banking **business model** that is integrated across segments, countries and entities
- » Subsidiaries: **Market leader** in their respective industries
- » Become an enabler of **regional/international champions** for Indonesia

Translating Strategies Into Numbers

"What we aim for is a sustainable **best-in-class ROE**, hence asset mix shift to low risk customers is important. This strategy will result in superior fee income and credit cost, outweighing the impact on margin"

	2021		2025
<i>Prudent Growth</i>			
- Loan Growth (%)	5.3%	>	CAGR \pm 10%
- Fee Income to Total Revenue	29.8%	>	\pm 35%
<i>Healthy & Sustainable Business</i>			
- Non Performing Loan (%)	3.7%	>	Below 1.5%
- Cost of Credit (%)	3.3%	>	\pm 1%
- Cost to Income Ratio (%)	43.3%	>	Below 42.0%
- Return on Equity (%)	10.4%	>	Above 18%

Progress of Corporate Transformation



Acquisition of Top Tier Corporate Clients



Leverage relationship with 38 Diamond Corporate Clients

Rp115 Tn Corporate Loan
Rp2.5 Tn Consumer Loan (payroll & mortgage)
Rp10.1 Tn SCF Financing
14.5k Credit Card
Rp11.3 Tn Transactions Volume (Forex, Trade, Bank Guarantee)



Xpora, one of our future growth engines in SME

Rp2.49 Tn
 Loan disbursed in 6 months

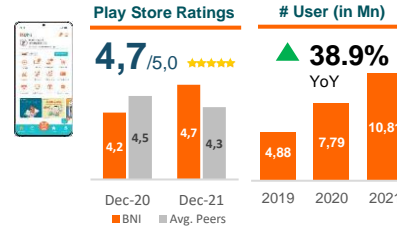
7 Xpora Physical Hubs
 Medan, Jakarta, Bandung, Solo, Surabaya, Denpasar, Makassar

Positive early responses from Clients

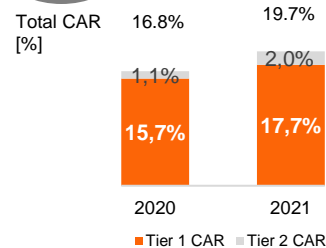
60% Respondents said that their current needs are incorporated in Xpora
71% Respondents said that Xpora will make them choose BNI as main bank



Successful Banking Digitalization Strategy in Retail



Stronger Capital Level



Upgrading Business Model "Beyond Lending"

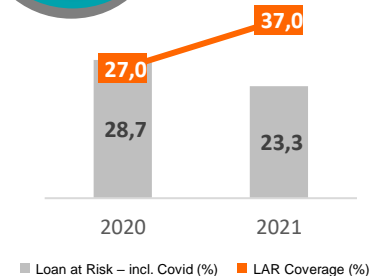
Improved Investment Banking Capabilities under the new Leadership of BNI Sekuritas

Establishment of BNI Securities Pte. Ltd. ("BSPL")

Revamp RM Model to increase Cross/Up Selling



Consistent Asset Quality Improvement



Best in Class ESG

MSCI ESG Rating

2021: A

2020: BBB

ESG Rating on scale AAA to CCC

Last update: 22 Nov 2021

Sustainalytics

ESG Risk Rating

26.8 Medium Risk



ESG Risk Rating on scale 0-100 with 100 the most severe

Last update: 5 Nov 2021

First Mover and continue to be at the forefront of effecting sustainable finance



BNI is making good progress on its ESG ambition

- Strengthening ESG Governance by establishing an ESG Committee
- MSCI ESG rating increased to A, the highest among Indonesia major banks
- Adapting International ESG Reporting Standards
- Won the Gold Rank Award at the Asia Sustainability Reporting Rating ASRRAT 2021



We support solutions to address climate change

- Responsible financing with green portfolio amounting to Rp172.4 Tn or 29.6% of total loan
- Provide products and services that have positive impact on the environment
- Specialized desk for sustainable finance in Corporate Segment
- Green Office Culture (BNI Go Green)



Responsible Business Operations

- Respectable Good Corporate Governance practices
- Constituent of Indonesia ESG Leader Index
- Fair operating, human rights, and labor practices
- High standard of customer data privacy and security protection promote customers trust
- Zero tolerance for fraud and financial crimes
- Effective CSR Program

Revamp Our Competitive Edge in Wholesale Banking

Top 3 Industries Contributing to Corporate Loan Growth in 4Q21

	Outstanding Increase (Rp Tn)	▲ %
Year-on-Year		
Manufacture	12,4	17%
Construction & Infrastructure	5,8	15%
Transportation, Warehouse & Communication	4,3	16%
Quarter-on-Quarter		
Manufacture	10,0	13%
Transportation, Warehouse & Communication	1,4	5%
Construction & Infrastructure	1,1	3%



Reorganization of the group with different industry sector specialization



Client acquisition of Top Tier Industry Player



Digitalization to better serve clients



Comprehensive product offering ensures cross selling



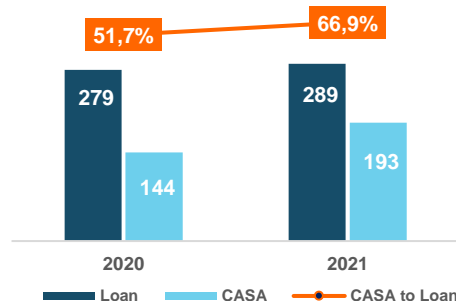
Optimize potential from wholesale value chain

Top 3 Industries Contributing to Large Commercial Loan Growth in 4Q21

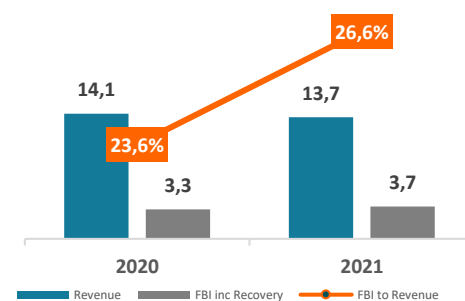
	Outstanding Increase (Rp Tn)	▲ %
Year-on-Year		
Manufacture	2,1	23%
Agriculture	1,8	40%
Trading, Restaurant & Hotel	0,9	11%
Quarter-on-Quarter		
Manufacture	0,5	5%
Transportation, Warehouse & Communication	0,4	22%
Construction & Infrastructure	0,3	7%

Improving CASA to Loan Corporate Banking

Total Corporate Segment [Rp Tn]



FBI to Revenue Corporate [Tn]

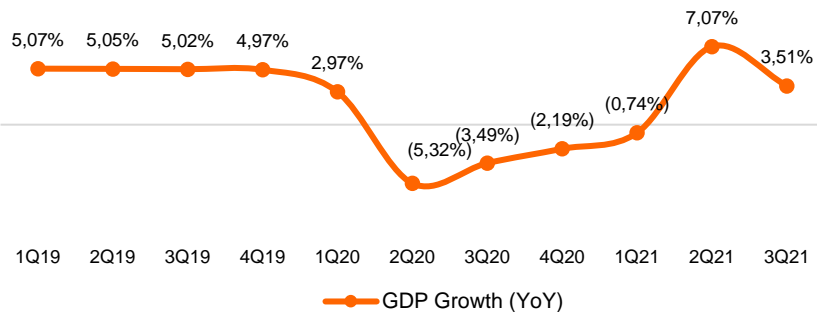


Macroeconomic Highlight



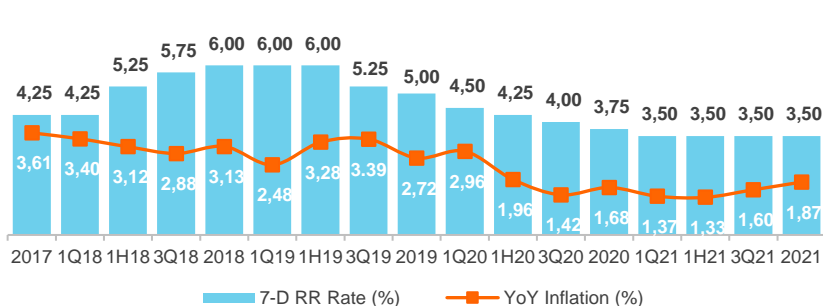
Macroeconomic Highlight

Economy posts positive growth in Q3-2021 despite of Delta variant spread



Source: Biro Statistik Pusat

Inflation climbs in 2nd half 2021 but outperforms 2021 target



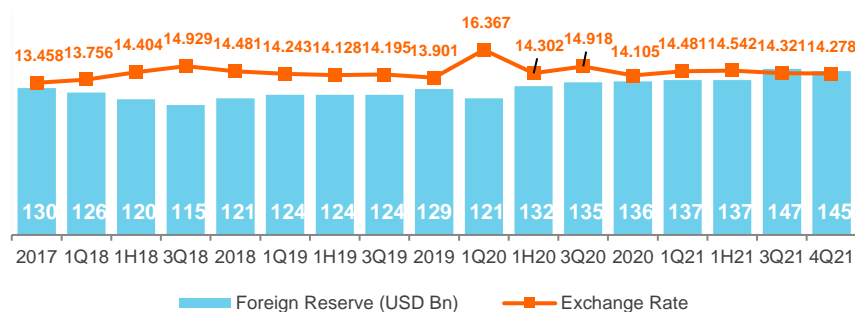
Source: Bank Indonesia and BPS

Higher Year on Year Exports in 2021 supports FX Reserves



Source: Bank Indonesia

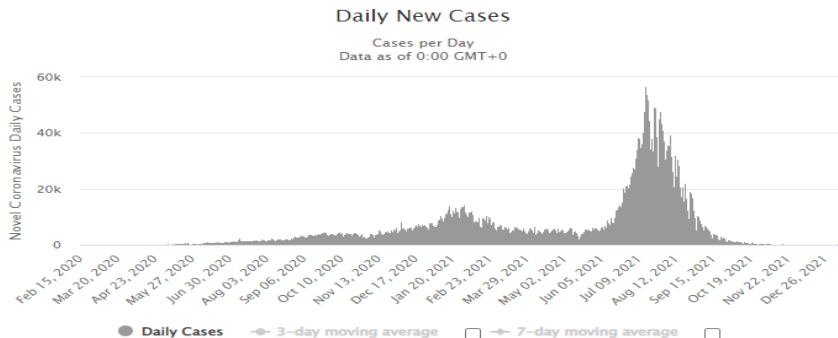
Adequate Foreign Reserve to Support 8 Months Imports and stable Rupiah Exchange Rate



Source: Bank Indonesia

Expecting a recovery this year

Indonesia covid daily new cases stands at 802 new daily cases as of Jan 11th, 22 starts to climb from 0 daily cases in the end of 2021



Source: Worldometers, as of January 11, 2022

Until 10 Jan 21, Indonesia has done 171 mn first dose vaccinations (82.1% of the 208 mn national target)

	Mar-21	Jun-21	Sep-21	18-Oct-21	10-Jan-22
Received 1st dose of vaccination (mn ppl)	8.1	29.3	91.1	108.0	171.0
Received 2nd dose of vaccination (mn ppl)	3.7	13.5	51.1	63.2	117.3
% 1st dose of vaccinated of total target	3.9%	14.1%	43.7%	51.8%	82,1%

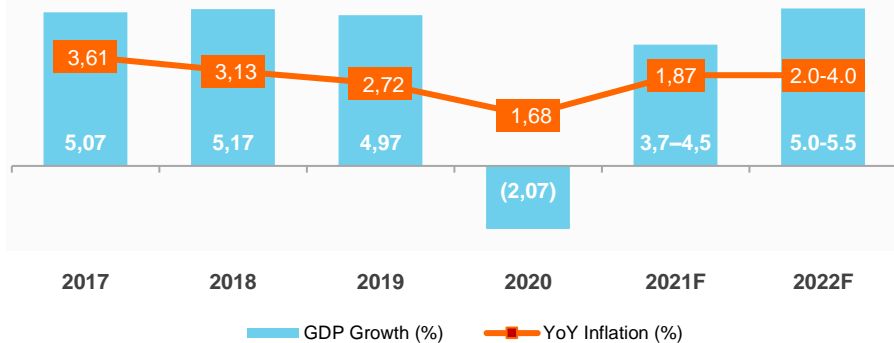
Source: MOH

Global Economy are now recovering as economies adjusted to the new normal and backed with adequate level of vaccination

Growth Forecast (%)	2020	2021F	2022F
Global	-3.3	5.9	4.9
Advanced Economies	-4.7	5.2	4.5
ASEAN-5	-3.4	2.9	5.8

Source: World Economic Outlook, IMF – Oct 2021

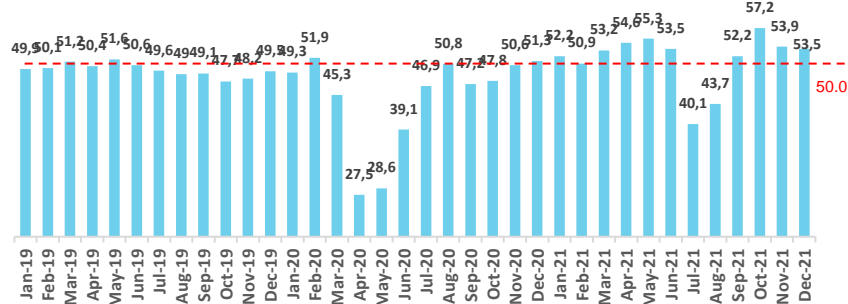
Optimism for Indonesia's economic recovery in 2021



Source: Bank Indonesia, BPS and BNI internal forecast

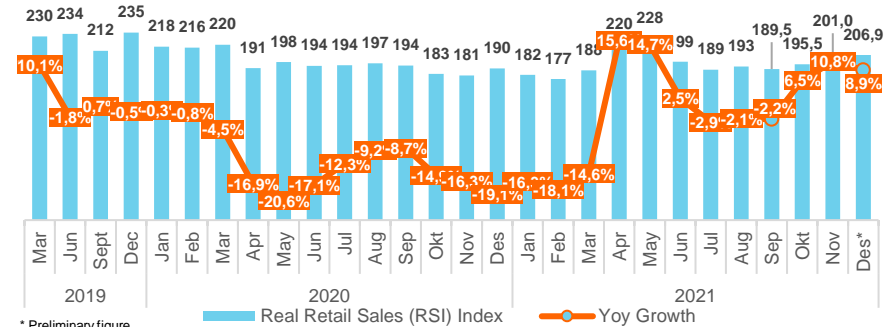
Leading Economic Indicators

Indonesia's December Manufacturing PMI expands after slightly drop in November due to extreme weather



Source: Markiteconomics

Retail sales Index YoY continues to pick up in November after contracted in July

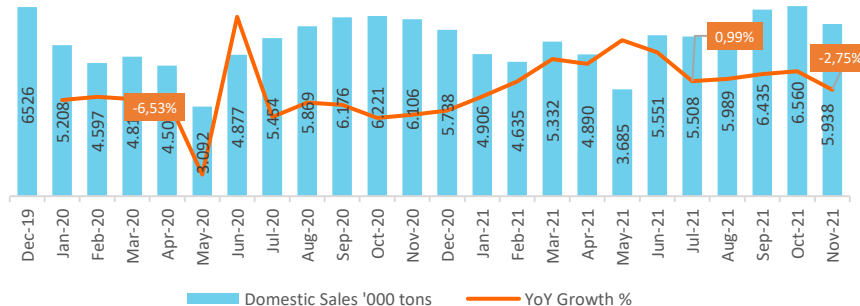


* Preliminary figure

Source: Bank Indonesia

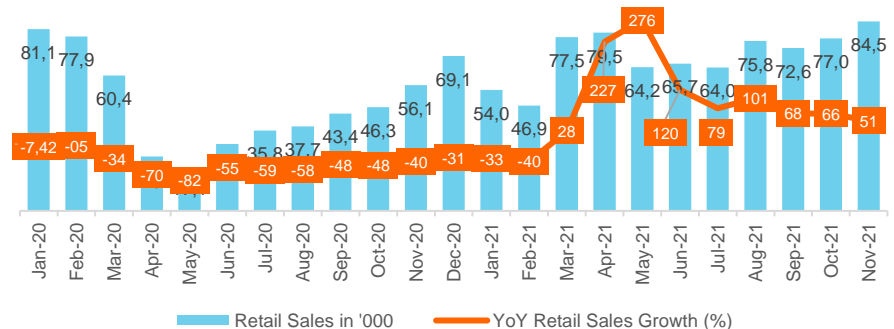
Real Retail Sales (RSI) Index YoY Growth

Indonesia's domestic cement sales drop as heavy rain in the month



Source: Asosiasi Semen Indonesia

Retail car sales growth remains strong



Source: Gaikindo

Financial Performance



Highlighted Results

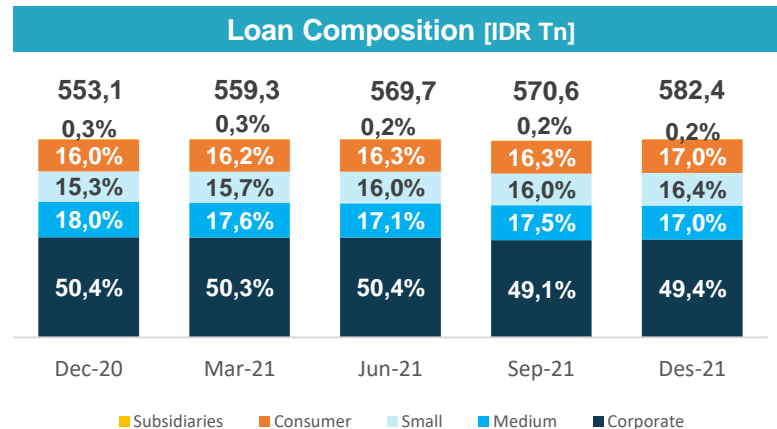
Highlighted Result		2020	2021	YoY	1Q21	2Q21	3Q21	4Q21	QoQ
B / S [Consolidated]	Total Asset (IDR Billion)	839,910	964,838	14.9	862,441	875,138	919,448	964,838	4.9
	Loan (IDR Billion)	553,106	582,436	5.3	559,332	569,735	570,643	582,436	2.1
	Third Party Funds (IDR Billion)	631,551	729,169	15.5	638,974	646,574	668,554	729,169	9.1
	CASA	432,328	506,068	17.1	433,567	450,029	465,733	506,068	8.7
	Time Deposits	199,223	223,101	12.0	205,407	196,545	202,821	223,101	10.0
P & L [Consolidated]	Net Interest Income (IDR Billion)	34,041	38,247	12.4	9,679	9,643	9,376	9,549	1.8
	Non Interest Income (IDR Billion)	12,091	13,639	12.8	3,209	3,593	3,412	3,425	0.4
	OPEX (IDR Billion)	(22,088)	(24,801)	12.3	(5,774)	(5,887)	(6,297)	(6,844)	8.7
	PPOP (IDR Billion)	27,064	31,064	14.8	7,957	8,182	7,408	7,517	1.5
	Net Profit (IDR Billion)	3,281	10,898	232.2	2,429	2,598	2,719	3,152	15.9
Profitability & Efficiency [Bank Only]	CASA Ratio (Consolidated)	68.5%	69.4%	0.9	67.9%	69.6%	69.7%	69.4%	-0.3
	COF (Third Party Funds)	2.6%	1.6%	-1.0	1.7%	1.6%	1.5%	1.5%	-0.1
	NIM	4.5%	4.7%	0.2	4.9%	4.8%	4.6%	4.4%	-0.2
	ROE	2.9%	10.4%	7.6	9.7%	10.4%	10.7%	10.8%	0.1
	ROA	0.5%	1.4%	0.9	1.5%	1.5%	1.6%	1.2%	-0.4
	CIR	44.2%	43.3%	-0.8	40.6%	40.8%	44.7%	47.0%	2.3
Asset Quality [Bank Only]	LaR - Incl Covid	28.7%	23.3%	-5.4	26.9%	25.8%	25.2%	23.3%	-1.9
	NPL (Gross)	4.3%	3.7%	-0.6	4.1%	3.9%	3.8%	3.7%	-0.1
	Credit Cost	4.1%	3.3%	-0.8	3.5%	3.5%	2.8%	3.2%	0.3
	LAR Coverage Ratio (Inc. Covid)	27.0%	37.0%	10.0	30.7%	32.9%	34.3%	37.0%	2.7
	NPL Coverage Ratio	182.4%	233.4%	51.0	200.5%	215.3%	226.8%	233.4%	6.6
Liquidity [Bank Only]	LDR	87.3%	79.7%	-7.6	87.2%	87.8%	85.1%	79.7%	-5.4
	LCR	224.0%	230.2%	6.2	224.2%	229.0%	219.2%	230.2%	11.0
	NSFR	144.0%	151.8%	7.8	144.8%	145.0%	146.6%	151.8%	5.2
Capital [Bank Only]	Tier-1 CAR	15.7%	17.7%	2.0	15.8%	16.0%	17.8%	17.7%	-0.1
	Total CAR	16.8%	19.7%	2.9	18.1%	18.2%	19.9%	19.7%	-0.2

Healthy Growth From Lower Risk Segments

		[Rp Tn]						
Segment		Dec-20	Mar-20	Jun-21	Sep-21	Dec-21	Growth - %	
							QoQ	YoY
Business Banking	Corporate Private	167.8	175.8	178.3	175.9	180.4	2.6%	7.6%
	Corporate SOE	109.7	105.0	108.3	104.0	107.0	2.9%	-2.4%
	Medium	99.5	98.3	97.2	100.1	99.1	-1.0%	-0.3%
	Large Commercial	37.1	37.0	37.0	40.4	40.9	1.3%	10.4%
	Commercial	62.4	61.3	60.3	59.7	58.2	-2.5%	-6.7%
	Small	84.8	87.7	91.0	93.2	95.8	2.7%	12.9%
	Govt Subs Loan (KUR)	32.6	35.5	38.7	41.3	44.0	6.6%	35.0%
	Non KUR	52.2	52.2	52.3	52.0	51.7	-0.4%	-1.0%
SUBTOTAL		461.7	466.9	474.8	473.3	482.4	1.9%	4.5%
Consumer	Mortgage	46.0	46.6	47.6	48.8	49.6	1.7%	7.7%
	Payroll Loan	30.3	31.5	32.7	34.1	35.8	4.9%	18.3%
	Credit Card	11.6	11.7	11.7	11.7	11.9	1.7%	1.9%
	Others	1.9	1.2	1.5	1.5	1.7	14.1%	-9.0%
	SUBTOTAL	89.9	91.0	93.6	96.1	99.0	3.0%	10.1%
Subsidiaries		1.5	1.4	1.4	1.2	1.1	-12.0%	-28.5%
Total		553.1	559.3	569.7	570.6	582.4	2.1%	5.3%
Working Capital		298.1	304.8	315.7	317.1	325.8	2.7%	9.3%
Investment Loan		164.9	162.9	160.2	157.2	157.4	0.1%	-4.6%

Loan Yield by Segment (%) – Bank Only					
Segment	4Q20	1Q21	2Q21	3Q21	4Q21
Corporate	7.95	8.52	7.88	6.94	7.11
Medium	8.32	7.44	7.50	7.23	7.17
Small	10.46	8.61	9.30	9.64	8.53
Consumer	10.44	10.49	10.27	10.09	9.68
IDR Yield	8.80	8.63	8.49	8.11	7.96
FX Yield	4.53	4.20	4.58	4.77	4.28
Blended Loan	8.01	7.79	7.76	7.48	7.25

*Yield 2020 without Re-segmentation



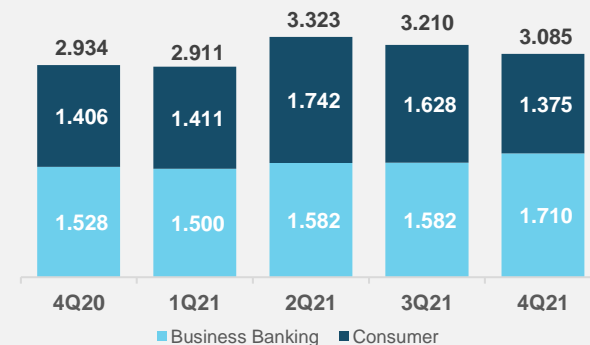
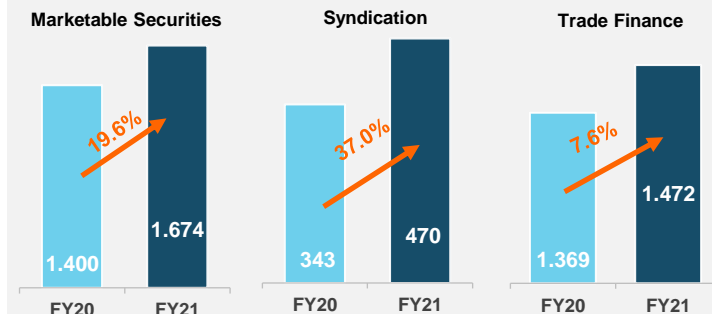
All time high annual PPOP coupled by smaller loan loss provision

Consolidated Profit & Loss [Rp Bn]	FY20	FY21	YoY - %	1Q21	2Q21	3Q21	4Q21	QoQ - %
Interest Income	52,144	50,026	-4.1	12,697	12,599	12,227	12,503	2.3
Interest Expense	(18,103)	(11,779)	-34.9	(3,019)	(2,955)	(2,851)	(2,954)	3.6
Net Interest Income	34,041	38,247	12.4	9,679	9,643	9,376	9,549	1.8
Premium Income Net	1,471	1,399	-4.9	298	324	307	470	52.8
Non Interest Income	12,091	13,639	12.8	3,209	3,593	3,411	3,425	0.4
Recovery	1,549	2,581	66.7	545	509	610	918	50.6
Operating Income	49,152	55,865	13.7	13,730	14,069	13,705	14,361	4.8
Operating Expense	(22,088)	(24,801)	12.3	(5,774)	(5,887)	(6,297)	(6,844)	8.7
Pre-Provision Income [PPOP]	27,064	31,064	14.8	7,957	8,182	7,408	7,517	1.5
Provisioning	(22,038)	(18,298)	-17.0	(4,870)	(4,916)	(4,012)	(4,500)	12.2
Non Operational Inc/(Exp)	(94)	(216)	129.8	(26)	(41)	(45)	(103)	126.7
Net Income before Tax	4,932	12,551	154.5	3,060	3,225	3,351	2,914	-13.0
Net Income	3,281	10,898	232.2	2,429	2,598	2,719	3,152	15.9

Most of the Fee Income Sources Rebounded Strongly YoY

Breakdown Non-Interest Income [Rp Bn]

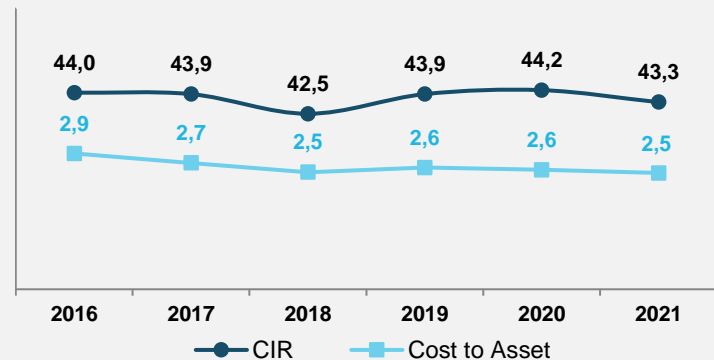
Non Interest Income	2020	2021	YoY - %	1Q-21	2Q-21	3Q-21	4Q-21	QoQ - %
Account Maintenance	1,981	2,069	4.4	496	534	509	529	3.9
ATM & e-Channel	1,360	1,557	14.5	360	377	399	422	5.8
Debit Card Maintenance	463	510	10.1	123	127	128	132	3.5
PPOB & Billpayment	263	290	10.3	69	70	74	78	6.0
Remittance	223	218	-2.3	51	57	54	55	1.1
Others [Card Business, Bancass, etc]	1,726	1,730	0.2	401	417	418	494	18.0
Total Fee Consumer	6,016	6,374	6.0	1,500	1,582	1,585	1,710	8.1
Trade Finance	1,369	1,472	7.6	315	416	347	393	13.1
Marketable securities	1,400	1,674	19.6	444	566	590	75	-87.3
FX Trading	616	553	-10.3	145	120	147	141	-4.4
Pension Fund	182	194	6.7	51	48	51	44	-13.2
Syndication	343	470	37.0	133	106	80	150	86.4
Others [Custody, Coop Fee, Etc]	1,652	1,792	8.5	322	486	412	572	38.8
Total Fee Business Banking	5,562	6,154	10.7	1,411	1,742	1,628	1,375	-15.5
Total Recurring Fee	11,577	12,531	8.2	2,911	3,323	3,210	3,085	-3.9
Total Non Recurring Fee	698	1,016	45.5	258	265	184	309	68.2
Total Non Int Income [Bank Only]	12,275	13,545	10.3	3,170	3,588	3,393	3,394	0.0
Subsidiaries	(184)	95	-151.4	40	5	19	32	71.2
Total Non Int Income [Consolidated]	12,091	13,639	12.8	3,209	3,593	3,412	3,425	0.4

Recurring FBI Quarterly Movement [Rp Bn]
Total Recurring FBI

Top Contributors in Business Banking Fee


Opex realignment to support transformation agenda

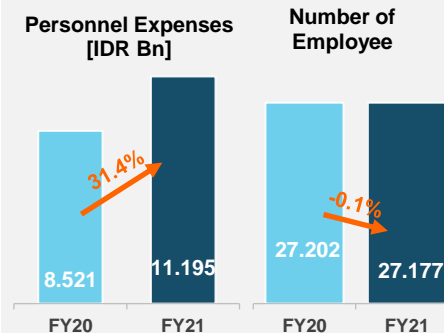
OPEX Composition [IDR Bn]								
OPEX [Consolidated]	FY20	FY21	YoY - %	1Q-21	2Q-21	3Q-21	4Q-21	QoQ - %
Personnel Expenses	8,521	11,195	31.4	2,727	2,661	2,960	2,847	-3.8
Base Salary	3,416	3,704	8.4	924	915	926	939	1.5
Other Allowance	2,329	3,845	65.1	619	908	1,254	1,064	-15.2
Employee Benefits	2,042	2,763	35.3	915	669	597	582	-2.5
Training	202	181	-10.2	12	38	44	87	95.4
Subsidiaries	533	702	31.8	257	131	139	175	26.0
G&A Expenses	6,963	7,601	9.2	1,554	1,793	1,880	2,375	26.3
IT & Telecommunication	1,286	1,378	7.2	298	323	342	416	21.7
Occupancy Related	713	803	12.7	178	201	202	223	10.3
Promo Sponsor	930	887	-4.6	125	190	188	385	105.3
Transport & Travel	103	118	14.5	22	25	27	45	62.7
Goods, Prof. Services & Others	3,621	4,075	12.5	833	998	1,041	1,203	15.6
Subsidiaries	309	339	9.7	98	57	81	104	28.5
Other Expenses	6,236	5,635	-9.6	1,386	1,322	1,395	1,532	9.9
Other Subsidiaries	368	370	0.6	107	111	62	90	44.9
Total Operating Expenses	22,088	24,801	12.3	5,774	5,887	6,297	6,844	8.7

Cost to Income Ratio & Cost to Asset Bank Only [%]



Quality over Quantity

- Headcount allocation reprioritization to business & digital units
- Result-oriented reward scheme calibration to retain and attract top talents



Excess liquidity surprise is temporarily parked on banks placement

Consolidated Balance Sheet [Rp Billion]	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Growth - %	
						QoQ	YoY
Total Assets	839,910	862,441	875,138	919,448	964,838	4.9	14.9
Placement with other banks & BI	56,142	60,701	70,274	76,781	92,290	20.2	64.4
Marketable Securities [market value]	22,888	21,677	20,529	20,554	26,053	26.8	13.8
Government Bonds [market value]	84,150	93,825	102,376	107,387	111,430	3.8	32.4
Loans (gross)	553,106	559,332	569,735	570,643	582,436	2.1	5.3
Third Party Funds	631,551	638,974	646,574	668,554	729,169	9.1	15.5
CASA	432,328	433,567	450,029	465,733	506,068	8.7	17.1
- Current Account	221,050	232,346	240,854	252,834	281,398	11.3	27.3
- Saving Account	211,278	201,221	209,175	212,899	224,670	5.5	6.3
Time Deposits	199,223	205,407	196,545	202,821	223,101	10.0	12.0
Deposits from other Banks	9,245	12,631	16,101	23,356	14,377	-38.4	55.5
Marketable Securities Issued	3,085	10,342	10,330	18,815	18,751	-0.3	507.8
Borrowings	44,114	43,842	42,136	39,894	32,458	-18.6	-26.4
Shareholders' Equity	110,684	117,737	119,043	122,269	126,520	3.5	14.3

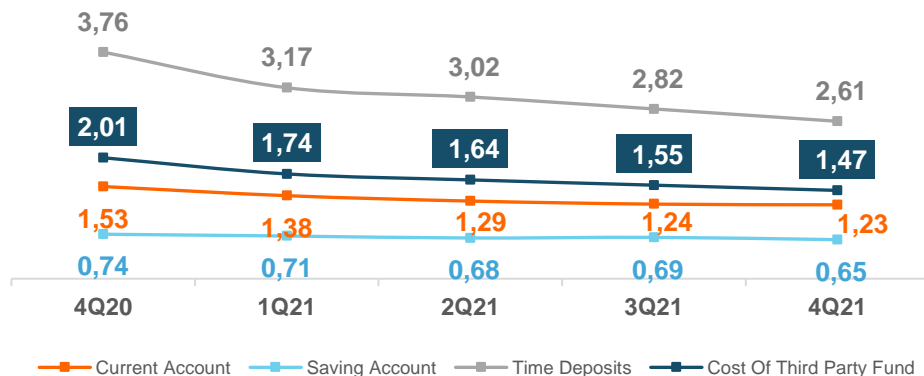
Stronger than expected funding leads to rate cut in 1Q21

Third Party Funds – IDR Tn

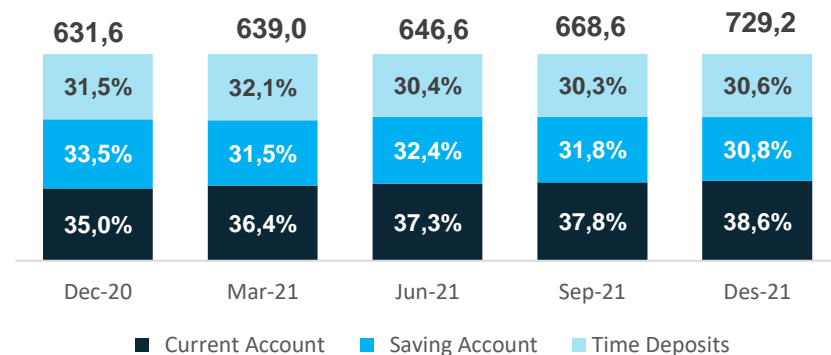
Segment	Dec-20	Mar-21	Jun-21	Sep-21	Des-21	Growth - %	
						QoQ	YoY
CASA	432.3	433.6	450.0	465.7	506.1	8.7	17.1
Current Account	221.0	232.3	240.9	252.8	281.4	11.3	27.3
Saving Account	211.3	201.2	209.2	212.9	224.7	5.5	6.3
Time Deposits	199.2	205.4	196.5	202.8	223.1	10.0	12.0
Third Party Fund	631.6	639.0	646.6	668.6	729.2	9.1	15.5
CASA Ratio*	68.5%	67.9%	69.6%	69.7%	69.4%	-0.3	0.9

*Consolidated

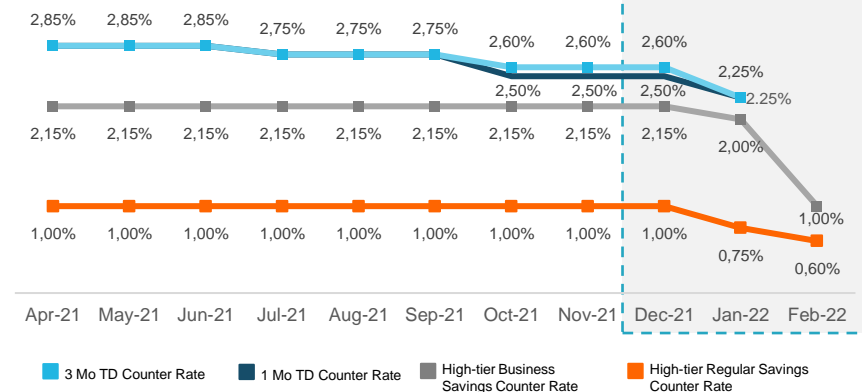
Cost of Third-Party Fund [%] – Bank Only



Third Party Funds Composition



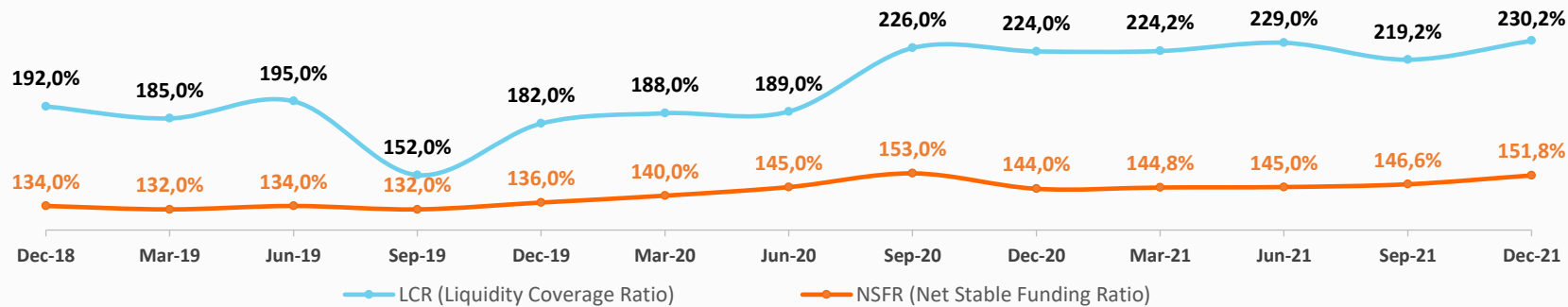
Further Room to Lower Cost of Fund



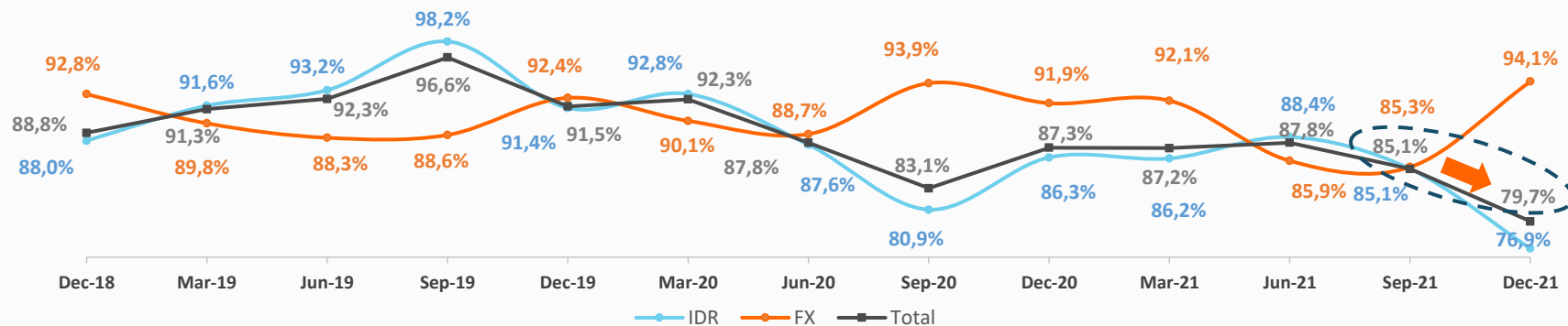
Surging Liquidity During 4Q21

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

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



LDR is also manageable, well within regulatory framework



Asset Quality

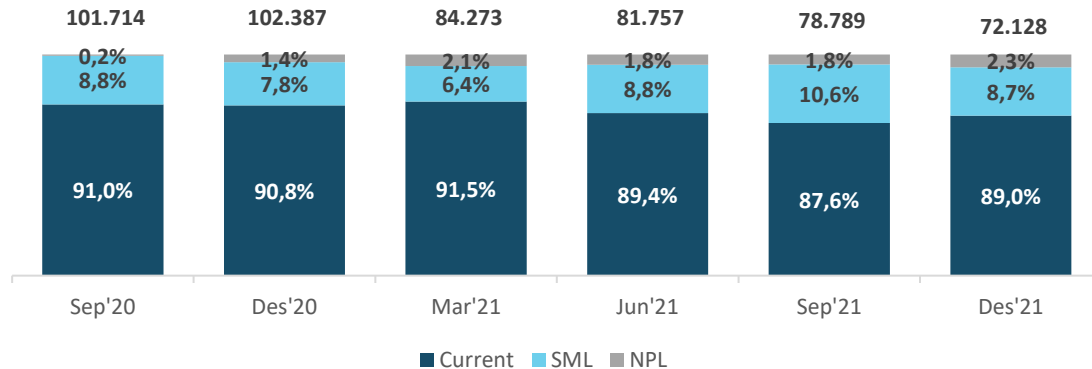


The amount of Covid-19 restructuring continued to decline

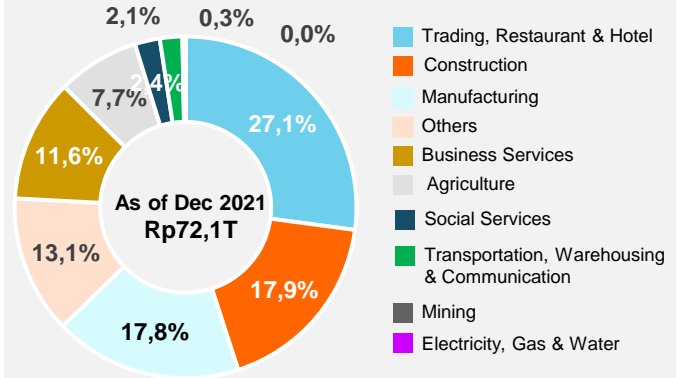
Restructuring Loan by Segment [IDR Bn] – Bank Only

Segment	Loan Book Dec-21	Restructured Loan (Covid)					% to Loan
		Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	
Corporate	288,666	33,022	22,507	29,239	34,034	30,614	10.6%
Medium	99,132	32,180	29,295	25,910	21,004	20,012	20.2%
Small	95,752	27,984	24,115	19,207	16,639	14,984	15.6%
Consumer	97,948	9,201	8,356	7,402	7,112	6,518	6.7%
TOTAL	581,497	102,387	84,273	81,757	78,789	72,128	12.4%

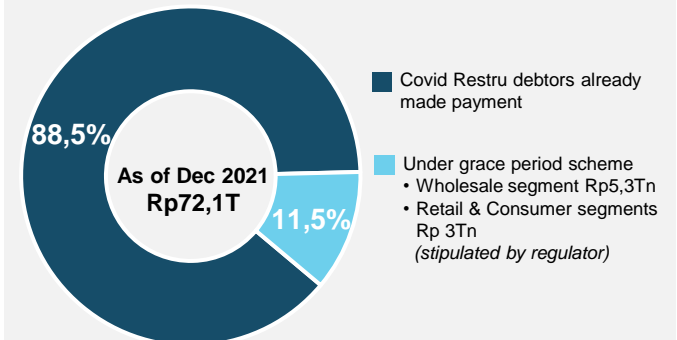
Restructuring Loan (Covid) Composition by Collectability [IDR Bn]



Restructuring Loan By Sector & its Scheme

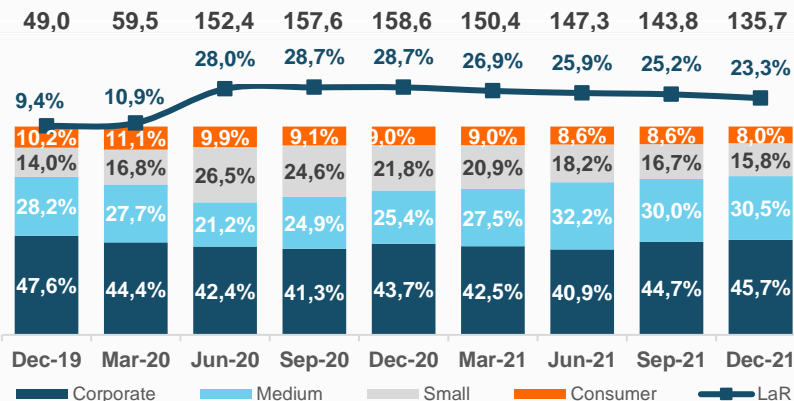


89% of Covid restructured Book is Low Risk

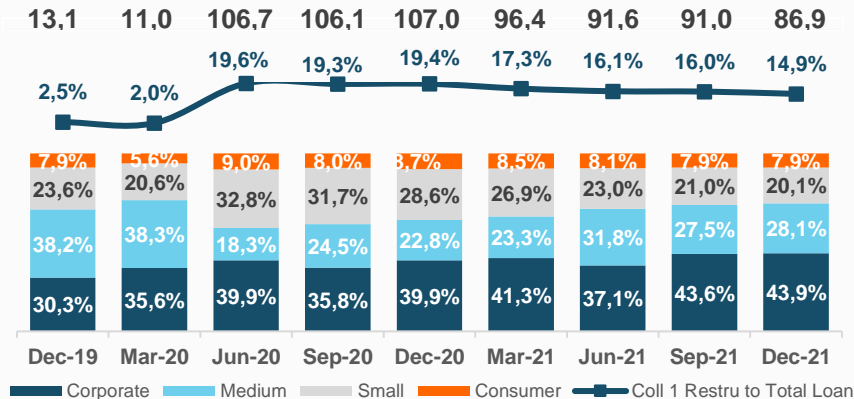


LAR improvement driven by Special Mention and NPL contraction

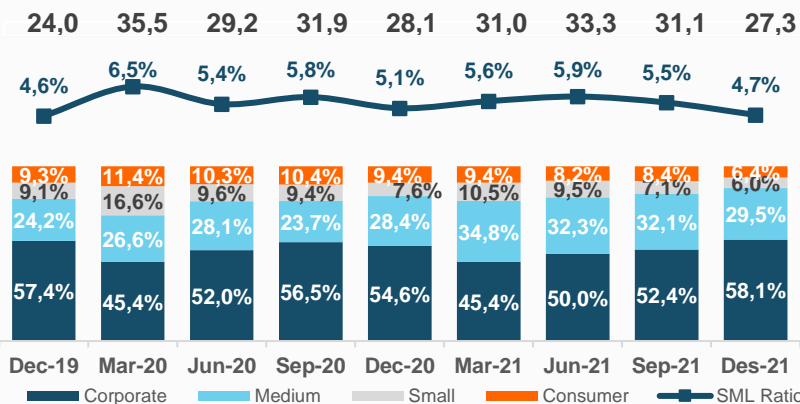
Loan at Risk Inc Covid - IDR Tn



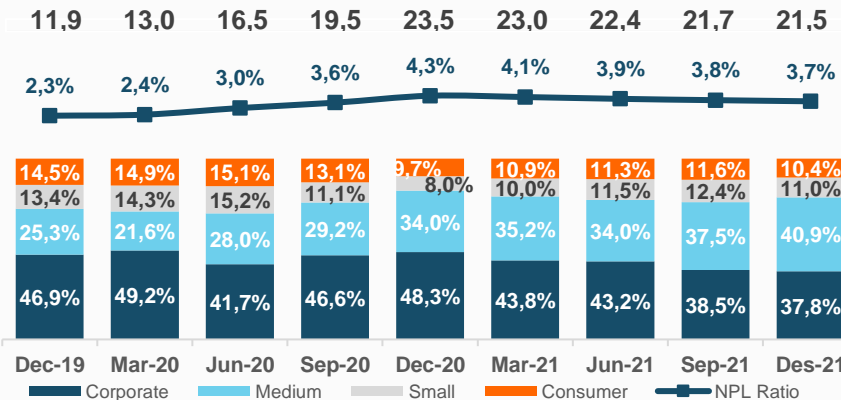
Current Restructured Loan Incl Covid - IDR Tn



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



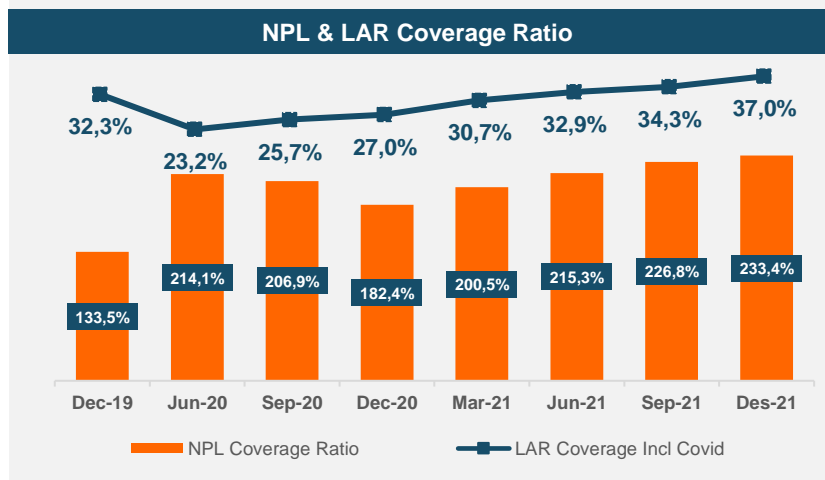
Non Performing Loan [NPL] by Segment - IDR Tn



Loan at Risk & Provision Coverage

Loan Quality & Restructured Loan [IDR Tn] – Bank Only							
Loan Profile	Dec-20	Mar-21	Jun-21	Sep-21	Des-21	YoY - %	QoQ - %
Total Loans By Collectibility							
Current	500.2	504.1	512.9	516.8	532.7	6.5	3.1
Special Mention ^{a)}	28.1	31.0	33.3	31.1	27.3	-2.8	-12.2
NPL ^{b)}	23.5	23.0	22.4	21.7	21.5	-8.3	-0.9
Total Loan	551.8	558.1	568.5	569.6	581.5	5.4	2.1
Restructured Loan							
Current	107.0	96.4	91.6	91.0	86.9	-18.8	-4.5
Covid ^{c)}	92.6	77.1	73.5	69.0	64.2	-30.7	-7.0
Non Covid ^{d)}	14.4	19.3	18.1	21.9	22.7	57.5	3.6
Special Mention	20.8	21.8	24.2	25.9	24.7	19.1	-4.4
NPL	11.8	12.5	11.6	10.2	11.3	-4.5	10.7
Total Restructured Loan	139.6	130.7	127.4	127.0	122.9	-11.9	-3.2
Total LAR (incl. Covid Restru) ^{e)}							
e) = (a + b + c + d)	158.6	150.4	147.3	143.8	135.7	-14.4	-5.6
LAR Covid Restru	102.0	84.3	82.1	78.8	72.1	-29.3	-8.5
LAR Excl Covid Restru	56.6	66.1	65.2	65.0	63.6	12.4	-2.2
LAR Ratio (incl. Covid Restru)	28.7%	26.9%	25.9%	25.2%	23.3%	-5.4%	-1.9%

Assigned Loan Loss Reserve per Collectibility - %					
All Segments %	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21
Current – Normal	1.2	2.0	1.4	1.4	1.5
Loan at Risk (Incl Covid)	24.0	25.3	28.7	30.1	32.2
Current Restructured	5.8	7.5	10.5	12.6	12.7
Collectability 2 (SML)	48.3	43.6	46.0	48.8	56.5
NPL	77.7	75.1	77.2	76.4	80.3
All Collectability	7.8	8.3	8.5	8.6	8.6



SML, NPL, Write Off & Recovery [Bank Only]

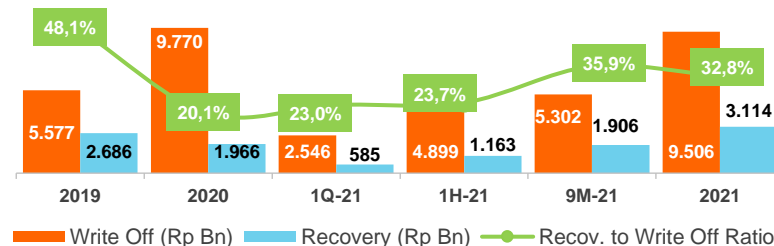
Special Mention Loan (SML) by Segment

Segment	2019	Des-20	Mar-21	Jun-21	Sep-21	Dec-21
Corporate	5.3%	5.5%	5.0%	5.8%	5.8%	5.5%
Medium	5.7%	8.0%	11.0%	11.1%	10.0%	8.3%
Small	2.9%	2.5%	3.7%	3.5%	2.4%	1.7%
Consumer	2.6%	3.0%	3.2%	2.9%	2.7%	1.8%
Total SML- %	4.6%	5.1%	5.6%	5.9%	5.5%	4.7%
Total SML- Bn	24,015	28,101	30,993	33,269	31,105	27,302

Non Performing Loan (NPL) by Segment

Segment	2019	Des-20	Mar-21	Jun-21	Sep-21	Dec-21
Corporate	2.1%	4.1%	3.6%	3.4%	3.0%	2.8%
Medium	2.9%	8.0%	8.2%	7.8%	8.1%	8.9%
Small	2.1%	2.2%	2.6%	2.8%	2.9%	2.5%
Consumer	2.0%	2.6%	2.8%	2.7%	2.7%	2.3%
Total NPL- %	2.3%	4.3%	4.1%	3.9%	3.8%	3.7%
Total NPL- Bn	11,863	23,468	23,003	22,414	21,710	21,516

Write Off & Recovery [Bank Only]



Write Off & Recovery by Segment [Bank Only]

Year	Write Off [Rp Bn]				
	Corp	Medium	Small	Cons	TOTAL
2019	1,960	1,405	1,084	1,127	5,576
2020	3,852	2,087	2,222	1,609	9,770
1Q-21	1,310	370	412	453	2,545
1H-21	2,076	1,081	938	805	4,900
9M-21	3,143	1,309	1,395	1,214	7,061
2021	3,516	2,277	2,004	1,709	9,506

Year	Recovery [Rp Bn]				
	Corp	Medium	Small	Cons	TOTAL
2019	535	502	1,042	606	2,685
2020	268	377	945	376	1,966
1Q-21	119	72	285	109	585
1H-21	199	179	572	214	1,164
9M-21	372	313	887	335	1,906
2021	572	635	1,266	641	3,114

Digital Initiatives

BUMI
UNTUK
INDONESIA

15
TAHUN
BNI
COMMIT
LEWAT
TEKNOLOGI

BNI
Melayani Negeri, Kebanggaan Bangsa

Mulai Bisa Apa Aja Sekarang

BNI
mobile
banking

Download on the
App Store

GET IT ON
Google Play

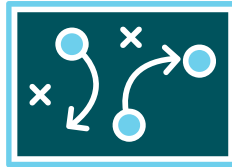


1500046
BNI Call

Bimodal Business Model to combine the best of two worlds

- + Access to public funding
- + Sticky Customer Base
- + Wide range of financial products and services
- + Deposit guarantee by LPS
- + Long track record of Credibility & Brand Equity
- + Lower cost of fund

Conventional Bank



Balanced battlefield

Fintech Player

- + Agility of system to adapt to changing trends
- + Online ecosystem
- + Automation and cost efficient operation
- + Highly Convenient and Millennial friendly.

Focus Area of
**Digital
Transformation**

1

**Digitize Internal
Platform**

2

**Develop Digital-
Native Products and
modernize existing
services**

3

**Leverage Digital
Ecosystem with API
Open Banking**

Leading Open Banking Ecosystem



- » BNI API has a total of 443 services, **the most** compared to peers
- » Utilized by **4000++** partners
- » Recognized Globally



Won the Best Overall Devportal - Community Prize in 2020

<https://devportalawards.org/winners>

We optimize all three possible roles in every ecosystem



Present the comprehensive offer of the ecosystem through a platform

Play pivotal role within ecosystem by providing an integrated holistic solution, such as government, education, health, commerce



Use the partner's platform as a channel to sell bank's products

Partner with e-commerce, lifestyle companies to sell deposits, loan products



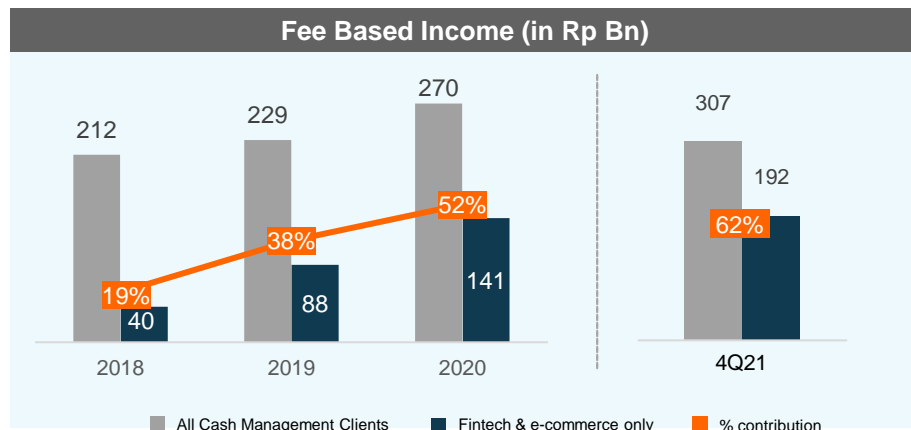
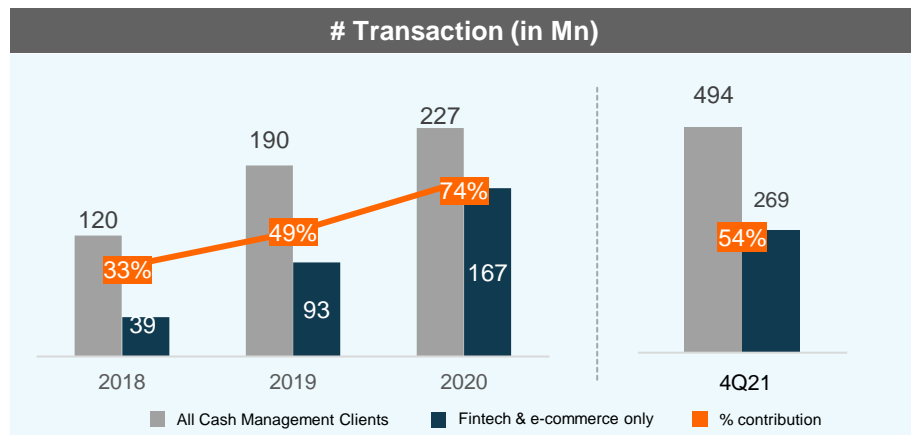
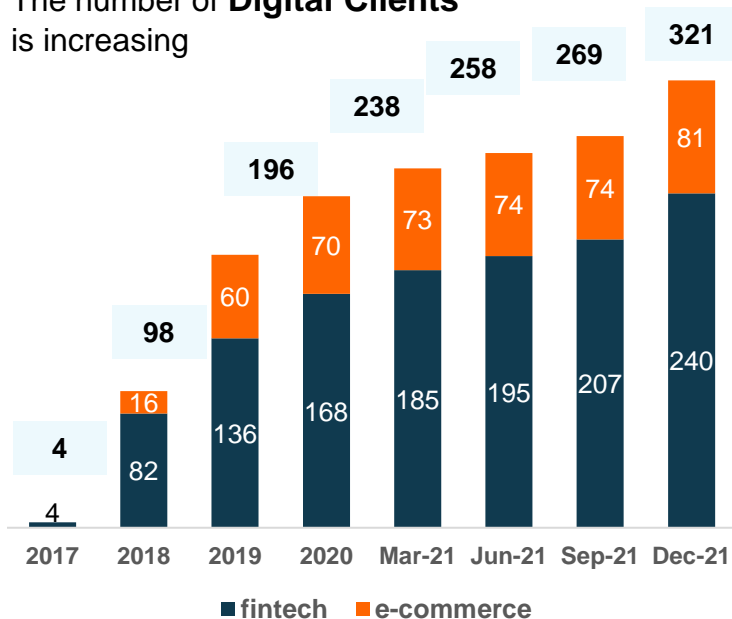
Provides services to the partners so they can potentiate their products

Customize bundled solutions into new products in collaboration with partners

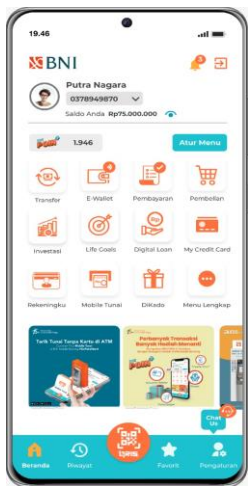


Riding the wave of e-commerce & fintech boom

The number of **Digital Clients** is increasing

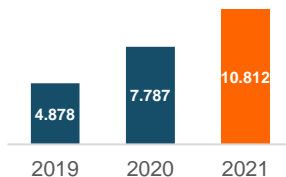


Mobile Apps Transaction Value has surpassed ATM's

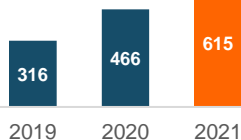


User (in 000)

▲ 38.9%
YoY

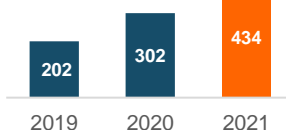
Transaction Value
(in Rp Tn)

▲ 31.9%
YoY



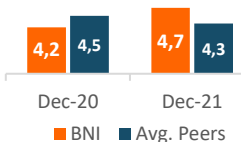
Transaction (in Mn)

▲ 43.4%
YoY



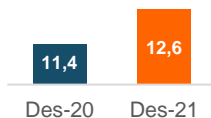
Play Store Ratings

4,7 / 5,0 ★★★★★



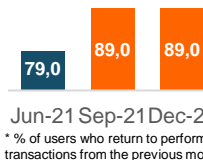
Users are getting more active in using BNI Mobile Banking ...

of Transaction per active user per month

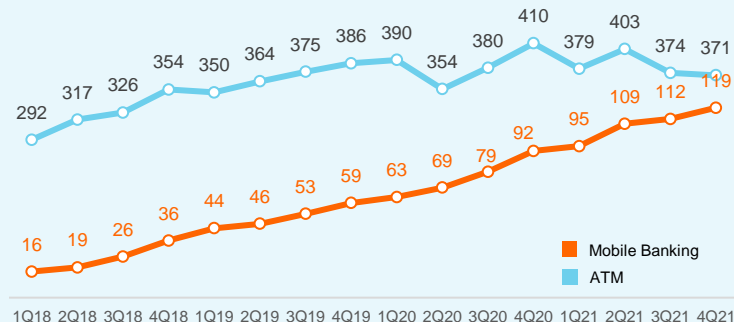
Avg Transaction value
(Rp Mn)

1.42

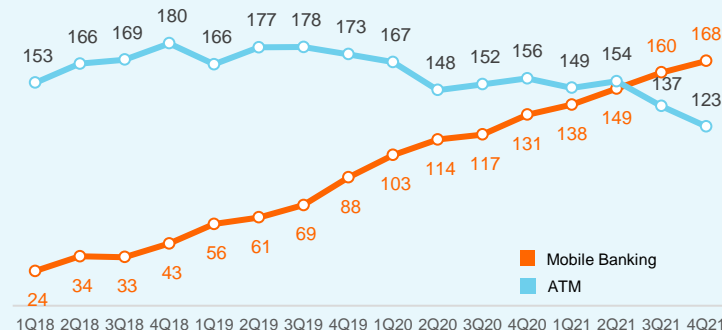
Retention Rate (%)*



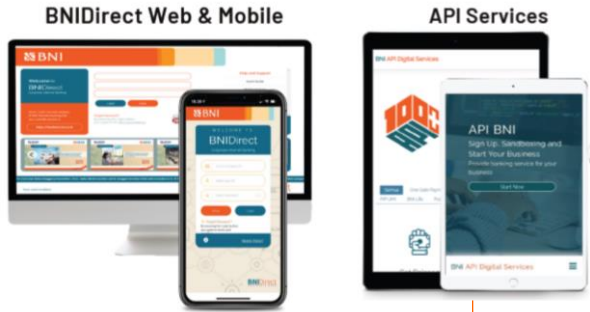
Quarterly # of Transaction (Mn)



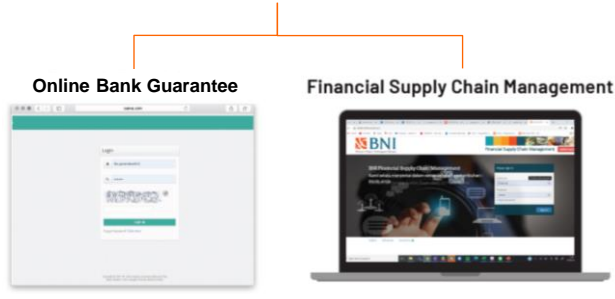
Quarterly Transaction Value (Rp Tn)



Solid Digital Solutions for Business Banking Clients



Various **digital channels** to help customers make transactions **whenever, wherever**



Immense room for growth

21,5% Penetration rate of Business Banking clients

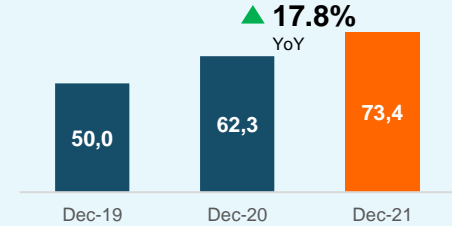


Cover all client needs in one Integrated Portal:

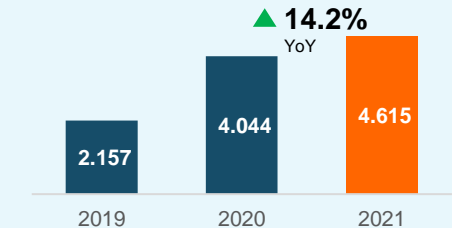
<https://bnitbs.id>

- Payment Management
- Value Chain Management
- Collection Management
- Open Banking Solution
- Liquidity Management

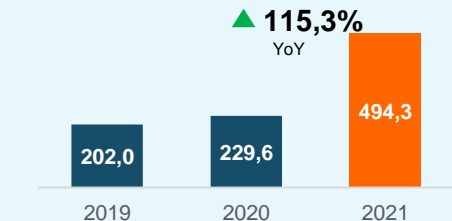
User (in 000)



Transaction Value (in Rp Tn)



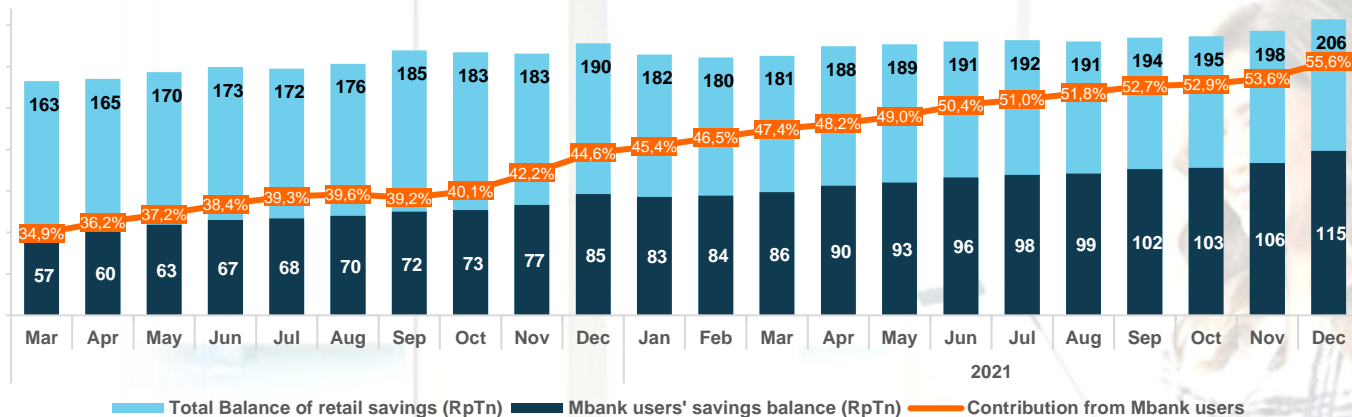
Transaction (in Mn)



Reliable Transaction Solution Leads to a Sticky Relationship

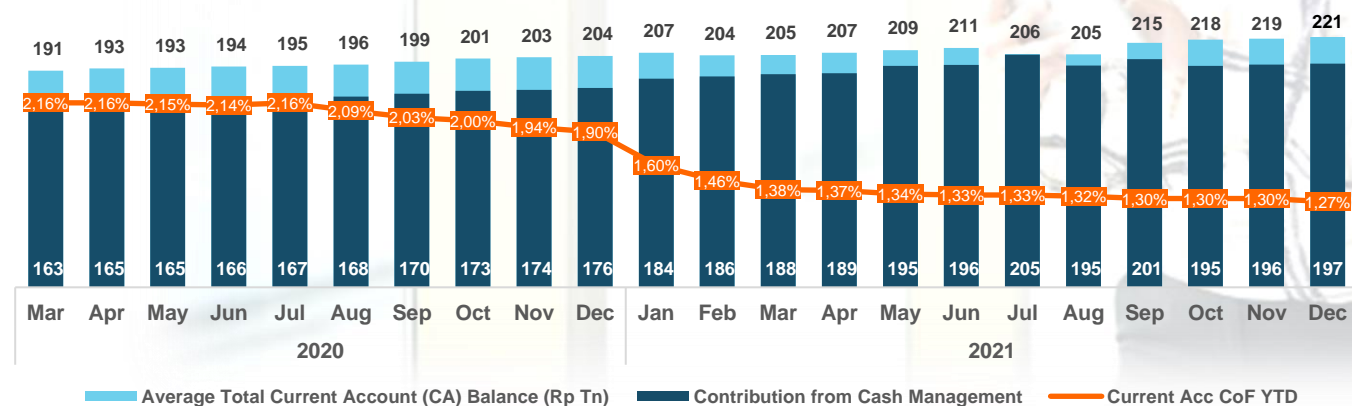
Mobile Banking

user savings balances continue to increase (reached 55.6% of total retail savings)



Cash Management

client's average CA balance continue to increase leading to a favorable cost of funds

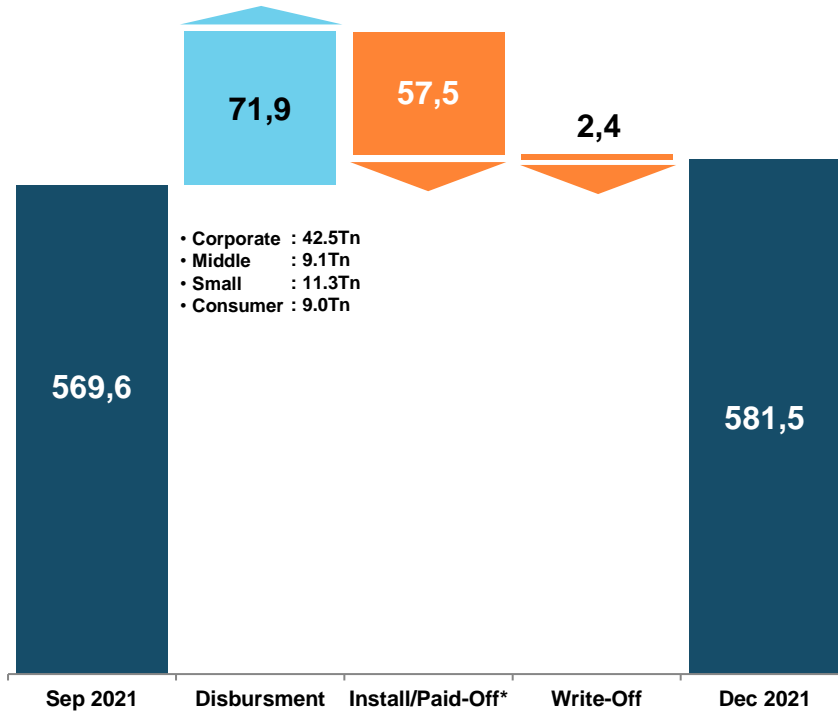


Business & Consumer Banking

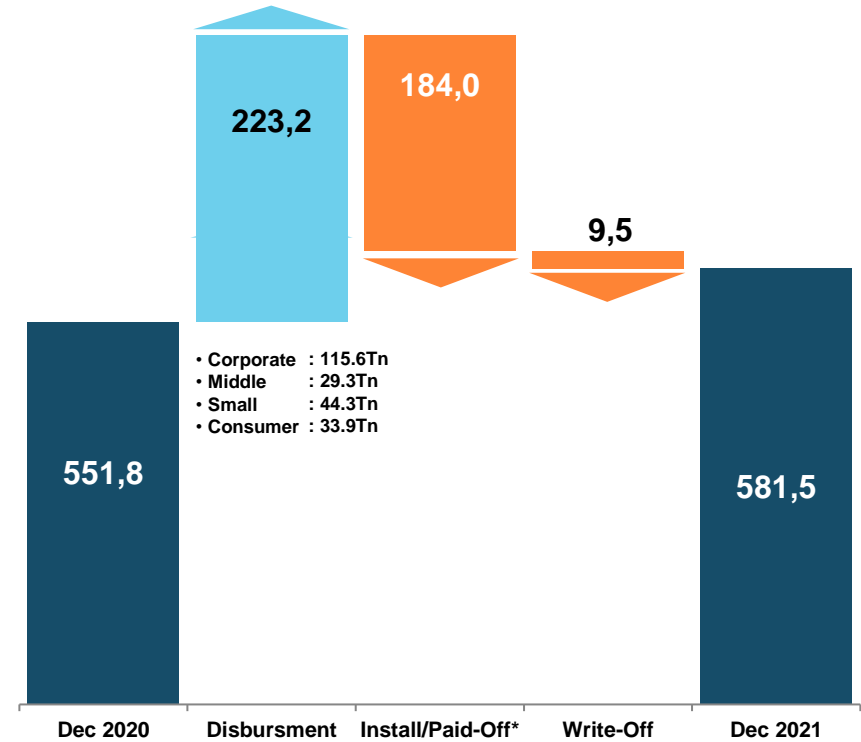


Rp71.9 Tn Loans Disbursed in 4Q-2021 [Bank Only]

QoQ Loan Movement (Rp Tn)

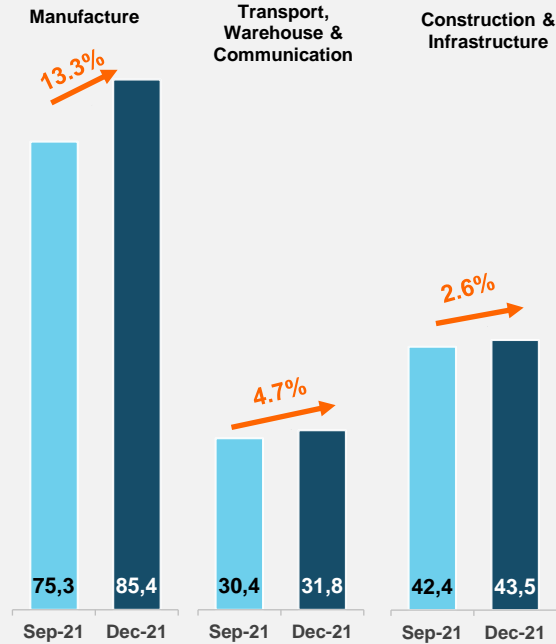


YTD Loan Movement (Rp Tn)

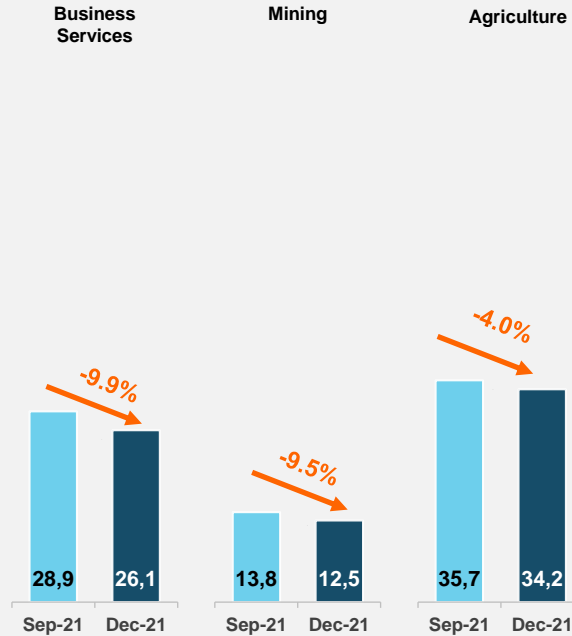


Business Banking Highlight

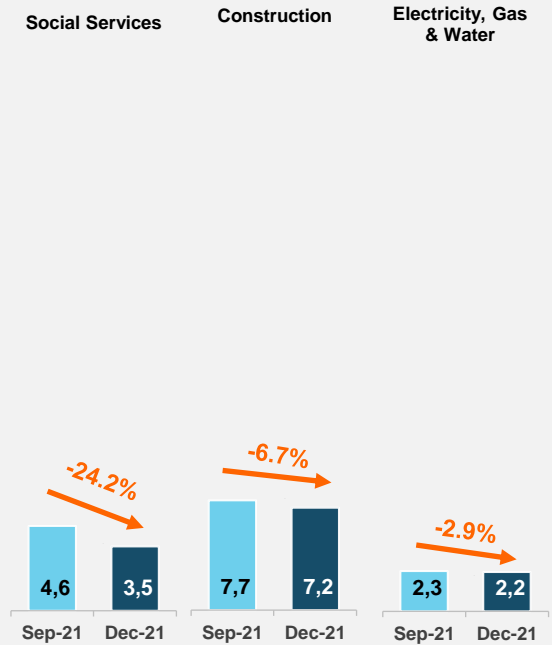
Corporate Segment – Top 3 Expansions [IDR Tn]



Corporate Segment – Top 3 Contractions [IDR Tn]



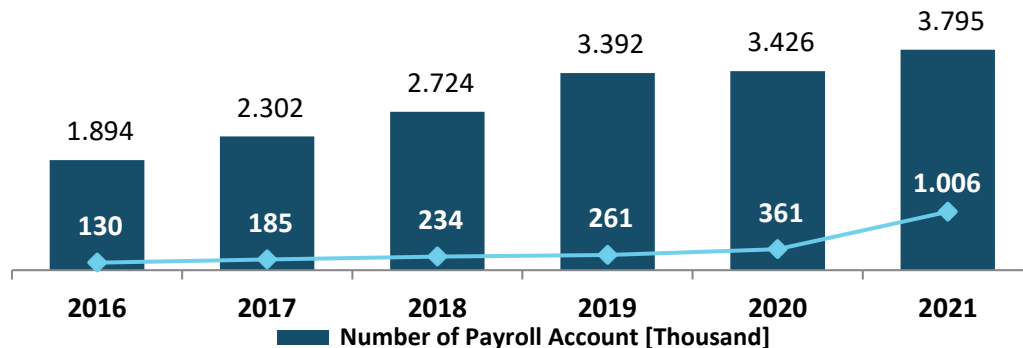
Medium Segment – Top 3 Contractions [IDR Tn]



Consumer Business

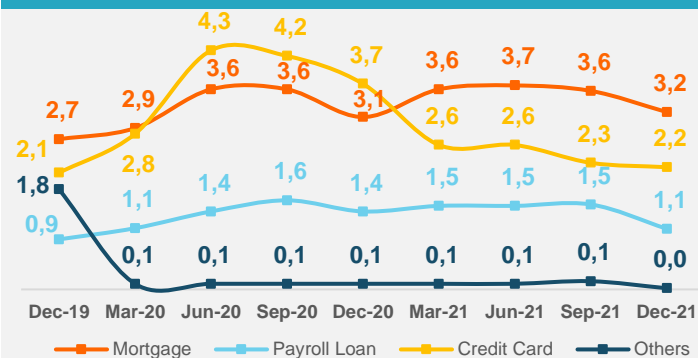
Product (Rp Bn)	Dec-20	Sep-21	Dec-21	Growth YoY %	Composition %	NPL %	
						Dec-20	Dec-21
Mortgage	46.0	48.8	49.6	7.7%	50.1%	3.1%	3.2%
Payroll Loan	30.3	34.1	35.8	18.3%	36.2%	1.4%	1.1%
Credit Card	11.6	11.7	11.9	1.9%	12.0%	3.7%	2.2%
Others	1.9	1.5	1.7	-9.0%	1.8%	0.1%	0.1%
Total	89.9	96.1	99.0	10.1%	100.0%	2.6%	2.3%

Ample room for growth for payroll loan

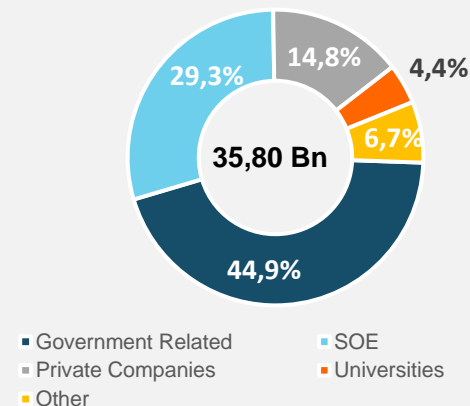


.. Payroll loan as main driver of growth focused on selected institutions based on the captive market ..

NPL Movement - %



Payroll Loan Debtors Composition Dec-21



Well-Established Brand and Strong Consumer Banking Franchise



» Market Share in Key Products



Mortgages

8.7%

Top-3



Payroll Loan

10.7%

Top-4



Credit Card

16.0%

Top-2



Extensive
Domestic Network



Lifetime Banking
Partner Proposition



Advisory &
proximity










IT &
digitalization

Environment, Social and Governance (ESG)

Uniting Energy for Sustainability



Five Pillars of Sustainability Aligning Business to UN SDGs

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 Rp172.4 Tn or 29.6% of total loan (Bank Only)



Socioeconomic Advancement & Empowerment

... through financing and empowerment of micro and SME

117.0 Tn



Environmentally sustainable management of living natural resources and land use

44% of our palm oil borrowers are already ISPO/RSPO certified or in the process of obtaining it in short term

14.0 Tn



Renewable Energy

Financing to hydro, solar & biogas power plant

9.5 Tn



Pollution Prevention

5.1 Tn



Others (Sustainable water & wastewater management, etc)

26,8 Tn

BNI Credit Policy

 No Exposure in:



Prohibited by the government



Politically Exposed Person (PEP)



Illegal logging



Narcotics productions & trading



Forced labor, child exploitation, human rights violation



Weapons



Violating the rights of local community



Gambling & money laundering



Destroying world heritage sites



Trading protected animals

Sector Guides of Responsible Financing

Agriculture - Palm Oil

The palm oil sector guide applies to all palm oil plantations, crude palm oil mills, palm oil refiners, and traders



We require customers to demonstrate alignment with No Deforestation policies



Obligations to fulfill a mandatory business permits: Plantation Business Permit (IUP), Cultivation Business License (IUP-B), Plantation Business Registration (IUP-P), Plantation Business Registration (SPUP)



Debtors have at least a Blue PROPER (Environmental Performance Rating) from the Ministry of Environment Life and Forestry

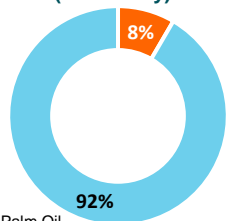


We require new palm oil debtors to have RSPO or ISPO, and request customers to achieve full RSPO certification within a timeframe in order to expand their target market.

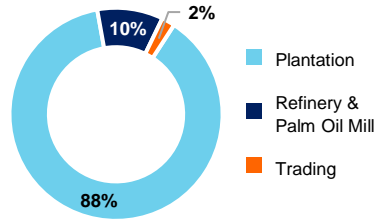


For Medium segment, requirement for ISPO is applied as affirmative covenant. the fulfilment of which will be monitored regularly by RM and become subject to periodic internal audit

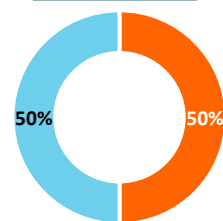
% Palm Oil to total loan (Bank Only)



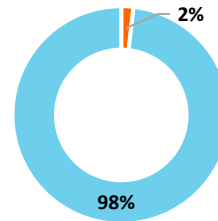
Palm Oil Loan breakdown



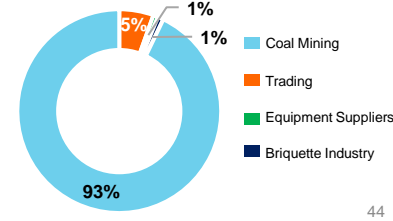
%Palm Oil Corporate Clients with RSPO/ISPO



% Coal to total loan (Bank Only)



Coal Loan breakdown



Financing to coal mining is strict to top Tier corporates with good ESG practices



Legal requirement for the debtor's business to have an Environmental Impact Analysis (AMDAL)



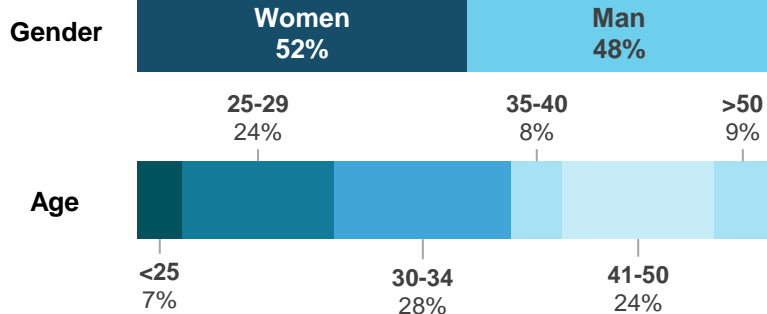
Debtors have at least a Blue PROPER (Environmental Performance Rating) from the Ministry of Environment Life and Forestry



Debtors agree to comply with the loan agreement clause that they will comply with all applicable environmental regulations and required documentations. The failure to satisfy it will impact loan continuity

Embodying Sustainability Culture

Employee Diversity



Empowering Women in Top Management



Note:

1. Top Management define as AVP, VP, SVP, EVP and SEVP Level

2. All figures stated as of Dec 2021 with total number of full time employee = 27,177

Boosting the quality of Sustainability Governance

BNI Code of Ethics

Annual Declaration
Training/Socialization

Whistleblowing System



ISO 37001:2016

Concerning Anti
Bribery Management
System

Green Office Culture



- Green Building Certification by the Green Building Council Indonesia (GBCI) with Gold Certification for Menara BNI and Platinum Certification for Plaza BNI



- Water supply from the Local Government-Owned Water Utility Company
- Wastewater management systems in 2 HQ buildings (Menara BNI & Plaza BNI) eqv to 40% of its total yearly water consumption



- Adopting a paperless office administration system (E-Office)

BNI **gogreen**

- Green campaign through various media

Product/Services with environmental impact



BNI WWF Affinity Card
cardholders can participate in funding conservation activities through a sharing fee of 0.4% from each retail transaction

3,243 units of ATM for Disabilities

Equipped with voice services to help people with visual and physical disabilities



BNI Pandai

Basic Saving account bundled with card for receiving social assistance from the government.



KUR TANI

Loan to farmers to improve their income and welfare. BNI also distributes a Kartu Tani or Farmer's Card, a debit card which also functions as a medium for receiving subsidies and social assistance from the government

Financial Inclusion and Corporate Social Responsibility (CSR)

Financial Literacy

Let's Save with Waste

A program in collaboration with schools, local governments, and communities, where people can exchange **recycled waste** in exchange for savings

Rp1,183 Bn **288.697** saving accounts

Branchless Banking

Expanding the network of banking services to unbanked people thru **BNI Agen46**

# Agent	#Transactions (Mn)	Volume (Rp Tn)
157.63k	146.38	92.31

Support for Social Assistance Program

Supporting the government in distributing social assistance/subsidies using digital channels

Family Hope Program (PKH)	Basic Food Program	Pre-employment Card
Rp9.7 Tn	Rp17 Tn	Rp417 Tn
4.1 Mn Beneficiary	6.5 Mn Beneficiary	6.1 Mn Beneficiary

Covid-19 Assistances

Provided **Rp52 bn** during 2021 in supporting to communities cope with the impact of the coronavirus pandemic



65.6% Food Security



29.0% Medical Supplies and personal protective equipment



2.5% Provides PCR & swab antigen tests to support the government in ramping up the number of Covid-19 tests



2.9% Covid-19 Vaccination



0.1% Others

Smart Farming



Providing CSR as a complement to KUR (subsidized micro loan) to farmer in form of technology assistance to increase plantation productivity

- Springle & water dripping
- sensors for measuring soil moisture and weather

Other CSR Program



Educational facilities assistance program

- virtual learning facilities in the village
- scholarships for Eastern Indonesia
- School/classroom construction



Rumah BUMN (RB)

Empower and level up SMEs. RB as the mentoring center for SMEs to improve their technical & business quality



Social infrastructure assistance program

- Public Facilities
- Worship Facilities
- Health facilities
- environmental conservation



Partnership & Community Development

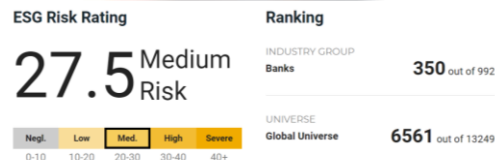
External Recognition of our Best in Class ESG Practices

MSCI ESG Rating



Last update: 22 Nov 2021

Sustainalytics



Last update: 4 Mar 2021

Corporate Governance Perception Index (CGPI) Award 2021



The Most Trusted Company

8 Dec 2021

(SRI) KEHATI Index Constituent of Sustainable Investment



Period: Dec 21 - May 22

IDX ESG LEADERS Index 1 of 30 Public Company Listed



IDX ESG star-listed companies:
<https://esg.idx.co.id/>

Period:
Sep 2021 – Mar 2022

ASEAN Corporate Governance Scorecard (ACGS)



18 Dec 2020

The 12th IICD Corporate Governance Award 2021



The Best State-Owned Enterprise

31 May 2021

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
- Doctorate degree in Economy from The Australian National University



Erwin Rijanto Slamet

Independent Commissioner

- Deputy Governor of Bank Indonesia (2015–2020)
- Executive Director of Financial System Surveillance Department of Bank Indonesia (2013–2015)
- Director of Singapore Representative of Bank Indonesia (2010–2013)

Education:

- Master's degree at University of Illinois (1989)
- Bachelor's degree at Gadjah Mada University (1983)



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 the Center for State Property Management at the Secretariat General of the Ministry of Energy and Mineral Resources (2018–2020)

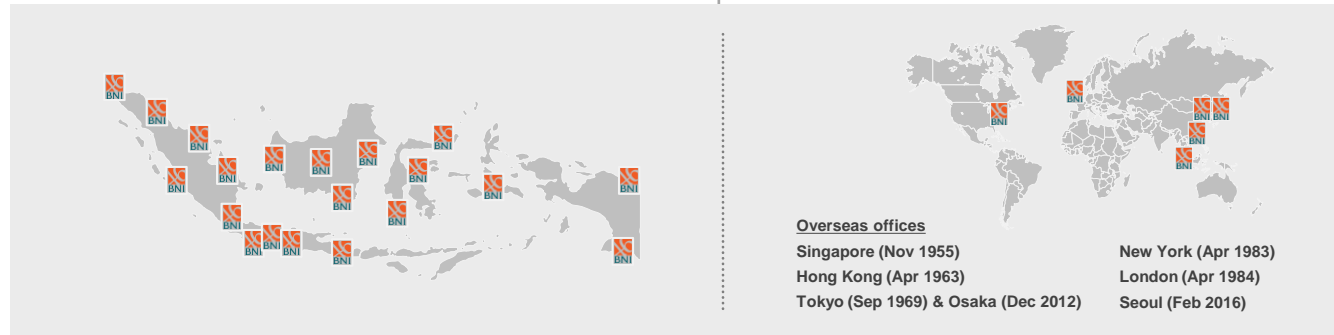
Education:

- 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 2021 (157.632) 2020 (170.158) 2019 (157.144) 2018 (111.836)	ATM 2021 (16.392) 2020 (18.233) 2019 (18.659) 2018 (18.311)	Commercial Business Center (SBK) 2021 (23) 2020 (33) 2019 (33) 2018 (33)	SME Business center (SBE) 2021 (27) 2020 (25) 2019 (25) 2018 (25)	Small loan unit (UKC) 2021 (0) 2020 (41) 2019 (44) 2018 (44)	Consumer loan center (SKK) 2021 (12) 2020 (12) 2019 (12) 2018 (12)	Outlets 2021 (2.255) 2020 (2.340) 2019 (2.368) 2018 (2.378)	Employee 2021 (27,177) 2020 (27,202) 2019 (27,211) 2018 (27,224)
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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

- ✓ 64.6 million funding accounts
- ✓ 18.6 million Regular Saving Accounts
- ✓ 1.8 million credit cards
- ✓ 215,782 mortgage customers

Corporate/SME customer Highlights

- ✓ 561,652 corporate deposit accounts
- ✓ 3,856 corporate loan accounts
- ✓ 9,135 medium loan accounts
- ✓ 418,323 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, 2021 (Rp 6,750) was +9.3% higher than December 30, 2020 (Rp 6,175)

- Issued shares 18,648,656,458 shares
- Price [December 30, 2021] : Rp 6,750 [+9.3% YoY]
- Market Capitalization : Rp 125.88 trillion +/- US\$ 8.6 billion]

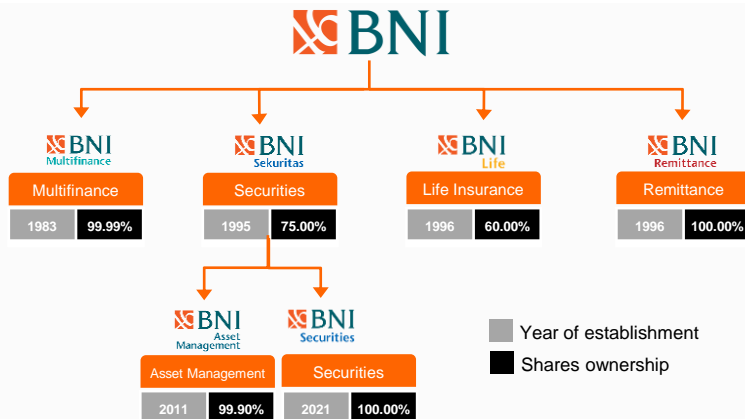
BBNI Public Ownerships [40.00%]

Shareholder	Shares	Ownership
Foreign Institutions	3,156,615,534	16.9%
Domestic Institutions	2,218,255,042	11.9%
Private Stakeholders/ Investors	801,428,658	4.3%
Unanalysed (holdings below threshold)	488,870,454	2.6%
Unidentified holdings	450,435,909	2.4%
Foreign Brokers	189,107,034	1.0%
Employees etc.	89,585,365	0.5%
Corporate Stakeholders	27,867,900	0.1%
Domestic Brokers	26,526,168	0.1%
Hedge Funds	10,770,400	0.1%

Ownerships	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21
Government RI	60.0%	60.0%	60.0%	60.0%	60.0%
Public - Domestic	23.1%	22.8%	22.5%	22.6%	22.0%
Public - Foreign	16.9%	17.2%	17.5%	17.4%	18.0%

Subsidiaries

Group Structure



Note: as of February 2021, the financial summary (report) is excluded BNI Syariah as a consolidated calculation

Financial Highlights

(Rp Bn)

Balanced Sheet Summary	2019 ¹⁾	2020 ¹⁾	Des'20 ²⁾	Des'21 ²⁾	YoY
Total Asset	71,279.8	78,776.0	23,765.7	25,730.6	8.3%
Liabilities	59,748.6	66,148.5	16,597.0	18,221.5	9.8%
Equity	11,531.2	12,627.5	7,168.6	7,509.2	4.8%

Profit & Loss Summary	2019 ¹⁾	2020 ¹⁾	Des'20 ²⁾	Des'21 ²⁾	YoY
Earning After Tax	952.0	642.9	132.6	233.8	76.3%
Fee Based Income ³⁾	659.8	570.8	397.2	409.5	3.1%
Dividen	149.5	210.2	59.5	28.6	-52.0%

Total Contribution (EAT + FBI + Div)	1,761.3	1,424.0	589.4	671.9	14.0%
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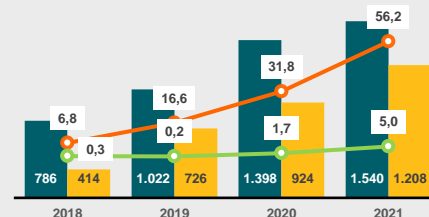
1) Include BNI Syariah YoY Calculation

2) Exclude BNI Syariah YoY Calculation

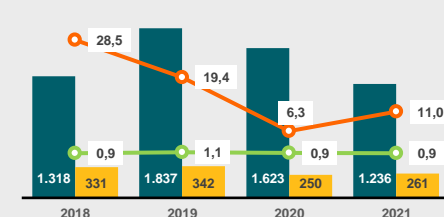
3) Contribution of subsidiaries which is directly recorded as FBI in BNI (parent company)

Note: Data 2021 dari Perusahaan Anak merupakan data unaudited

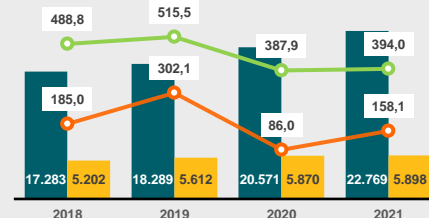
BNI Securities



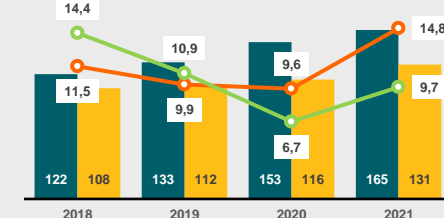
BNI Multifinance



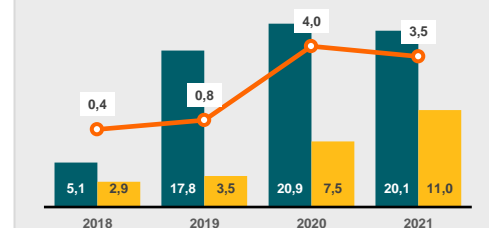
BNI Life



BNI Asset Management



BNI Remittance Ltd



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		2019	2020	2021	YoY
	Mobile Banking				
	#User (Th)	4,878	7,787	10,812	38.9%
	#Trx (Mn)	202	302	434	43.4%
	Volume (Rp Tn)	316	466	615	31.9%
	SMS Banking				
	#User (Th)	10,866	11,837	12,258	3.6%
	#Trx (Mn)	660	689	704	2.2%
	Volume (Rp Tn)	41	31	29	-8.6%
	Internet Banking				
	#User (Th)	1,997	2,060	2,129	3.3%
	#Trx (Mn)	30	29	23	-19.0%
	Volume (Rp Tn)	93	79	57	-28.0%
	ATM				
	#Trx (Mn)	1,475	1,534	1,533	-0.1%
	Volume (Rp Tn)	693	627	560	-10.7%

Expanding the network of banking services to unbanked people thru Agen46

	2019	2020	2021	YoY
BRANCHLESS BANKING				
# Agent	131.399	152.762	157.632	3,2%
Agent Fund (Rp Bn)	1.393	1.935	3.548	83,3%
#Trx (Mn)	96,54	145,67	146,38	0,5%
Volume (IDR Tn)	49,65	82,54	92,31	11,8%
#Pandai Account (Th)	9.403	18.349	19.761	7,6%
Pandai Fund (Rp Bn)	1.924	3.102	1.387	-55,28%

Reliable transaction platform to support the cashless society

	2019	2020	2021	YoY
ELECTRONIC MONEY & ACQUIRING				
BNI Tap Cash				
#Card (Th)	6,342	7,483	8,368	11.8%
#Trx (Mn)	63	40	38	-4.5%
Volume (Rp Bn)	1,371	1,009	1,034	2.5%
Acquiring (EDC + eCommerce)				
#Trx (Mn)	70	67	79	18.3%
Volume (Rp Tn)	86	70	69	-0.2%

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		5.0%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
a2	Tier 1 Capital Minimum			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 < USD375Mn
Buku III	Rp 5 Tn < Rp 30 Tn	± USD375Mn < USD2,3Bn
Buku IV	≥ Rp 30 Tn	± ≥ USD2,3Bn

BBNI Capital Realization

CAPITAL	2019	2020	2021
I Common Equity Tier I Capital (%)			
Minimum Requirement	4.5	4.5	4.5
BNI Realization & Projection	18.7	15.7	16.4
II Tier I Capital (%)			
Minimum Requirement	6.0	6.0	6.0
BNI Realization & Projection	18.7	15.7	17.7
III Total CAR Based on Risk Profile + Add Buffers (%)			
1. BNI Risk Profile (Rating 2 Sound)	10	10	9.8
2. Capital Conservation Buffer	2.5	0	0
3. Countercyclical Buffer 0% - 2.5%	0	0	0
4. Capital Surcharge for DSIB Bucket	1.5	1.5	1.5
Minimum Requirement (%)	14.0	11.5	11.3
CAR BNI Realization & Projection (%)	19.7	16.8	19.7

Risk Weighted Asset [bank only]

	2019	2020	2021
RWA - Credit Risk – Rp Tn	519.1	528.9	547.2
RWA - Market Risk – Rp Tn	3.2	3.3	1.7
RWA - Operational Risk – Rp Tn	76.2	82.5	87.3
Total RWA – Rp Tn	598.5	614.6	636.2
Total Capital – Rp Tn	118.1	103.2	125.6
CAR - %	19.7	16.8	19.7

*) 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

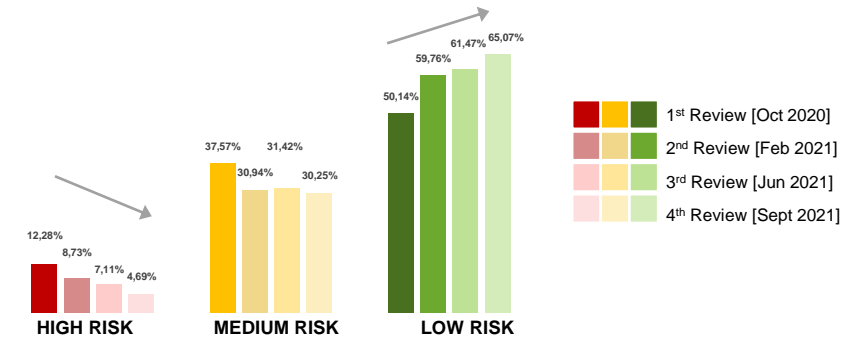
***) Set by OJK

Comprehensive Portfolio Review

Risk Profile Distribution based on 4th Survey Sept 2021 [IDR Tn]

Collectibility Status	Total	High Risk	Medium Risk	Low Risk
Current – Normal	420.9	3.3	86.0	332.6
Current Restructured Covid	70.4	8.3	46.3	15.8
Current Restructured Non Covid	22.3	5.0	14.0	3.3
Collectability 2 (SML)	34.8	9.1	19.6	6.1
Total (excl. consumer loans)	548.5	25.7	165.9	356.9

Risk Profile Consecutive Improvement



Compared to the 3rd Review, there has been a shifting in distribution to a lower risk

Reduction in High Risk Shadow NPL Mostly Came From Wholesale Segment [IDR Tn]



Sectors with the Biggest Decline in High Risk Classification [IDR Bn]



5 Years Financial Data



5 Years Financial Data (1)

Balance Sheet - Rp Bn	2017	2018	2019	2020	2021
Total Assets	709,330	808,572	845,605	891,337	964,838
Placement with other Banks & BI	28,593	39,324	47,777	61,329	92,290
Marketable Securities [market value]	36,359	32,362	27,447	29,947	26,053
Government Bonds [market value]	79,849	86,791	81,029	90,661	111,430
Loan [Gross]	441,314	512,778	556,771	586,207	582,436
Third Party Fund	516,098	578,775	614,311	679,452	729,169
Deposit from other Banks	12,177	14,233	11,926	9,372	14,377
Marketable Securities Issued	3,482	3,087	3,085	3,085	18,751
Borrowings	44,722	52,025	57,236	44,114	32,458
Shareholder's Equity	100,903	110,374	125,004	112,872	126,520

Profit & Loss - Rp Billion	2017	2018	2019	2020	2021
Interest Income	48,176	54,139	58,532	56,173	50,026
Interest Expense	(16,238)	(18,693)	(21,930)	(19,021)	(11,779)
Net Interest Income	31,938	35,446	36,602	37,152	38,247
Premium Income Net	1,768	1,712	1,697	1,471	1,399
Non-Interest Income	9,308	9,615	11,358	11,864	13,639
Recovery	1,732	1,997	2,354	1,549	2,581
Operating Income	44,746	48,771	52,012	52,036	55,865
Operating Expense	(20,396)	(21,783)	(23,687)	(24,214)	(24,801)
Pre-Provision Income	24,349	26,988	28,325	27,822	31,064
Provisioning	(7,126)	(7,388)	(8,838)	(22,590)	(18,298)
Non-Operational Inc/(Exp)	(57)	221	(118)	(119)	(216)
Net Income Before Tax	17,166	19,821	19,369	5,113	12,551
Net Income	13,616	15,015	15,384	3,280	10,898

Note: Starting on 2021, BNI is no longer consolidating BNI Sharia

5 Years Financial Data (2)

Financial Ratios [%]	2017	2018	2019	2020	2021
CAPITAL					
Shareholders equity to total asset	14.2	13.7	14.8	12.7	13.1
Tier I - CAR (include operational risk)	17.5	17.4	18.7	15.7	17.7
Tier II - CAR (include operational risk)	1.1	1.1	1.1	1.1	2.0
Total CAR (credit,market + operational risk)	18.5	18.5	19.7	16.8	19.7
ASSET QUALITY					
Net Non-Performing Loan	0.7	0.8	1.2	0.9	0.9
Gross Non-Performing Loan	2.3	1.9	2.3	4.3	3.7
Allowance for possible loan to gross NPL	148.0	152.9	133.5	182.4	233.4
RENTABILITY					
ROA	2.7	2.8	2.4	0.5	1.4
ROE	15.6	16.1	14.0	2.9	10.4
Net Interest Margin	5.5	5.3	4.9	4.5	4.7
EFFICIENCY					
Cost to Income Ratio	43.9	42.5	43.9	44.2	43.3
LIQUIDITY					
Loan to Deposit Ratio	85.6	88.8	91.5	87.3	79.7
COMPLIANCE					
Statutory Reserve Requirement (Rupiah)	6.6	6.5	6.7	5.4	7.7
Net Open Position	2.5	2.0	2.4	3.2	0.9
DIVIDEND					
Dividend Payout Ratio [%]	35.0	25.0	25.0	25.0	

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Thank You

