



ANALYST MEETING  
Q1 2022

**BUMN** UNTUK  
INDONESIA



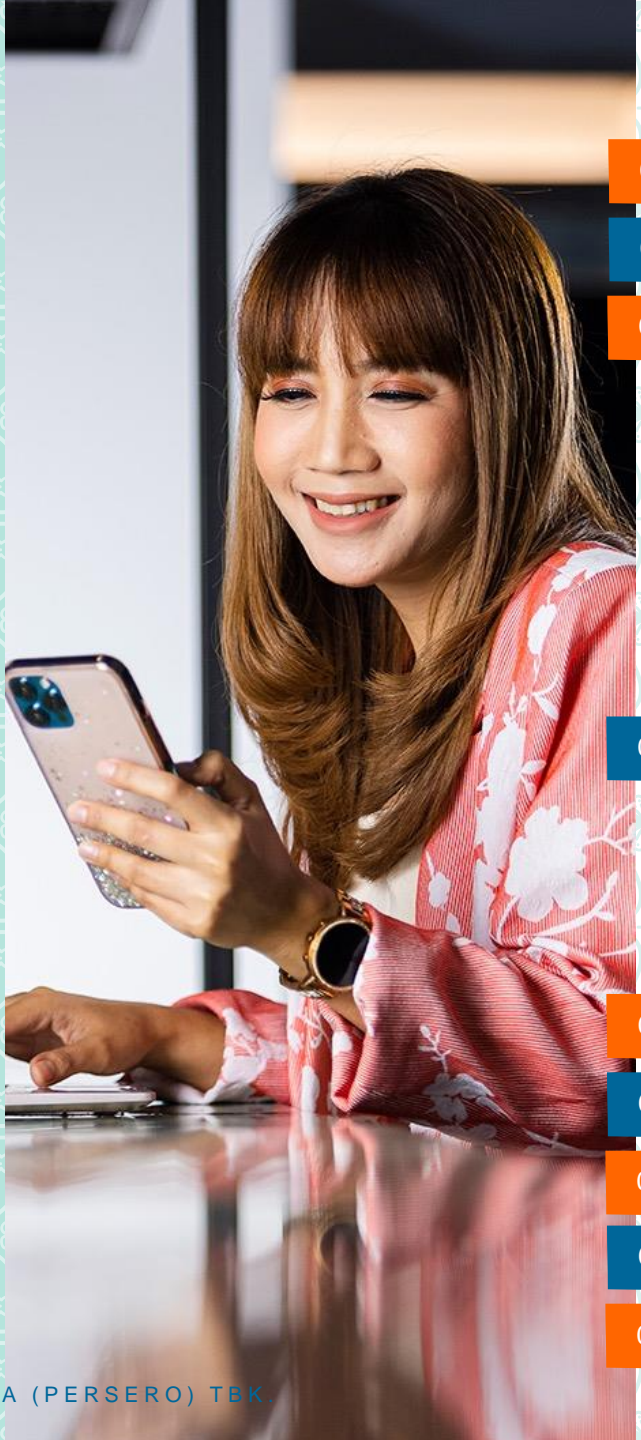
PT BANK NEGARA INDONESIA (PERSERO) TBK.



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Q12022

26 April 2022



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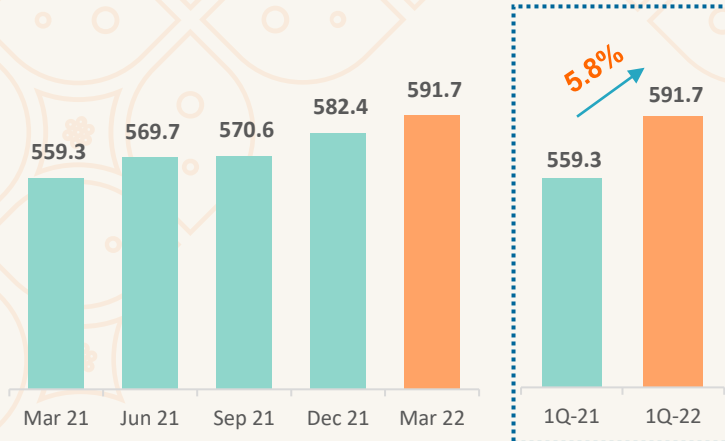


# Management Highlight

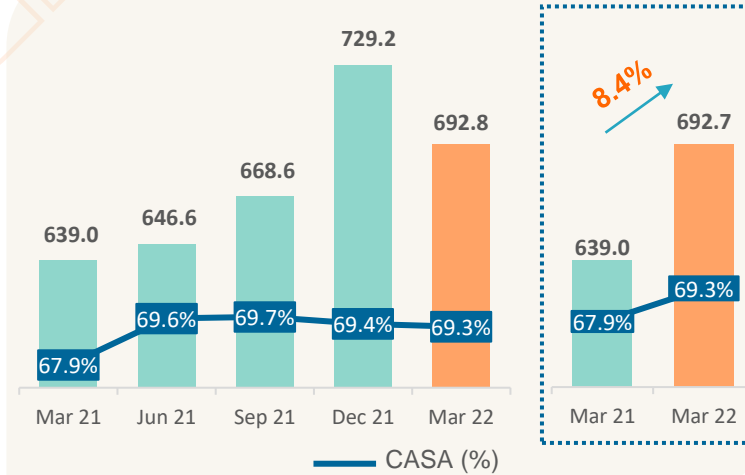


# Solid performances with an all-time-high quarterly PPOP

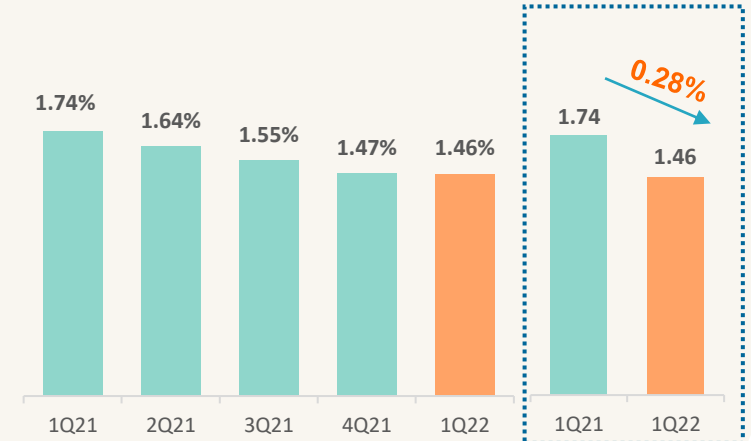
LOAN (IDR Tn)



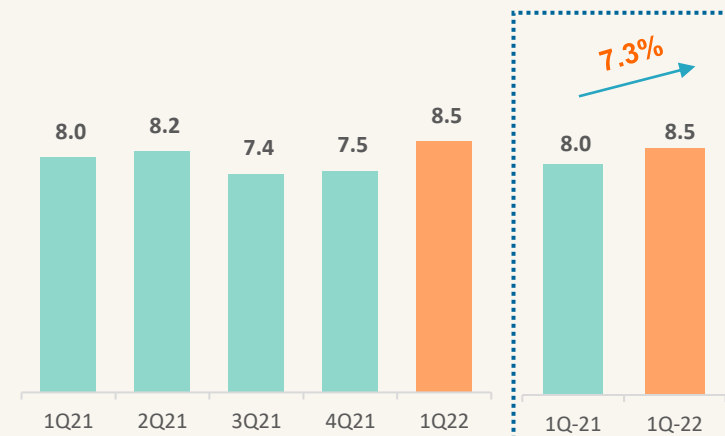
THIRD PARTY FUND (IDR Tn)



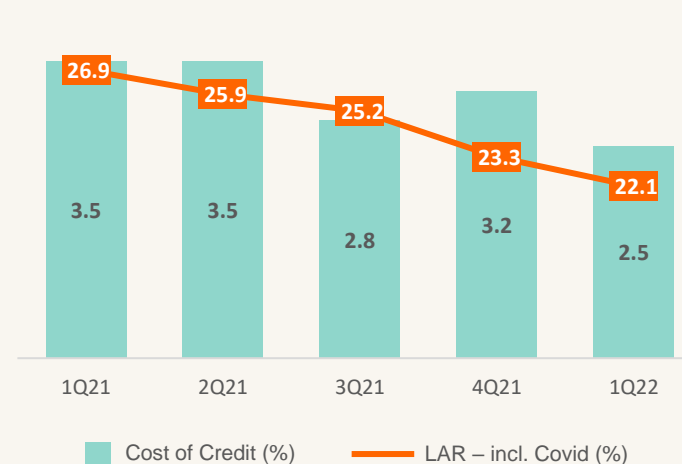
COST OF THIRD-PARTY FUND (%)



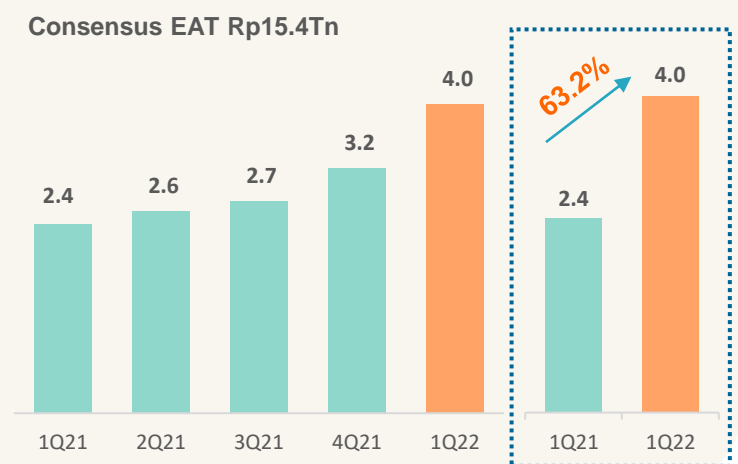
PPOP (IDR Tn)



LOAN AT RISK (%) &amp; COST OF CREDIT (%)



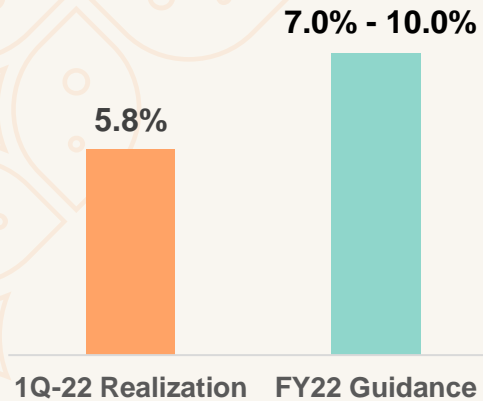
EARNING AFTER TAX (IDR Tn)





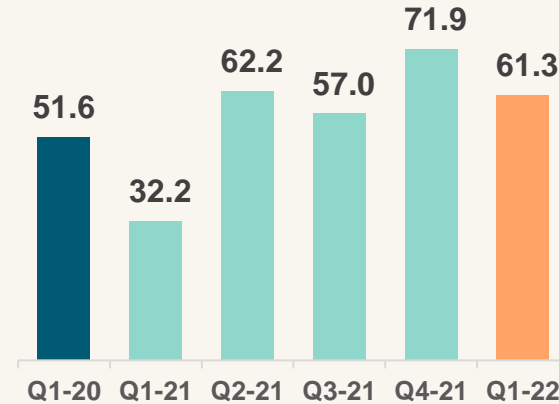
# 2022 Guidance Remains Intact

## LOAN GROWTH (%)



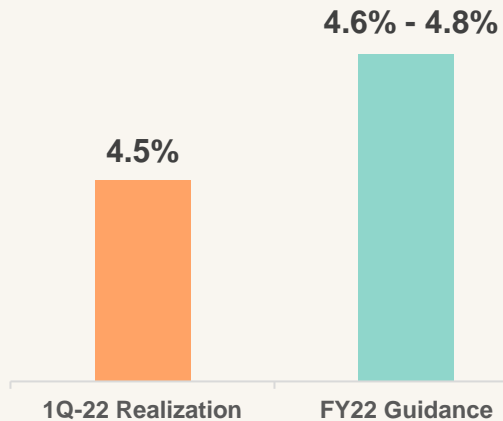
*"Maintain FY22 guidance supported by strong pipeline in corporate segment and positive macroeconomic backdrop (economy reopening and strong commodity prices)"*

## LOAN DISBURSEMENT (IDR Tn)



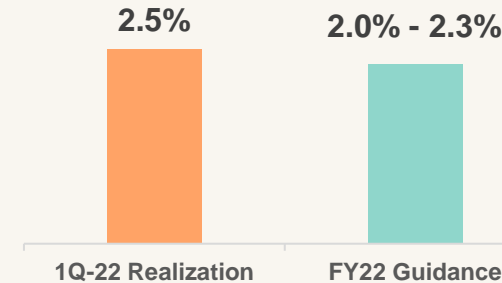
*"New loan booking improving compared to pre pandemic"*

## NET INTEREST MARGIN (%)



*"loan growth pick up and asset quality improvement should translate to a slight pick up in margin"*

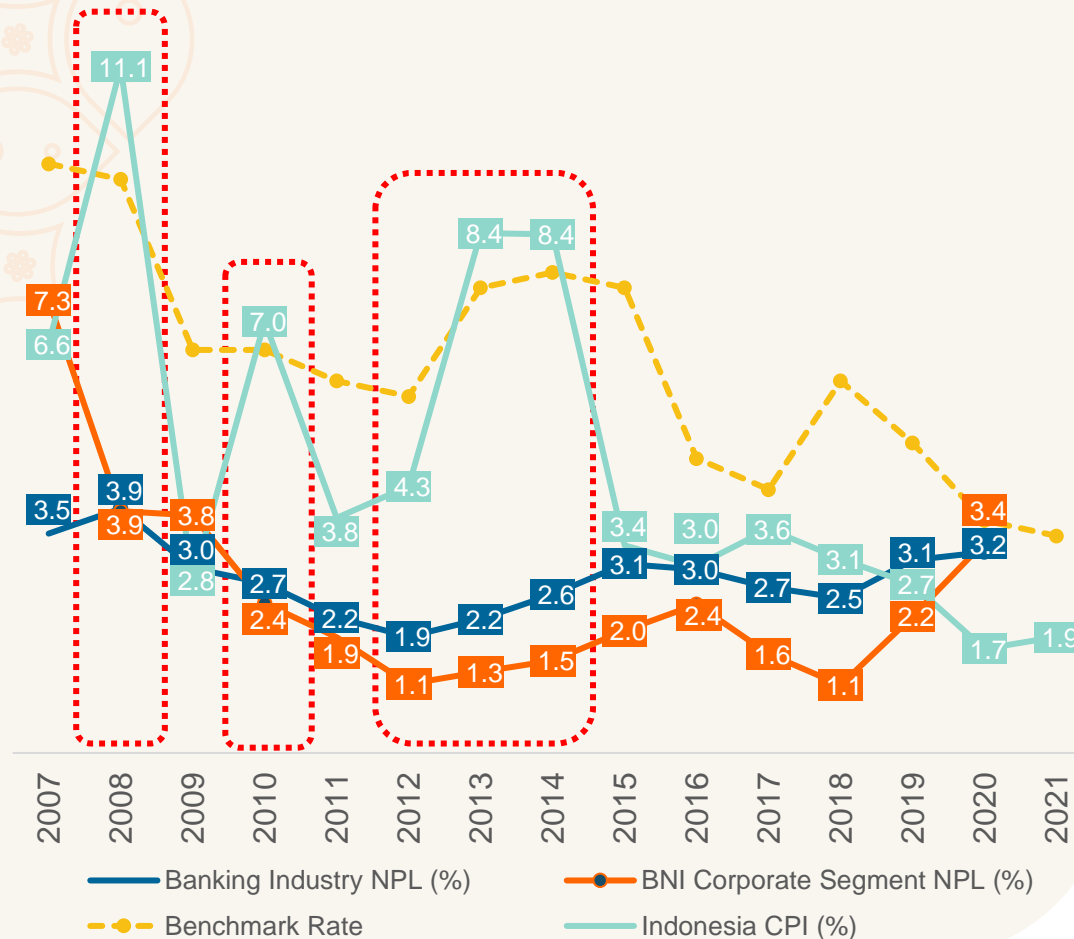
## CREDIT COST (%)



*"Maintain FY22 guidance as omicron variant impact to economy is not severe and economy reopening should translate to better asset quality"*

# 2022 Growth Focus on Corporate Segment

Corporate's asset quality is resilient during reversal in interest rate and inflation rate

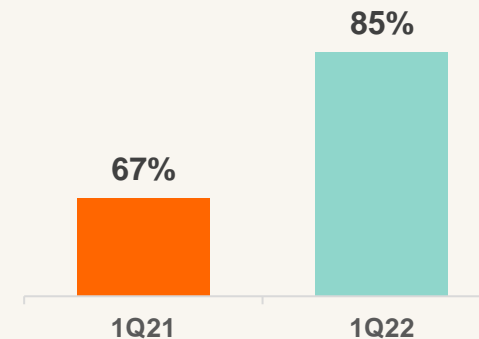


NPL data are 6-month lag after inflation data for the corresponding period

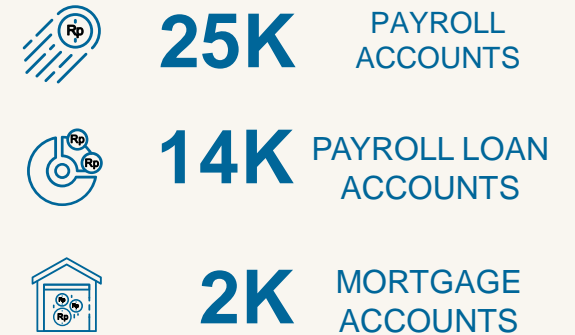
PT BANK NEGARA INDONESIA (PERSERO) TBK.

... And a lot of potentials from cross selling and value chain optimization

% Corporate Debtors have been cross-sold to Consumer Segment



During 1Q22, leveraging relationships with 38 Diamond Corporate Clients resulted in:



# Preparing an SME-Focused Digital Bank as Long-Term Growth Engine for The Group

BNI ACQUIRES BANK MAYORA TO BE THE LEADING DIGITAL FIRST – **SME** BANK IN INDONESIA

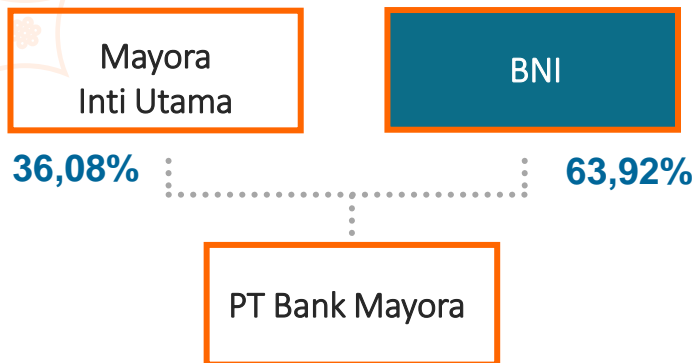
BNI AND MAYORA GROUP IS WORKING CLOSELY WITH **SEA Ltd.** IN ESTABLISHING PARTNERSHIP TO DEVELOP TECHNOLOGY IN THE BANK

## TARGET MARKET

Various SMEs across Indonesia, with initial focus on those within the stakeholders value chain.

Retail customers of SME's and the personal needs of SME owner themselves.

## Current Structure



## Detail of The Transaction

**Rp 3,5 Tn**

Total Transaction

**2,0x**

Pre Money PBV Multiple

**1,3x**

Post Money PBV Multiple

## Why SEA?

Extensive experiences in setting up customer friendly, nimble and high resiliency digital businesses.

SEA will leverage their experience to support BNI in establishing the tech capabilities for a digital bank, and SEA will also be extensively involved in developing some of the core technologies.



**Mayora Group**, a leading FMCG player with extensive business value chain in Indonesia, had operated Bank Mayora with potentials to be transformed into a digital bank.

## UNIQUE PROPOSITION



The active shareholders



Unique target market



Technological expertise



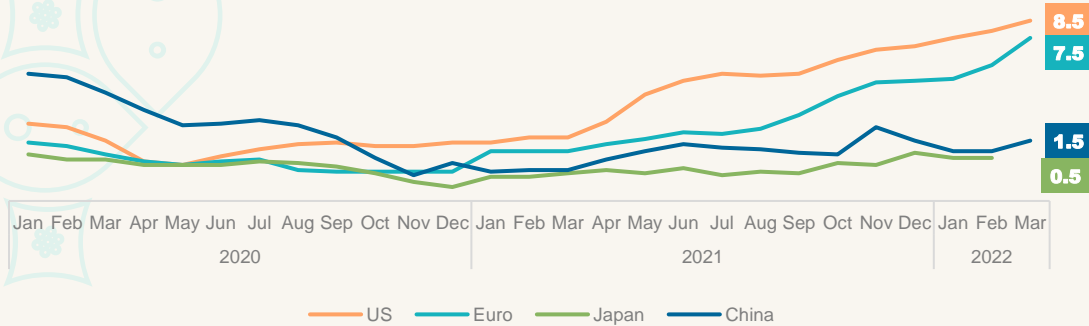
# Macroeconomics Highlight



# Interest Rates Rise Along with Rising Global Inflation Due to Global Economic Recovery

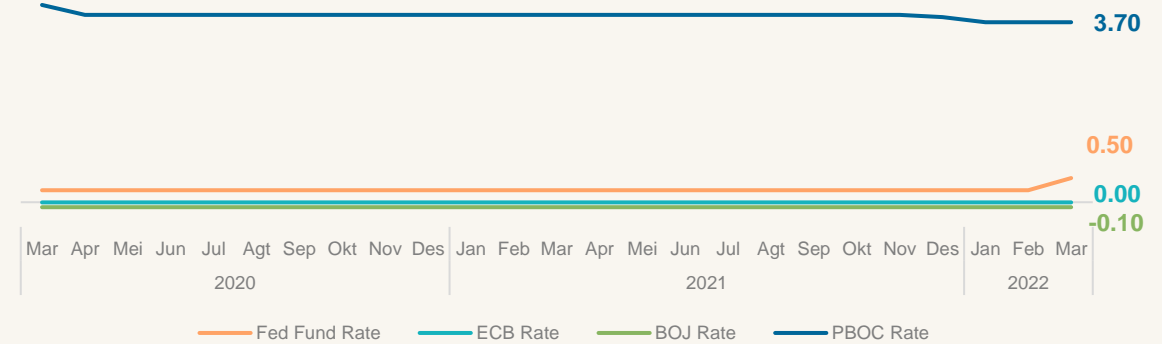
## Russia-Ukraine Conflict Drives Commodity Price Rise

**INFLATION HAS RISEN WORLDWIDE. US INFLATION ACCELERATED TO 8.5% IN MARCH OF 2022, THE HIGHEST SINCE DECEMBER OF 1981**

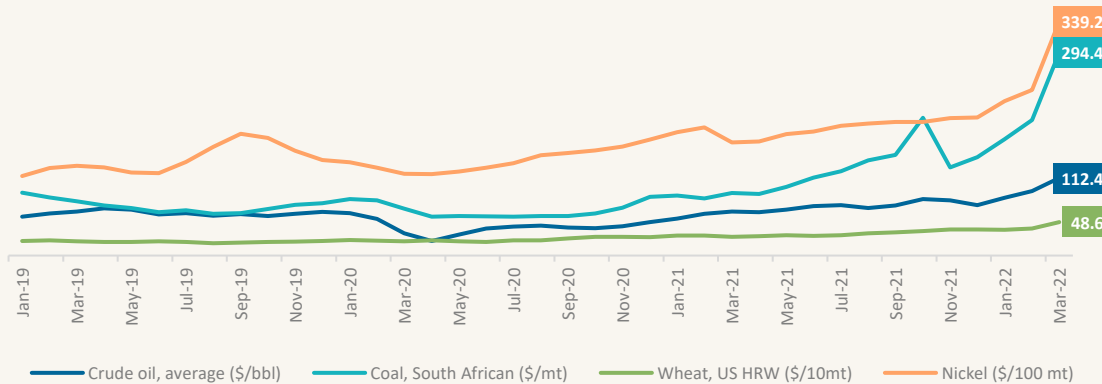


Source: Bloomberg

**FED RAISES INTEREST RATES AND PROJECTS SIX MORE INCREASES IN 2022**

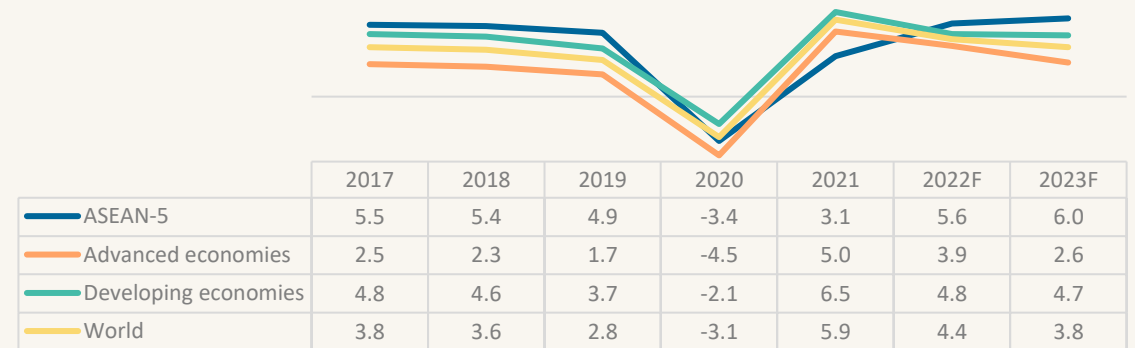


**RUSSIA-UKRAINE CONFLICT DRIVES COMMODITY PRICE RISE**



Source: World Bank

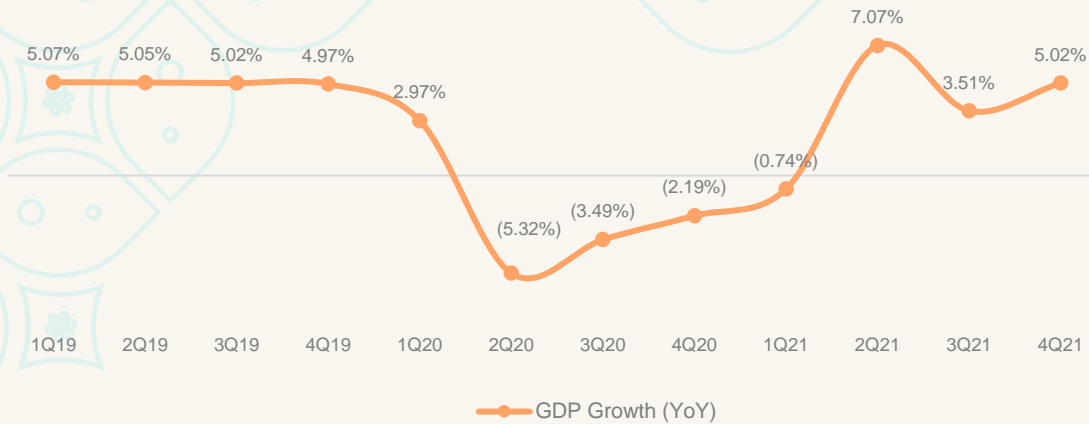
**GLOBAL GROWTH IS EXPECTED TO MODERATE FROM 5.9 IN 2021 TO 4.4 PERCENT IN 2022**



Source: IMF

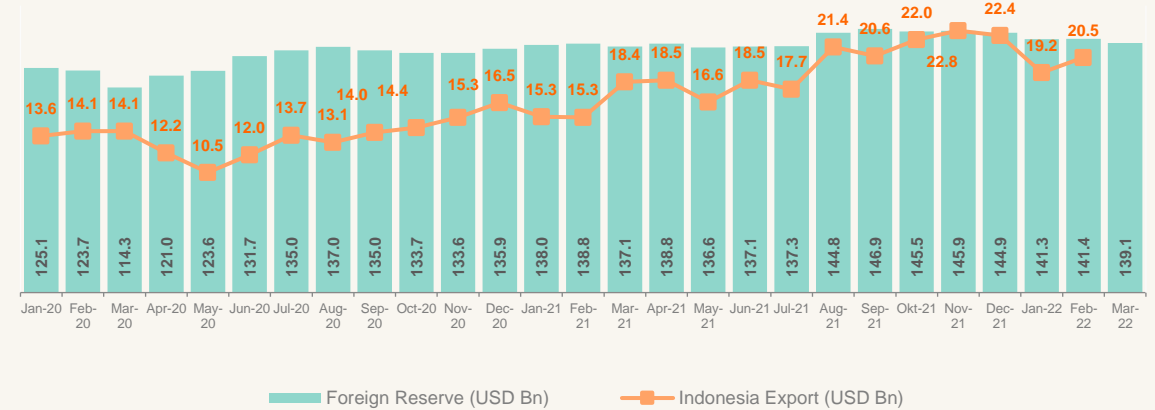
# Macroeconomics Highlight

## ECONOMY POSTS POSITIVE GROWTH IN Q4-2021



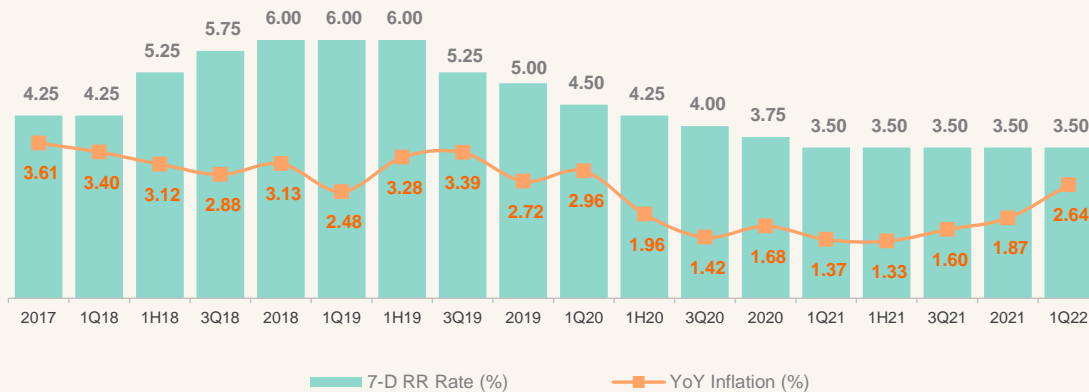
Source: Biro Statistik Pusat

## HIGHER YEAR ON YEAR EXPORTS CONTINUE TO SUPPORTS FX RESERVES

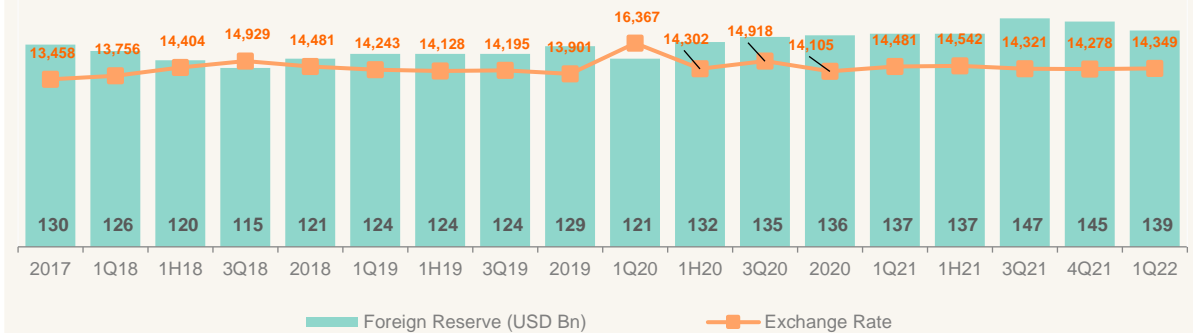


Source: Bank Indonesia

## INFLATION CLIMBS IN 1<sup>ST</sup> QUARTER 2022, STILL BELOW 2022 TARGET



## ADEQUATE FOREIGN RESERVE TO SUPPORT 7.2 MONTHS IMPORTS AND STABLE RUPIAH EXCHANGE RATE

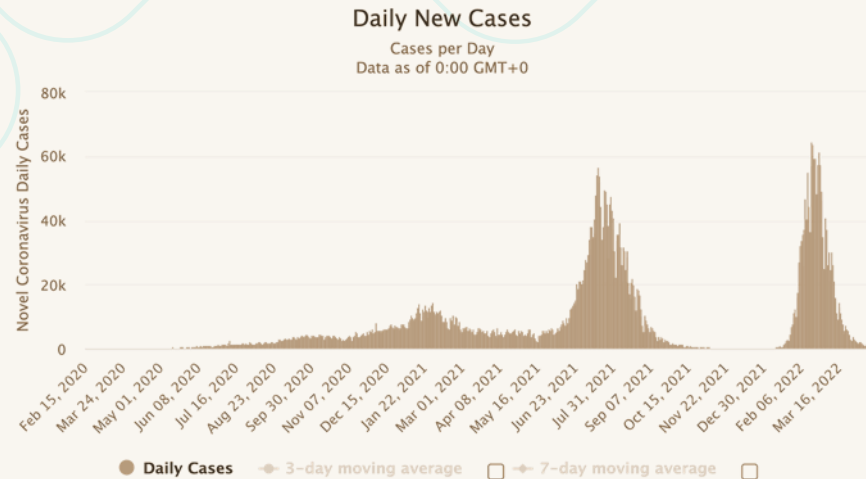


Source: Bank Indonesia



# Expecting a Recovery This Year

INDONESIA COVID DAILY NEW CASES STANDS AT 1.455 NEW DAILY CASES AS OF APR 12<sup>TH</sup>, 22 STARTS TO DECLINE FROM MID-FEBRUARY 2022 PEAK



UNTIL 13 APR 21, INDONESIA HAS DONE 197,7 MN FIRST DOSE VACCINATIONS (94.9% OF THE 208 MN NATIONAL TARGET)

	Mar-21	Jun-21	Sep-21	10-Jan-22	13-Apr-22
Received 1st dose of vaccination (mn ppl)	8.1	29.3	91.1	171.0	197.7
Received 2nd dose of vaccination (mn ppl)	3.7	13.5	51.1	117.3	161.9
% 1st dose of vaccinated of total target	3.9%	14.1%	43.7%	82,1%	94,9%

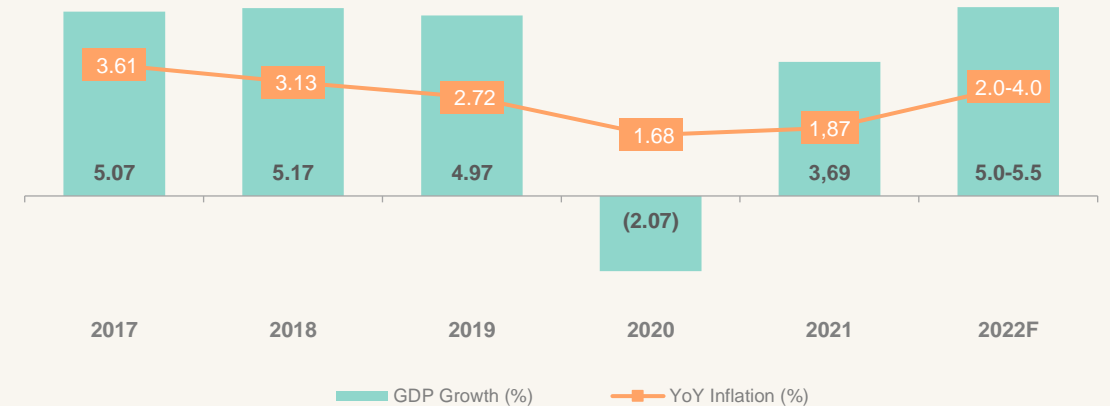
Source: MOH

GLOBAL ECONOMY ARE NOW RECOVERING AS ECONOMIES ADJUSTED TO THE NEW NORMAL AND BACKED WITH ADEQUATE LEVEL OF VACCINATION

Growth Forecast (%)	2020	2021E	2022F
Global	-3.3	5.9	4.4
Advanced Economies	-4.7	5.0	3,9
ASEAN-5	-3.4	3.1	5.6

Source: World Economic Outlook, IMF – Jan 2022

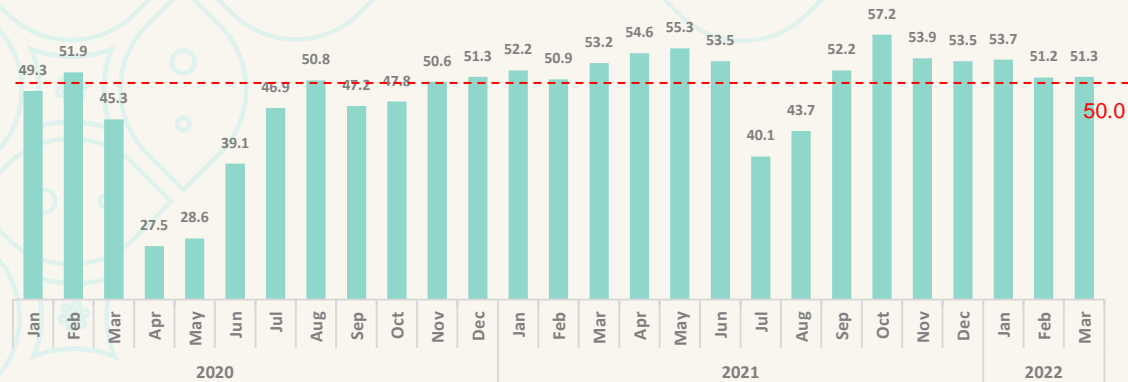
GDP GROWTH IN 2022 IS EXPECTED TO EXCEED 5% DRIVEN BY RISING COMMODITY PRICES. INFLATION COULD EXCEED FORECASTS OF 3%-4% IN 2022 DUE TO SPIKES IN ENERGY AND FOOD PRICES.



Source: Bank Indonesia, BPS and BNI internal forecast

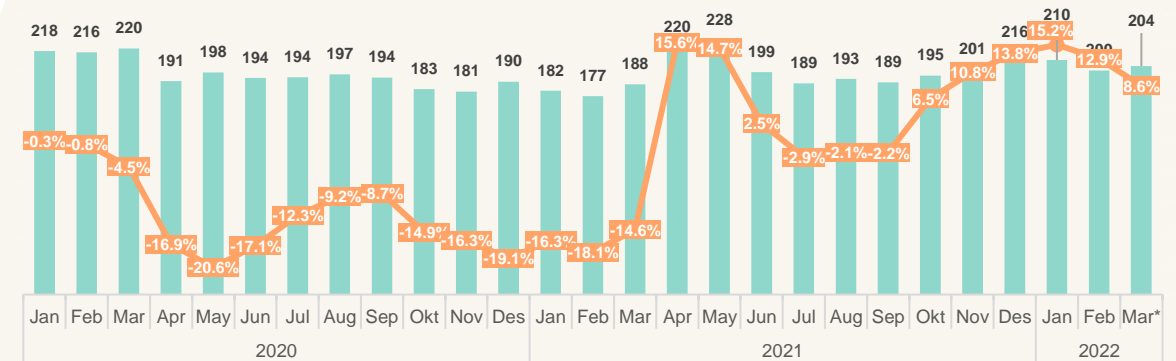
# Leading Economic Indicators

## INDONESIA'S MARCH 2022 MANUFACTURING PMI EXPANDS AFTER SLIGHTLY DROP IN FEBRUARY 2022 DUE TO OMICRON VIRUS



Source: Markiteconomics

## RETAIL SALES INDEX YOY CONTINUES TO DECLINE SINCE JANUARY TO MARCH 2022 DUE TO OMICRON VIRUS



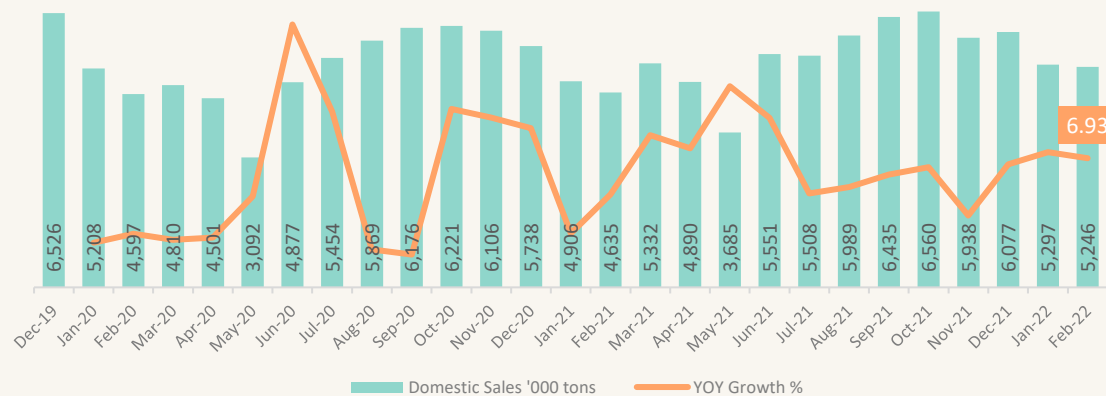
\* Preliminary figure

Source: Bank Indonesia

Real Retail Sales (RSI) Index

YoY Growth

## INDONESIA'S DOMESTIC CEMENT SALES INCREASE 6.93% (YOY) IN FEBRUARY 2022

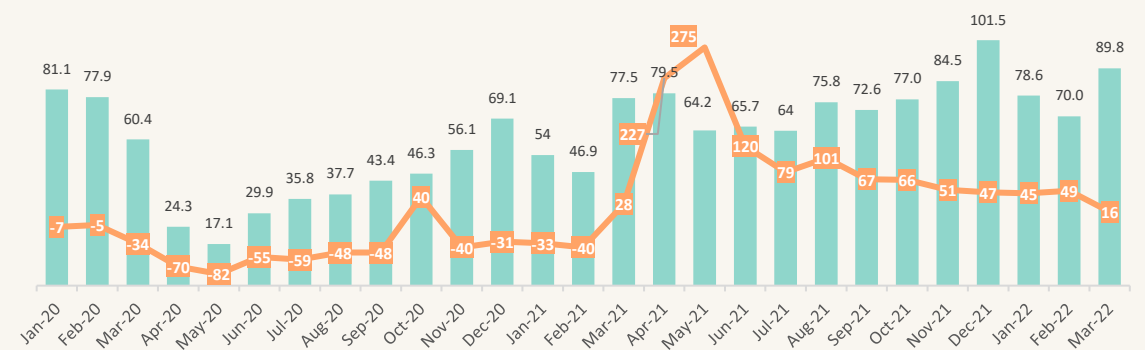


Source: Asosiasi Semen Indonesia

Domestic Sales '000 tons

YOY Growth %

## RETAIL CAR SALES GROWTH REMAINS STRONG



Source: Gaikindo

Retail Sales in '000

YOY Retail Sales Growth (%)

# Financial Performance





# Highlighted Results

Highlighted Results (IDR Billion)		1Q21	1Q22	YoY (%)	2Q21	3Q21	4Q21	1Q22	QoQ (%)
B / S [Consolidated]	Total Asset	862,441	931,983	8.1	875,138	919,448	964,838	931,983	-3.4
	Loan	559,332	591,683	5.8	569,735	570,643	582,436	591,683	1.6
	Third Party Funds	638,974	692,741	8.4	646,574	668,554	729,169	692,741	-5.0
	CASA	433,567	479,539	10.6	450,029	465,733	506,068	479,539	-5.2
	Time Deposit	205,407	213,202	3.8	196,545	202,821	223,101	213,202	-4.4
P & L [Consolidated]	Net Interest Income	9,679	9,231	-4.6	9,643	9,376	9,549	9,231	-3.3
	Interest Income	12,697	12,174	-4.1	12,599	12,227	12,503	12,174	-2.6
	Interest Expense	(3,019)	(2,943)	-2.5	(2,955)	(2,851)	(2,954)	(2,943)	-0.4
	Non Interest Income	3,209	4,032	25.6	3,593	3,412	3,425	4,032	17.7
	OPEX	(5,774)	(6,145)	6.4	(5,887)	(6,297)	(6,844)	(6,145)	-10.2
	PPOP	7,957	8,536	7.3	8,182	7,408	7,517	8,536	13.6
	Provisioning Charges	(4,870)	(3,600)	-26.1	(4,916)	(4,012)	(4,500)	(3,600)	-20.0
	Net Profit	2,429	3,962	63.2	2,598	2,719	3,152	3,962	25.7

# Key Ratios – Solid Performances Across Major Metrics

Highlighted Results (%)		1Q21	1Q22	YoY	2Q21	3Q21	4Q21	1Q22	QoQ
Profitability & Efficiency [Bank Only]	CASA Ratio (Consolidated)	67.9	69.2	1.4	69.6	69.7	69.4	69.2	-0.2
	COF (Third Party Funds)	1.7	1.5	-0.3	1.6	1.5	1.5	1.5	0.0
	NIM	4.9	4.5	-0.4	4.8	4.6	4.4	4.5	0.1
	ROE	9.7	15.2	5.5	10.4	10.7	10.8	15.2	4.4
	ROA	1.5	2.3	0.8	1.5	1.6	1.2	2.3	1.1
	CIR	40.6	39.7	-0.9	40.8	44.7	47.0	39.7	-7.3
Asset Quality [Bank Only]	LaR - Incl Covid	26.9	22.1	-4.8	25.8	25.2	23.3	22.1	-1.2
	NPL (Gross)	4.1	3.5	-0.6	3.9	3.8	3.7	3.5	-0.2
	Credit Cost	3.5	2.5	-1.0	3.5	2.8	3.2	2.5	-0.7
	LAR Coverage Ratio (Inc. Covid)	30.7	39.3	8.6	32.9	34.3	37.0	39.3	2.3
	NPL Coverage Ratio	200.5	250.1	49.6	215.3	226.8	233.4	250.1	16.7
Liquidity [Bank Only]	LDR	87.2	85.2	-2.0	87.8	85.1	79.7	85.2	5.5
	LCR	224.2	250.1	25.9	229.0	219.2	230.2	250.1	19.9
	NSFR	144.8	133.4	-11.4	145.0	146.6	151.8	133.4	-18.4
Capital [Bank Only]	Tier-1 CAR	15.8	17.3	1.5	16.0	17.8	17.7	17.3	-0.4
	Total CAR	18.1	19.3	1.2	18.2	19.9	19.7	19.3	-0.4

# Healthy Growth from Lower Risk Segments

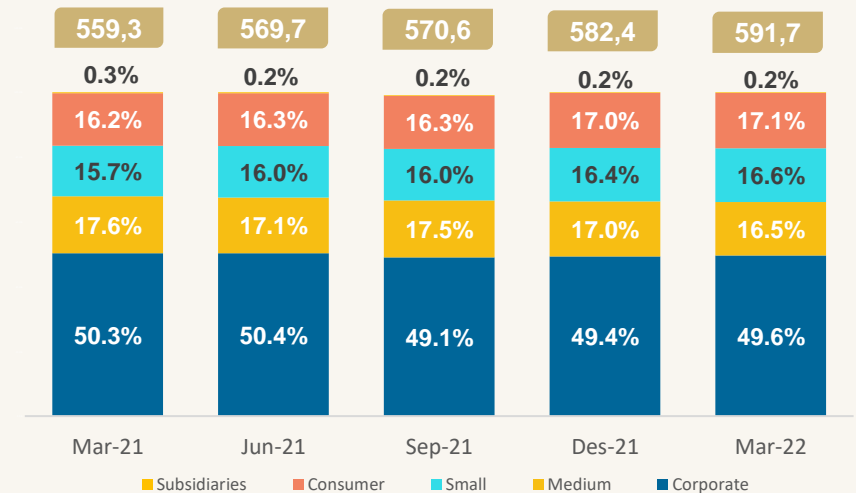
(IDR Tn)

Segment		Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Growth - %	
							QoQ	YoY
Business Banking	Corporate Private	175.8	178.3	175.9	180.4	193.2	7.1	9.9
	Corporate SOE	105.0	108.3	104.0	107.0	100.2	-6.4	-4.6
	Medium	98.3	97.2	100.1	99.1	97.9	-1.3	-0.5
	Large Commercial	37.0	37.0	40.4	40.9	46.1	12.7	24.5
	Commercial	61.3	60.3	59.7	58.2	51.8	-11.1	-15.6
	Small	87.7	91.0	93.2	95.8	98.0	2.3	11.8
	Govt Subs Loan (KUR)	35.5	38.7	41.3	44.0	46.5	5.6	31.0
	Non-KUR	52.2	52.3	52.0	51.7	51.5	-0.5	-1.3
	<b>SUBTOTAL</b>	<b>466.9</b>	<b>474.8</b>	<b>473.3</b>	<b>482.4</b>	<b>489.3</b>	<b>1.4</b>	<b>4.8</b>
Consumer	Mortgage	46.6	47.6	48.8	49.6	50.5	1.8	8.4
	Payroll Loan	31.5	32.7	34.1	35.8	37.4	4.4	18.8
	Credit Card	11.7	11.7	11.7	11.9	11.8	-0.2	1.1
	Others	1.2	1.5	1.5	1.7	1.7	-4.6	36.2
	<b>SUBTOTAL</b>	<b>91.0</b>	<b>93.6</b>	<b>96.1</b>	<b>99.0</b>	<b>101.4</b>	<b>2.4</b>	<b>11.4</b>
Subsidiaries		1.4	1.4	1.2	1.1	1.0	-9.8	-32.1
<b>Total</b>		<b>559.3</b>	<b>569.7</b>	<b>570.6</b>	<b>582.4</b>	<b>591.7</b>	<b>1.6</b>	<b>5.8</b>
Working Capital		304.8	315.7	317.1	325.8	334.1	2.6	9.6
Investment Loan		162.9	160.2	157.2	157.4	155.9	-0.9	-4.3

## LOAN YIELD BY SEGMENT (%) – BANK ONLY

Segment	1Q21	2Q21	3Q21	4Q21	1Q22
Corporate	8.52	7.88	6.94	7.11	6.72
Medium	7.44	7.50	7.23	7.17	7.12
Small	8.61	9.30	9.64	8.53	9.34
Consumer	10.49	10.27	10.09	9.68	9.70
<b>IDR Yield</b>	<b>8.63</b>	<b>8.49</b>	<b>8.11</b>	<b>7.96</b>	<b>7.97</b>
<b>FX Yield</b>	<b>4.20</b>	<b>4.58</b>	<b>4.77</b>	<b>4.28</b>	<b>4.51</b>
<b>Blended Loan</b>	<b>7.79</b>	<b>7.76</b>	<b>7.48</b>	<b>7.25</b>	<b>7.29</b>

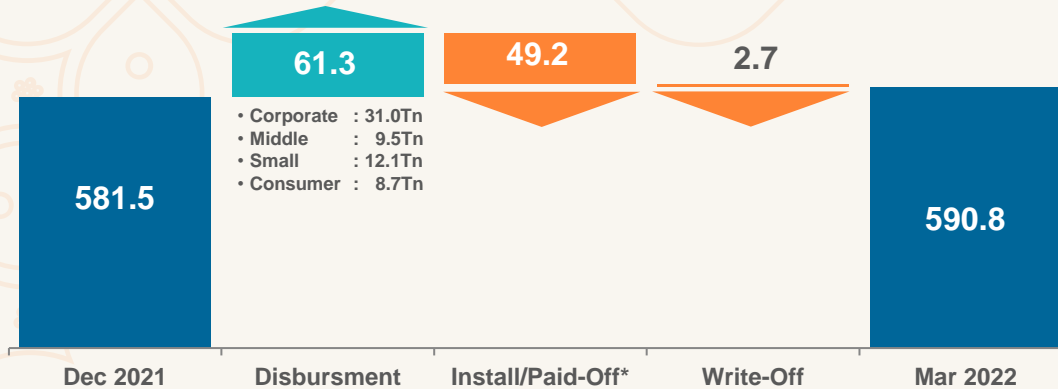
## LOAN COMPOSITION (IDR Tn)



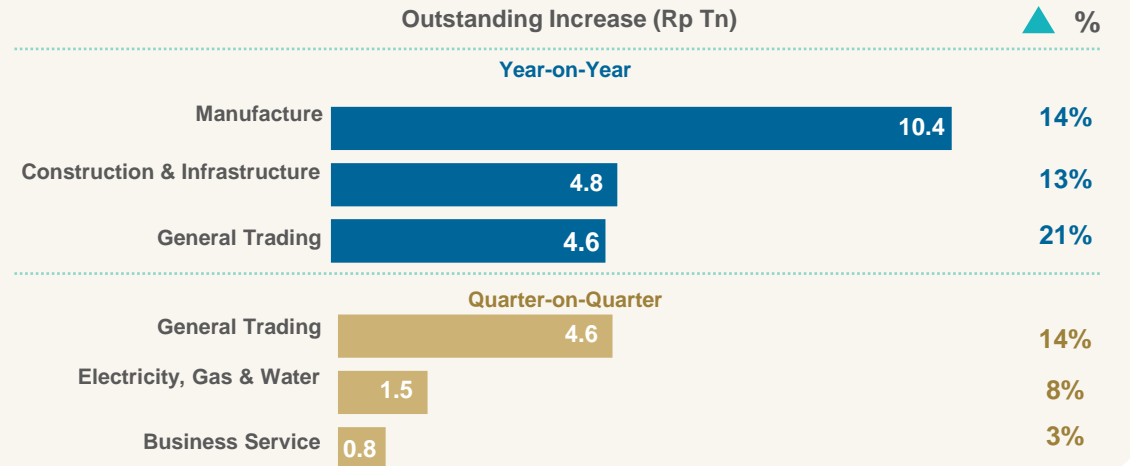


# Rp61.3 Trillion Loans Disbursed in 1Q-2022 (Bank Only)

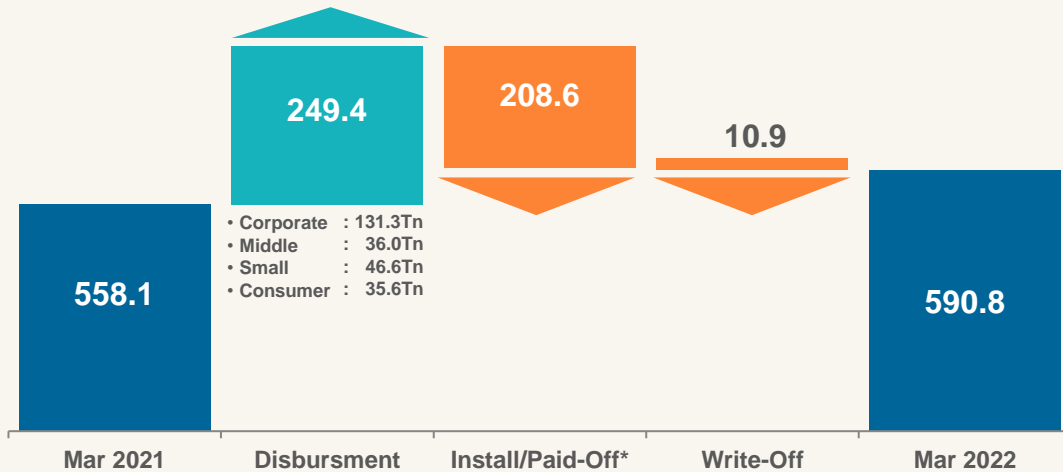
QoQ LOAN MOVEMENT (IDR Trillion)



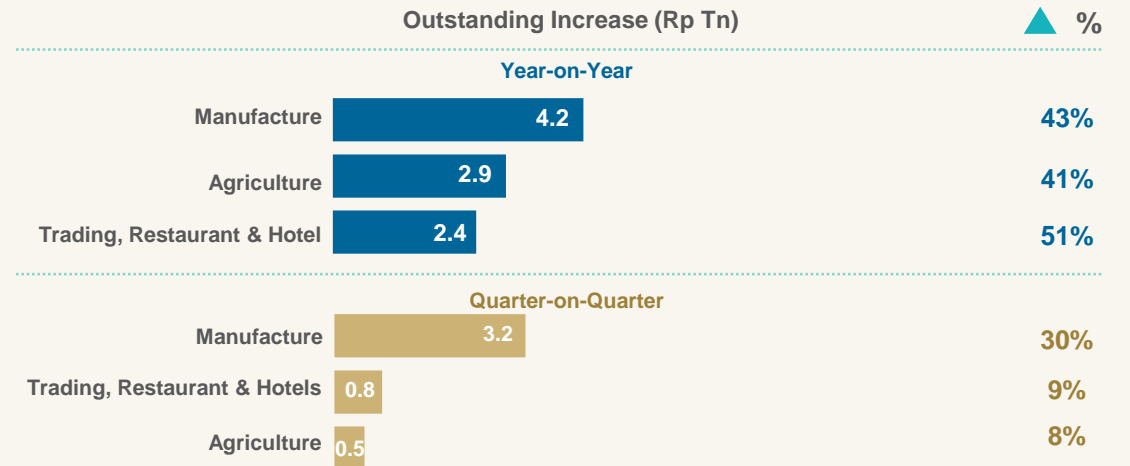
TOP 3 INDUSTRIES CONTRIBUTING TO CORPORATE LOAN GROWTH IN 1Q22



YoY LOAN MOVEMENT (IDR Trillion)



TOP 3 INDUSTRIES CONTRIBUTING TO LARGE COMMERCIAL LOAN GROWTH IN 1Q22



# All Time High Quarterly PPOP Coupled by Smaller Loan Loss Provision

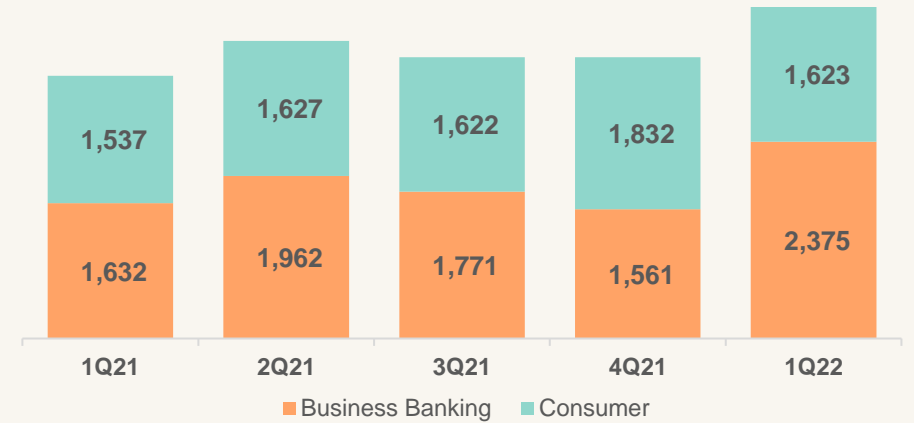
Consolidated Profit & Loss (IDR Billion)	1Q21	1Q22	YoY (%)	2Q21	3Q21	4Q21	1Q22	QoQ (%)
Interest Income	12,697	12,174	-4.1	12,599	12,227	12,503	12,174	-2.6
Interest Expense	(3,019)	(2,943)	-2.5	(2,955)	(2,851)	(2,954)	(2,943)	-0.4
<b>Net Interest Income</b>	<b>9,679</b>	<b>9,231</b>	<b>-4.6</b>	<b>9,643</b>	<b>9,376</b>	<b>9,549</b>	<b>9,231</b>	<b>-3.3</b>
Premium Income Net	298	309	3.9	324	307	470	309	-34.2
Non-Interest Income	3,209	4,032	25.6	3,593	3,411	3,425	4,032	17.7
Recovery	545	1,108	103.5	509	610	918	1,108	20.8
<b>Operating Income</b>	<b>13,730</b>	<b>14,681</b>	<b>6.9</b>	<b>14,069</b>	<b>13,705</b>	<b>14,361</b>	<b>14,681</b>	<b>2.2</b>
Operating Expense	(5,774)	(6,145)	6.4	(5,887)	(6,297)	(6,844)	(6,145)	-10.2
<b>Pre-Provision Income (PPOP)</b>	<b>7,957</b>	<b>8,536</b>	<b>7.3</b>	<b>8,182</b>	<b>7,408</b>	<b>7,517</b>	<b>8,536</b>	<b>13.6</b>
Provisioning Charges	(4,870)	(3,600)	-26.1	(4,916)	(4,012)	(4,500)	(3,600)	-20.0
Non-Operational Inc/(Exp)	(26)	(65)	-147.1	(41)	(45)	(103)	(65)	-36.7
<b>Net Income before Tax</b>	<b>3,060</b>	<b>4,871</b>	<b>59.2</b>	<b>3,225</b>	<b>3,351</b>	<b>2,914</b>	<b>4,871</b>	<b>67.1</b>
<b>Net Income</b>	<b>2,429</b>	<b>3,962</b>	<b>63.2</b>	<b>2,598</b>	<b>2,719</b>	<b>3,152</b>	<b>3,962</b>	<b>25.7</b>

# Fee Income Boosted by Favorable Market Conditions

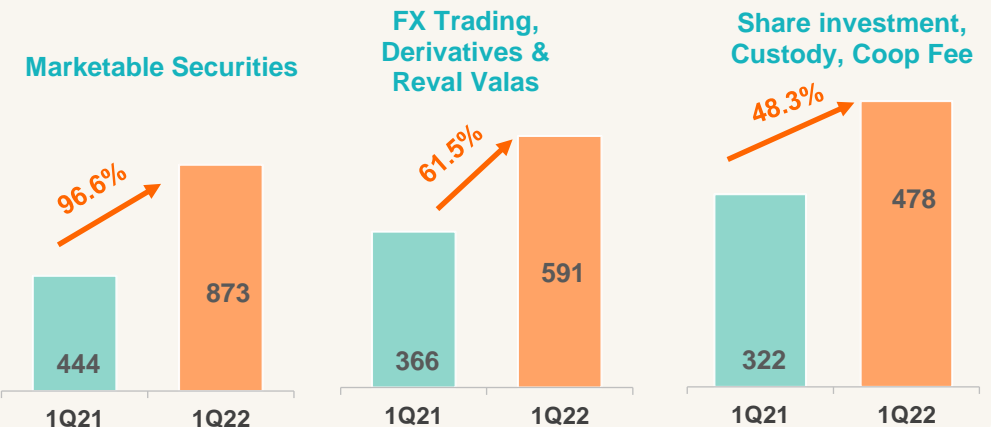
## BREAKDOWN NON-INTEREST INCOME (IDR Billion)

Non – Interest Income [Consolidated]	1Q-21	2Q-21	3Q-21	4Q-21	1Q-22	QoQ - %	YoY - %
<b>FBI Consumer</b>	<b>1,537</b>	<b>1,627</b>	<b>1,622</b>	<b>1,832</b>	<b>1,623</b>	<b>-11.4</b>	<b>5.6</b>
Account Maintenance	496	534	509	529	508	-4.1	2.3
ATM & e-Channel	360	377	399	422	371	-12.0	3.3
Debit Card Maintenance	123	127	128	132	132	0.1	7.2
PPOB & Billpayment	69	70	74	78	74	-5.5	7.0
Remittance	51	57	54	55	50	-8.6	-2.4
Card Business, Bancass, etc	438	462	458	616	488	-20.6	11.6
<b>FBI Business Banking</b>	<b>1,632</b>	<b>1,962</b>	<b>1,771</b>	<b>1,561</b>	<b>2,375</b>	<b>52.1</b>	<b>45.5</b>
Trade Finance	315	416	347	393	288	-26.7	-8.7
Marketable securities	444	566	590	75	873	1,063.7	96.6
FX Trading & Derivatives & Reval Valas	366	340	291	327	591	80.6	61.5
Pension Fund	51	48	51	44	56	27.3	8.8
Syndication	133	106	80	150	89	-40.6	-33.2
Share Investment, Custody, Coop Fee, Etc	322	486	412	572	478	-16.5	48.3
<b>Total Non-Interest Income (Bank Only)</b>	<b>3,170</b>	<b>3,588</b>	<b>3,393</b>	<b>3,393</b>	<b>3,998</b>	<b>17.8</b>	<b>26.1</b>
<b>Other Subsidiaries</b>	<b>40</b>	<b>5</b>	<b>19</b>	<b>32</b>	<b>34</b>	<b>5.9</b>	<b>-15.1</b>
<b>Total Non-Interest Income (Consolidated)</b>	<b>3,209</b>	<b>3,593</b>	<b>3,412</b>	<b>3,425</b>	<b>4,032</b>	<b>17.7</b>	<b>25.6</b>

## BUSINESS BANKING & CONSUMER FBI QUARTERLY MOVEMENT (IDR Bn)



## TOP CONTRIBUTORS IN BUSINESS BANKING

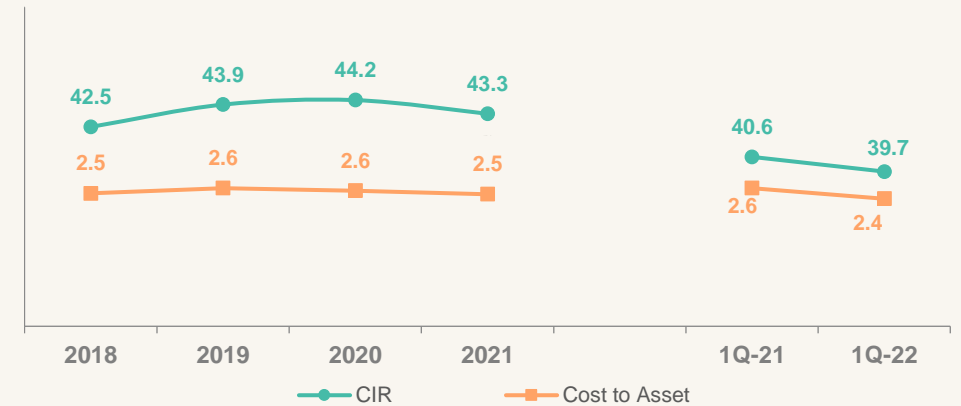


# Opex Realignment to Support Transformation Agenda

OPEX COMPOSITION (IDR Billion)

OPEX (Consolidated)	1Q-21	2Q-21	3Q-21	4Q-21	1Q-22	QoQ - %	YoY - %
<b>Personnel Expenses</b>	<b>2,727</b>	<b>2,661</b>	<b>2,960</b>	<b>2,847</b>	<b>2,939</b>	<b>3.2</b>	<b>7.8</b>
Base Salary	924	915	926	939	1,011	7.6	9.4
Other Allowance	619	908	1,254	1,064	790	-25.7	27.6
Employee Benefits	915	669	597	582	966	65.9	5.6
Training	12	38	44	87	23	-73.5	98.1
Subsidiaries	257	131	139	175	149	-14.9	-41.9
<b>G&amp;A Expenses</b>	<b>1,554</b>	<b>1,793</b>	<b>1,891</b>	<b>2,364</b>	<b>1,721</b>	<b>-27.2</b>	<b>10.8</b>
IT & Telecommunication	298	323	342	416	312	-24.9	4.8
Occupancy Related	178	201	202	223	186	-16.6	4.8
Promo Sponsor	125	190	188	385	137	-64.4	9.4
Transport & Travel	22	25	27	45	36	-19.4	67.3
Goods, Prof. Services & Others	833	998	1,052	1,193	978	-18.0	17.4
Subsidiaries	98	57	81	104	72	-30.5	-26.7
<b>Other Expenses</b>	<b>1,386</b>	<b>1,322</b>	<b>1,384</b>	<b>1,543</b>	<b>1,398</b>	<b>-9.4</b>	<b>0.8</b>
<b>Other Subsidiaries</b>	<b>107</b>	<b>111</b>	<b>62</b>	<b>90</b>	<b>87</b>	<b>-3.2</b>	<b>-19.2</b>
<b>Total Operating Expenses</b>	<b>5,774</b>	<b>5,887</b>	<b>6,297</b>	<b>6,844</b>	<b>6,145</b>	<b>-10.2</b>	<b>6.4</b>

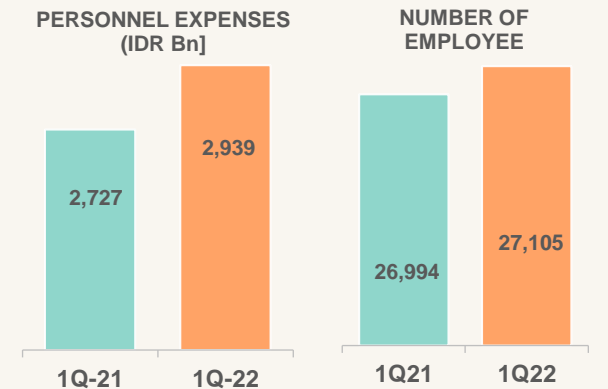
COST TO INCOME RATIO &amp; COST TO ASSET BANK ONLY (%)



QUALITY OVER QUANTITY

Headcount allocation reprioritization to business & digital units

Result-oriented reward scheme calibration to retain and attract top talents





# Optimizing Balance Sheet with Healthy Liquidity Position

Consolidated Balance Sheet (IDR Billion)	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Growth - %	
						QoQ	YoY
<b>Total Assets</b>	862,441	875,138	919,448	<b>964,838</b>	<b>931,983</b>	-3.4	8.1
<b>Placement with others bank &amp; BI</b>	60,701	70,274	76,781	<b>92,290</b>	<b>58,255</b>	-36.9	-4.2
<b>Marketable Securities [market value]</b>	21,677	20,529	20,554	<b>26,053</b>	<b>27,578</b>	5.9	27.2
<b>Government Bonds [market value]</b>	93,825	102,376	107,387	<b>111,430</b>	<b>111,612</b>	0.2	19.0
<b>Loans (gross)</b>	559,332	569,735	570,643	<b>582,436</b>	<b>591,683</b>	1.6	5.8
<b>Third Party Funds</b>	638,974	646,574	668,554	<b>729,169</b>	<b>692,741</b>	-5.0	8.4
<b>CASA</b>	433,567	450,029	465,733	<b>506,068</b>	<b>479,539</b>	-5.2	10.6
- Current Account	232,346	240,854	252,834	<b>281,398</b>	<b>258,135</b>	-8.3	11.1
- Saving Account	201,221	209,175	212,899	<b>224,670</b>	<b>221,404</b>	-1.5	10.0
<b>Time Deposits</b>	205,407	196,545	202,821	<b>223,101</b>	<b>213,202</b>	-4.4	3.8
<b>Deposits from other Banks</b>	12,631	16,101	23,356	<b>14,377</b>	<b>15,827</b>	10.1	25.3
<b>Marketable Securities Issued</b>	10,342	10,330	18,815	<b>18,751</b>	<b>18,880</b>	0.7	82.6
<b>Borrowings</b>	43,842	42,136	39,894	<b>32,458</b>	<b>31,541</b>	-2.8	-28.1
<b>Shareholders' Equity</b>	117,737	119,043	122,269	<b>126,520</b>	<b>128,540</b>	1.6	9.2

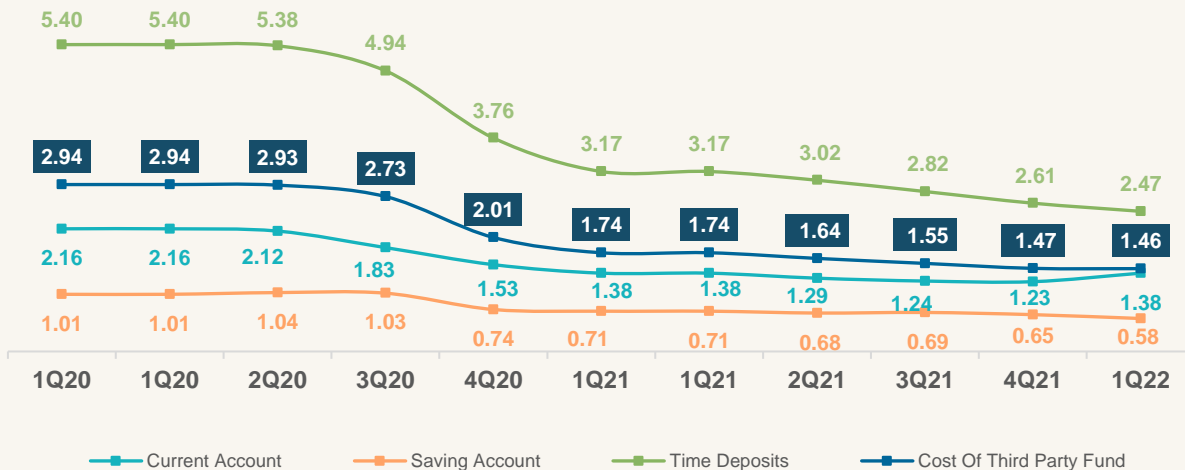
# Sufficient Liquidity Allowed Us to Do Rate Cut in 1Q

## THIRD PARTY FUNDS (IDR Trillion)

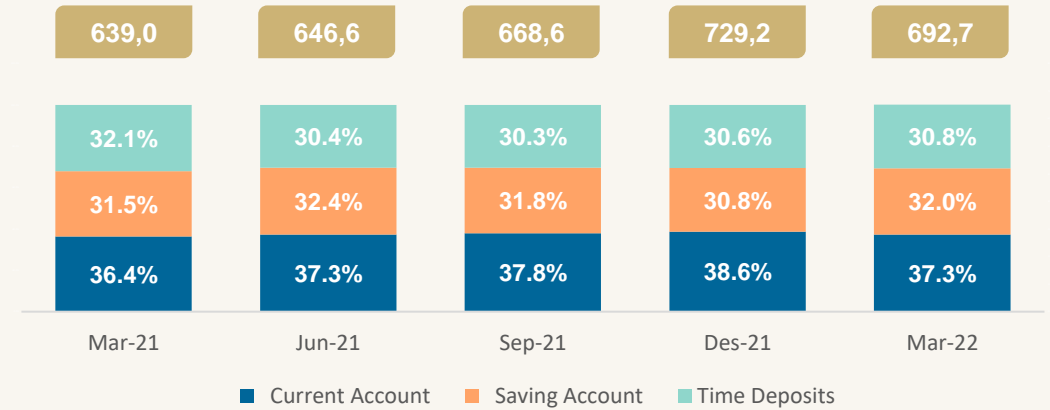
Segment	Mar-21	Jun-21	Sep-21	Des-21	Mar-22	Growth - %	
						QoQ	YoY
<b>CASA</b>	<b>433.6</b>	<b>450.0</b>	<b>465.7</b>	<b>506.1</b>	<b>479.5</b>	<b>-5.2</b>	<b>10.6</b>
Current Account	232.3	240.9	252.8	281.4	258.1	-8.3	11.1
Saving Account	201.2	209.2	212.9	224.7	221.4	-1.5	10.0
Time Deposits	205.4	196.5	202.8	223.1	213.2	-4.4	3.8
<b>Third Party Funds</b>	<b>639.0</b>	<b>646.6</b>	<b>668.6</b>	<b>729.2</b>	<b>692.7</b>	<b>-5.0</b>	<b>8.4</b>
<b>CASA Ratio*</b>	<b>67.9%</b>	<b>69.6%</b>	<b>69.7%</b>	<b>69.4%</b>	<b>69.2%</b>	<b>-0.2</b>	<b>1.4</b>

\*Consolidated

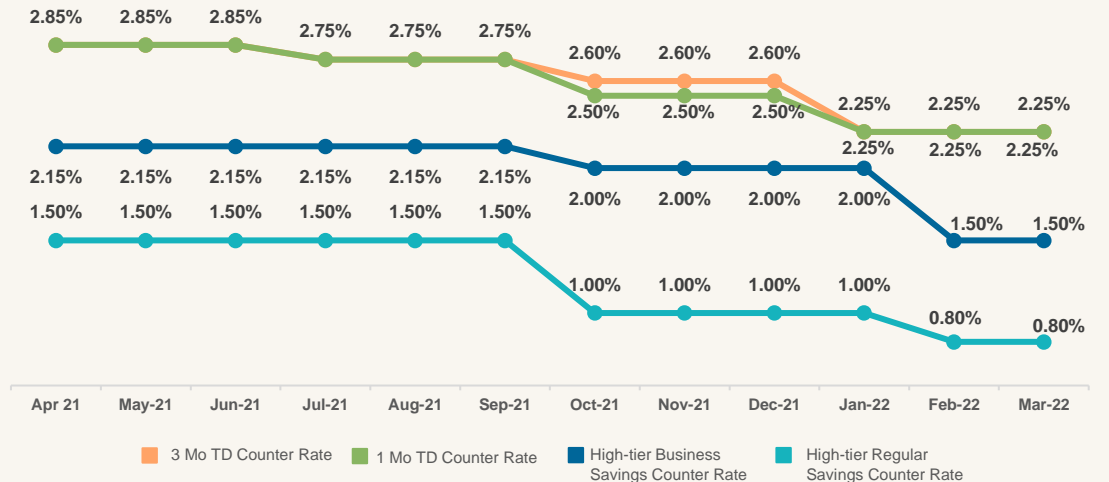
## COST OF THIRD-PARTY FUNDS (%) – BANK ONLY



## THIRD PARTY FUNDS COMPOSITION



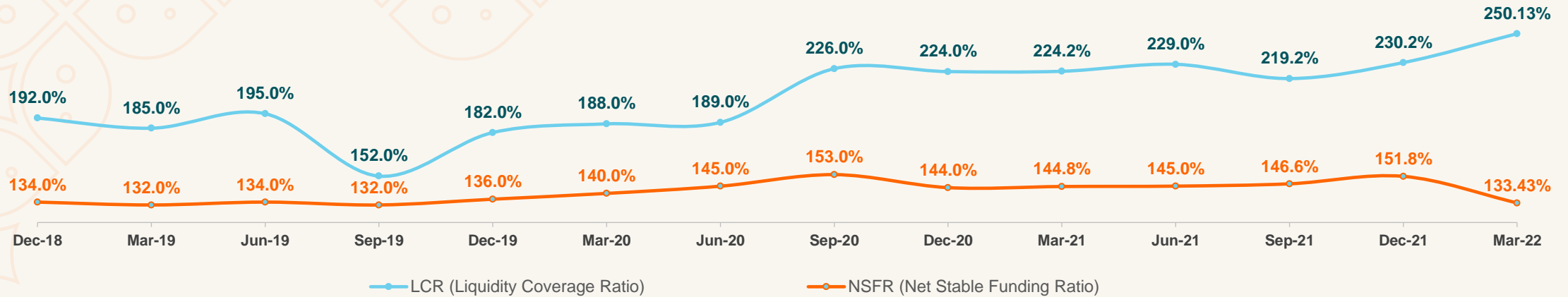
## FURTHER ROOM TO LOWER COST OF FUND



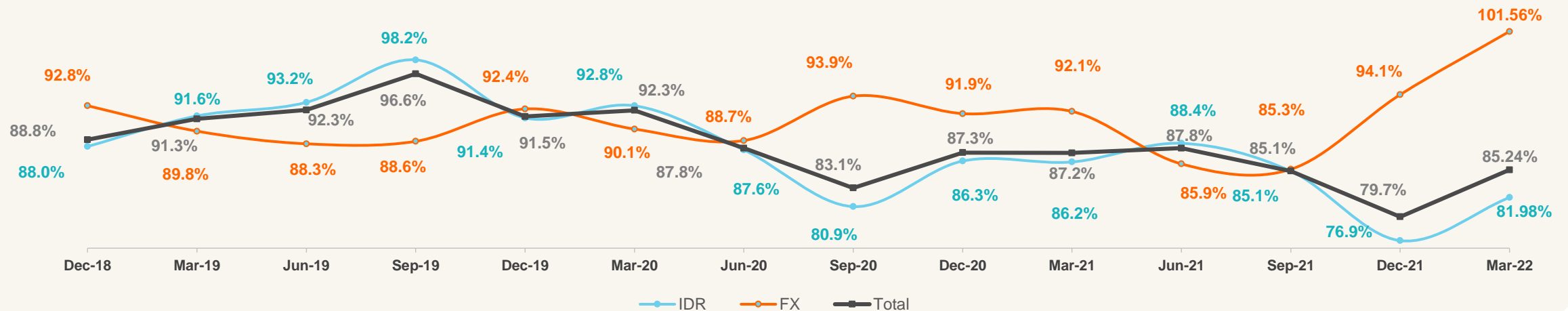
# LCR and NSFR Well Above Regulatory Requirement (Bank Only)

*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

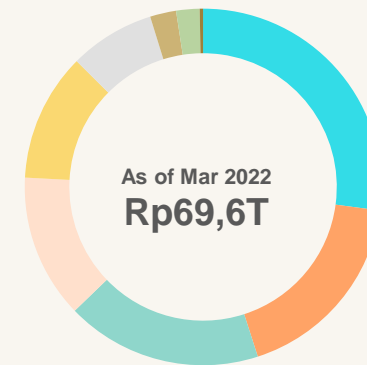




# The Amount of Covid-19 Restructuring Continued to Decline

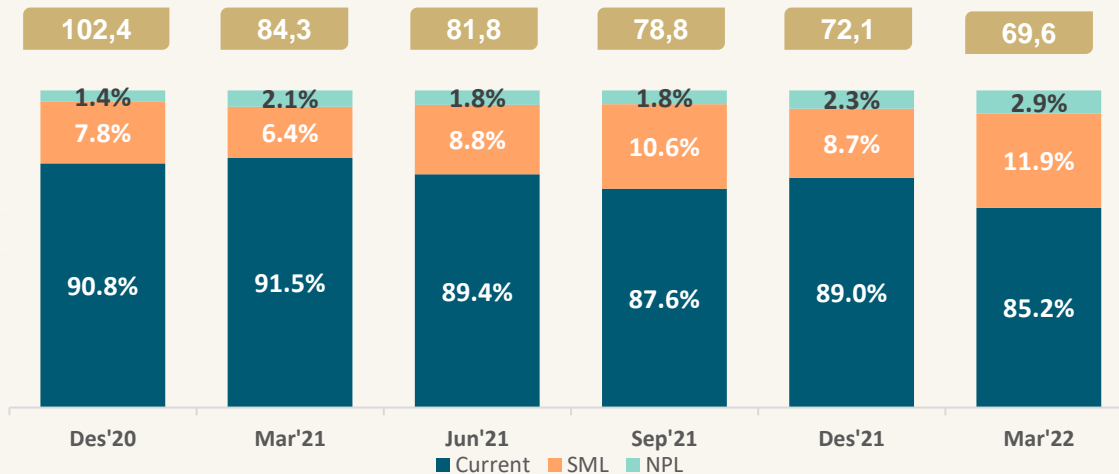
Segment	Loan Book Mar-22	Restructured Loan Covid (IDR Trillion)					%
		Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	
Corporate	294,7	22,5	29,2	34,0	30,6	30,2	10.2%
Medium	97,9	29,3	25,9	21,0	20,0	19,5	19.9%
Small	98,0	24,1	19,2	16,6	15,0	13,6	13.9%
Consumer	100,4	8,4	7,4	7,1	6,5	6,3	6.3%
<b>TOTAL</b>	<b>590,8</b>	<b>84,3</b>	<b>81,8</b>	<b>78,8</b>	<b>72,1</b>	<b>69,6</b>	<b>11.8%</b>

## RESTRUCTURING LOAN BY SECTORS & ITS SCHEME

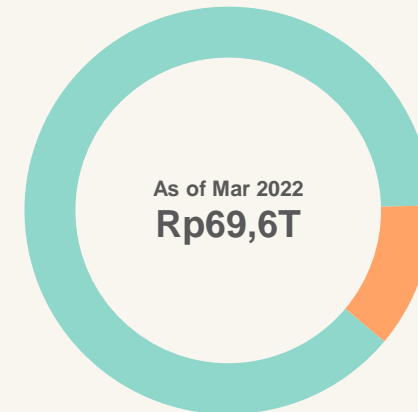


27,1%	Trading, Restaurant & Hotel	8,0%	Agriculture
19,3%	Construction	2,4%	Social Services
16,9%	Manufacturing	2,1%	Transportation, Warehousing & Communication
13,2%	Others	0,2%	Mining
10,5%	Business Services	0,2%	Electricity, Gas & Water

## RESTRUCTURING LOAN (COVID) COMPOSITION BY COLLECTABILITY (IDR Trillion)



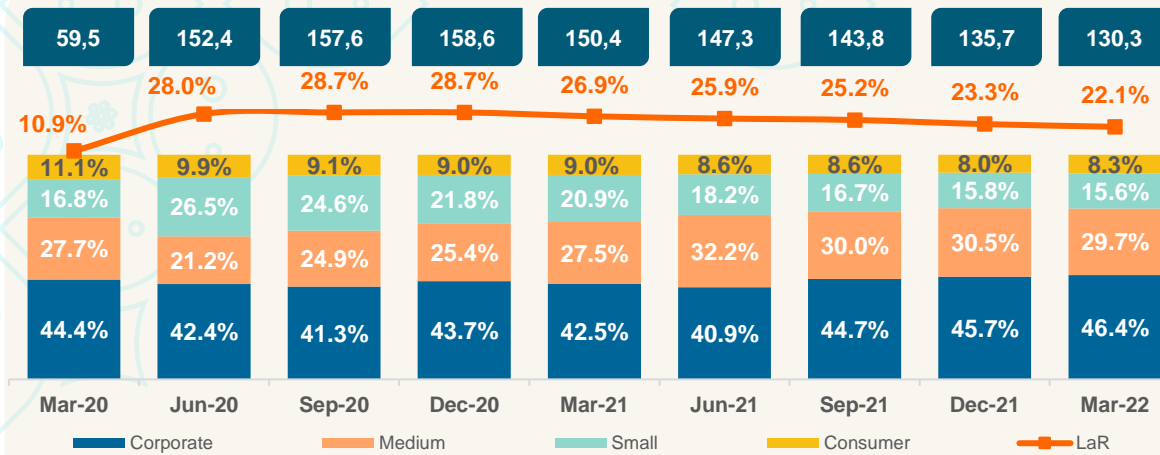
## 91% OF COVID RESTRUCTURED BOOK IS LOW RISK



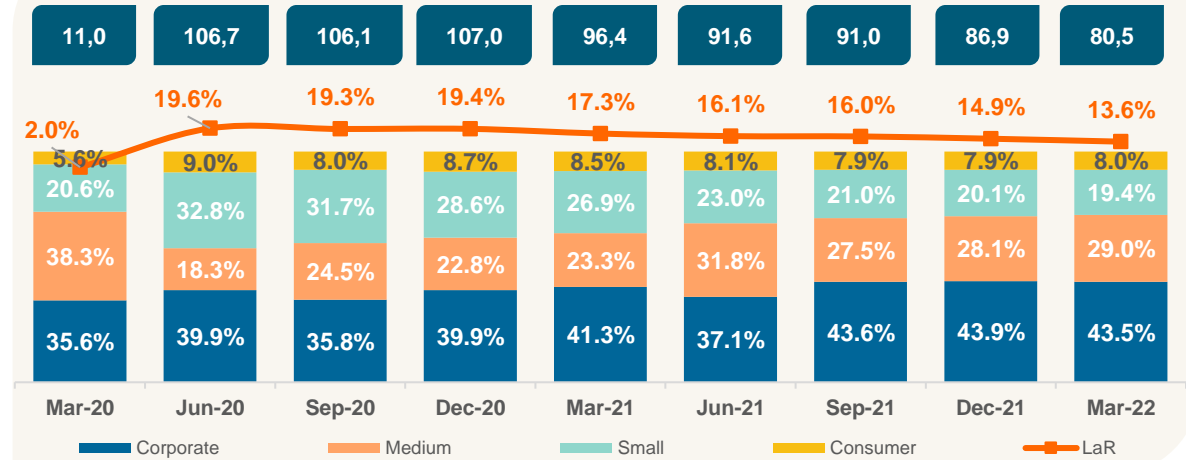
90,8%	Covid Restru debtors already made payment
9,2%	Under grace period scheme
	• Wholesale segment Rp3,6Tn
	• Retail & Consumer segments Rp 2.8Tn (stipulated by regulator)

# LAR Improvement Driven by Restructured Loan and NPL Contraction

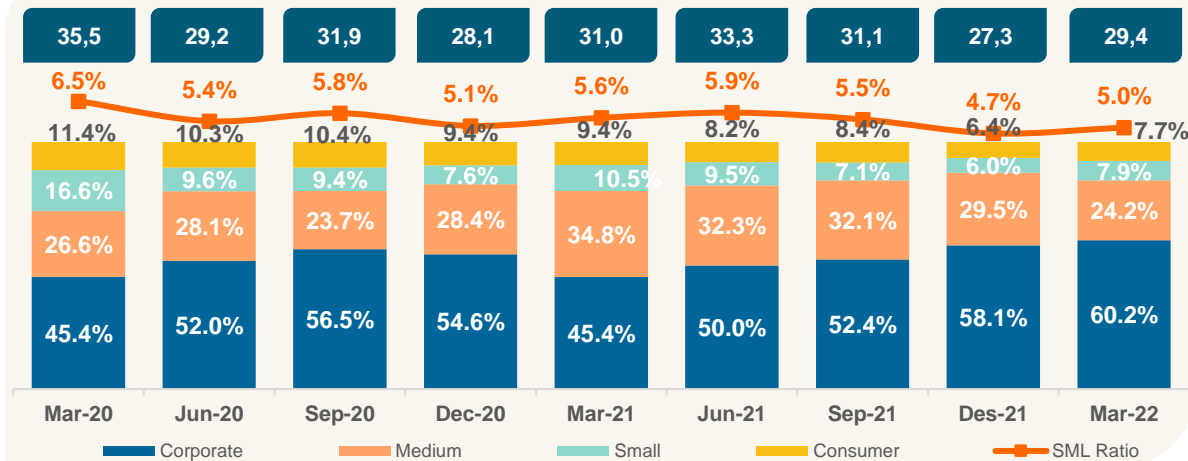
## LOAN AT RISK INC COVID – IDR Trillion



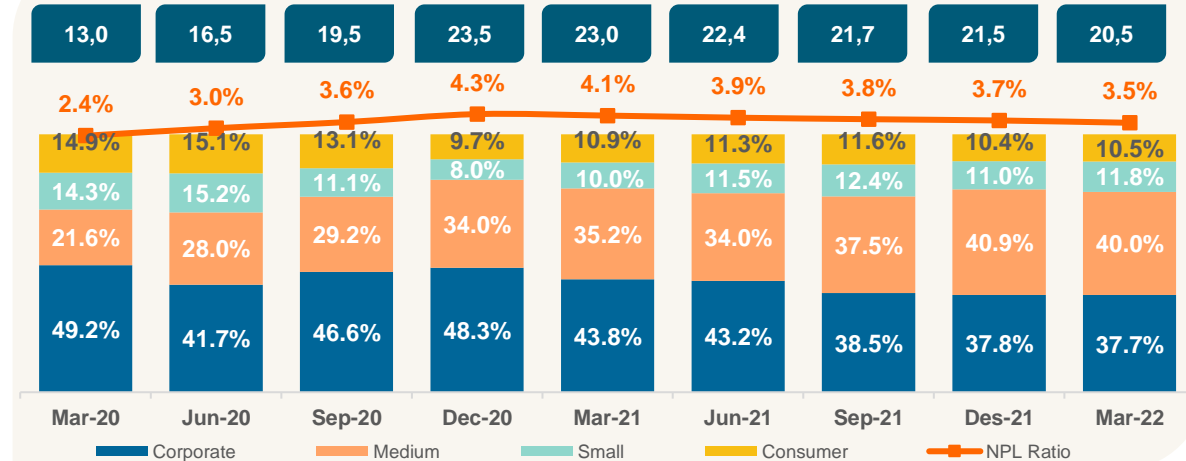
## CURRENT RESTRUCTURED LOAN INCL COVID – IDR Trillion



## SPECIAL MENTION LOAN (COLL.2) BY SEGMENT – IDR Trillion



## NON-PERFORMING LOAN (NPL) BY SEGMENT – IDR Trillion



# Loan at Risk & Provision Coverage

## LOAN QUALITY & RESTRUCTURED LOAN (IDR Trillion) – BANK ONLY

Loan Profile	Mar-21	Jun-21	Sep-21	Des-21	Mar-22	YoY - %	QoQ - %
<b>Total Loans By Collectibility</b>							
Current	504.1	512.9	516.8	532.7	541.0	7.3	1.6
Special Mention <sup>a)</sup>	31.0	33.3	31.1	27.3	29.4	-5.3	7.5
NPL <sup>b)</sup>	23.0	22.4	21.7	21.5	20.5	-11.1	-4.9
<b>Total Loan</b>	<b>558.1</b>	<b>568.5</b>	<b>569.6</b>	<b>581.5</b>	<b>590.8</b>	<b>5.9</b>	<b>1.6</b>

### Restructured Loan

Current	96.4	91.6	91.0	86.9	80.5	-16.5	-7.4
Covid <sup>c)</sup>	77.1	73.5	69.0	64.2	59.3	-23.1	-7.6
Non Covid <sup>d)</sup>	19.3	18.1	21.9	22.7	21.2	10.2	-6.6
Special Mention	21.8	24.2	25.9	24.7	25.7	17.8	3.9
NPL	12.5	11.6	10.2	11.3	10.8	-13.3	-4.2
<b>Total Restructured Loan</b>	<b>130.7</b>	<b>127.4</b>	<b>127.0</b>	<b>122.9</b>	<b>117.0</b>	<b>-10.4</b>	<b>-4.8</b>

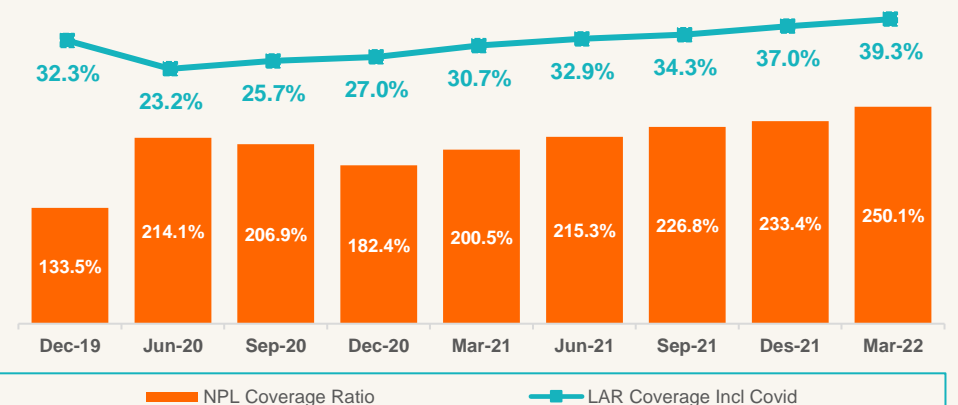
Total LAR (incl. Covid Restructured)

<sup>e)</sup>	150.4	147.3	143.8	135.7	130.3	-13.0	-4.0
<b>e) = ( a + b + c + d)</b>							
LAR Covid Restructured	84.3	82.1	78.8	72.1	69.6	-17.4	-3.5
LAR Excl Covid Restructured	66.1	65.2	65.0	63.6	47.5	-28.1	-25.3
<b>LAR Ratio (incl. Covid Restructured)</b>	<b>26.9%</b>	<b>25.9%</b>	<b>25.2%</b>	<b>23.3%</b>	<b>22.1%</b>	<b>-4.8</b>	<b>-1.2</b>

## ASSIGNED LOAN LOSS RESERVE BY COLLECTIBILITY - %

All Segments %	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Current – Normal	2.0	1.4	1.4	1.5	1.5
Loan at Risk (Incl Covid)	25.3	28.7	30.1	32.2	33.5
Current Restructured	7.5	10.5	12.6	12.7	14.7
Collectability 2 (SML)	43.6	46.0	48.8	56.5	54.1
NPL	75.1	77.2	76.4	80.3	79.8
<b>All Collectability</b>	<b>8.3</b>	<b>8.5</b>	<b>8.6</b>	<b>8.6</b>	<b>8.7</b>

### NPL & LAR COVERAGE RATIO



# SML, NPL, Write Off & Recovery (Bank Only)

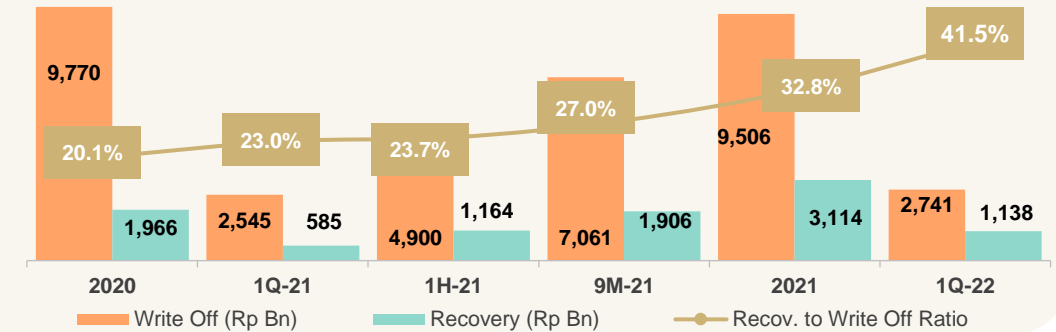
## SPECIAL MENTION LOAN BY SEGMENT – BANK ONLY

Segment	Des-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Corporate	5.5%	5.0%	5.8%	5.8%	5.5%	6.0%
Medium	8.0%	11.0%	11.1%	10.0%	8.3%	7.3%
Small	2.5%	3.7%	3.5%	2.4%	1.7%	2.4%
Consumer	3.0%	3.2%	2.9%	2.7%	1.8%	2.2%
<b>Total SML- %</b>	<b>5.1%</b>	<b>5.6%</b>	<b>5.9%</b>	<b>5.5%</b>	<b>4.7%</b>	<b>5.0%</b>
<b>Total SML- IDR Bn</b>	<b>28,101</b>	<b>30,993</b>	<b>33,269</b>	<b>31,105</b>	<b>27,302</b>	<b>29,352</b>

## NON-PERFORMING LOAN BY SEGMENT – BANK ONLY

Segment	Des-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Corporate	4.1%	3.6%	3.4%	3.0%	2.8%	2.6%
Medium	8.0%	8.2%	7.8%	8.1%	8.9%	8.4%
Small	2.2%	2.6%	2.8%	2.9%	2.5%	2.5%
Consumer	2.6%	2.8%	2.7%	2.7%	2.3%	2.1%
<b>Total NPL- %</b>	<b>4.3%</b>	<b>4.1%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.7%</b>	<b>3.5%</b>
<b>Total NPL- IDR Bn</b>	<b>23,468</b>	<b>23,003</b>	<b>22,414</b>	<b>21,710</b>	<b>21,516</b>	<b>20,456</b>

## WRITE OFF & RECOVERY – BANK ONLY



## WRITE OFF & RECOVERY BY SEGMENT –BANK ONLY

Year	Write Off (IDR Billion)				
	Corp	Medium	Small	Cons	TOTAL
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
1Q-22	454	1,399	550	338	2,741

Year	Recovery (IDR Billion)				
	Corp	Medium	Small	Cons	TOTAL
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
1Q-22	561	136	299	142	1,138

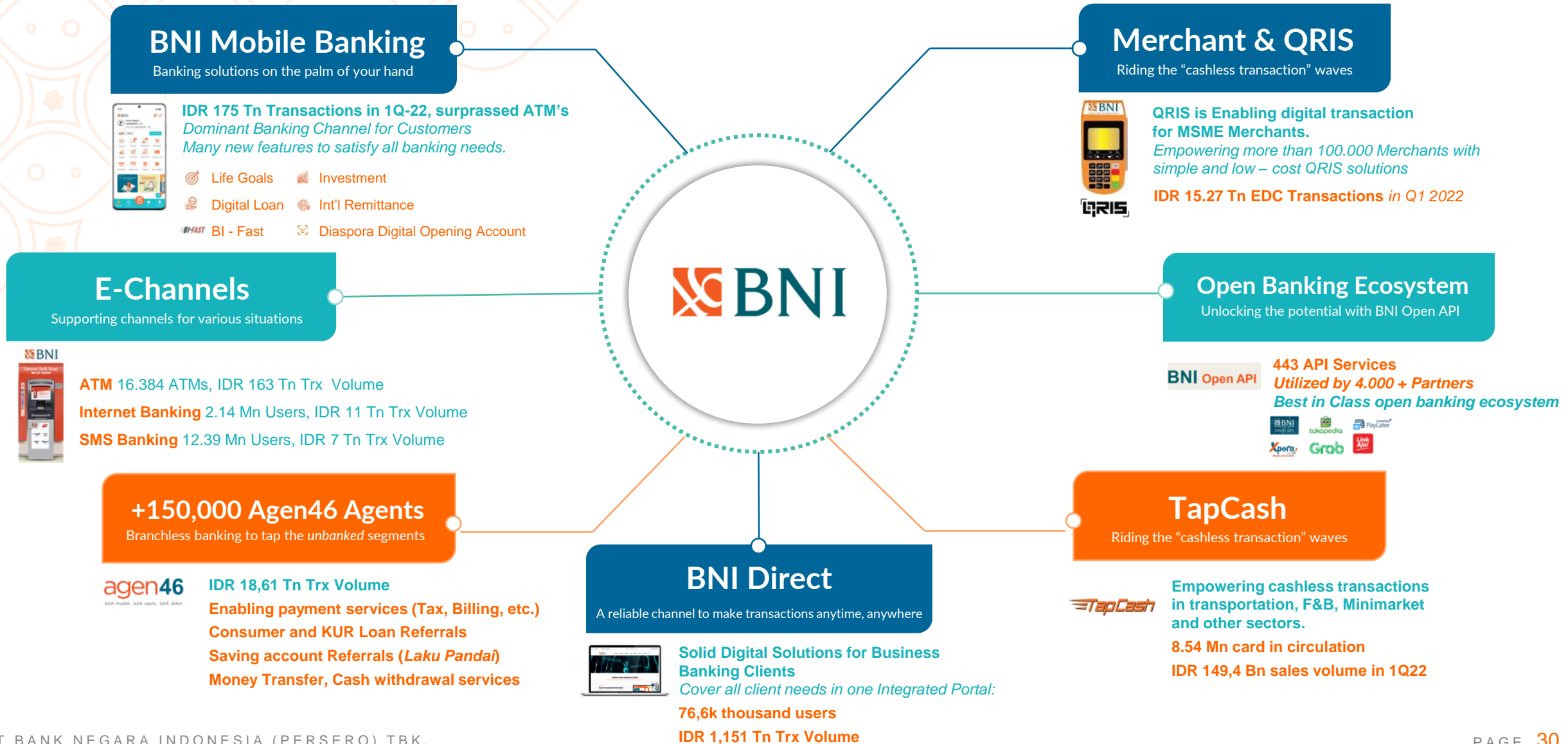


# Digital Initiatives

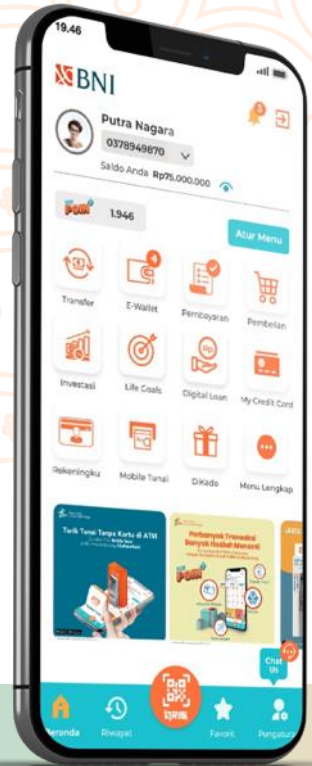


# We're Triumphant on Every Customer Touch Point

Instead of focusing on a particular product, BNI believes in empowering digital solutions for every needs



# Poised to be The Main Banking Channel for Customers



App Store  
Ratings\*

**4,7/5,0**  
★★★★★

Google Play  
Ratings\*

**4,7/5,0**  
★★★★★

**No. 1 Mobile Banking App  
in Google Play**

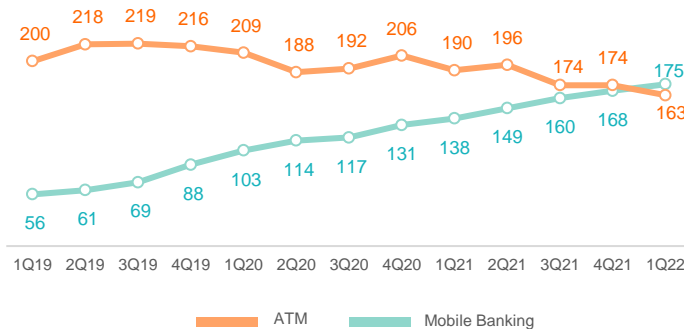


The Best Mobile Banking  
Application among other  
National Banks



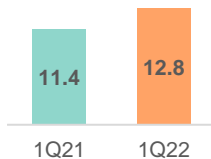
Best Product and Business  
Model of BNI Mobile  
Banking Innovation

MOBILE APPS TRANSACTION VALUE HAS SURPASSED ATM'S  
Quarterly Transaction Value (Rp. Tn)



BEST-IN-CLASS MOBILE BANKING APP LEADS TO MORE STICKY USERS

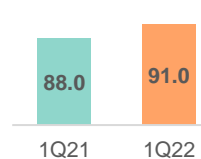
# of Transaction per  
Active user per Month



Avg. Transaction  
Value (Rp. Mn)

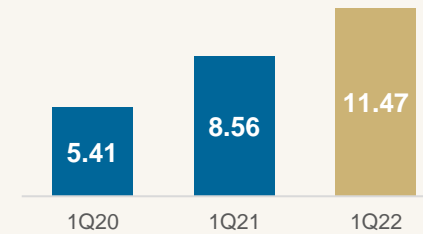
**1,42**

Retention Rate (%)\*\*



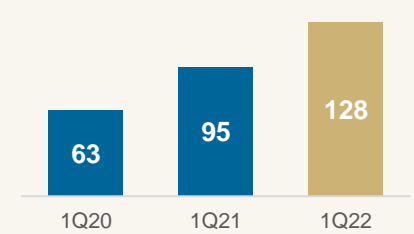
# REGISTERED USERS  
(in Mn)

▲ **34,0 %**  
YoY



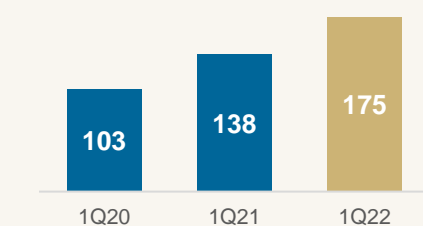
TRANSACTION  
FREQUENCY (in Mn)

▲ **34,7 %**  
YoY



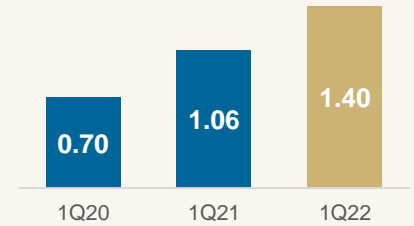
TRANSACTION  
VALUE (in Rp Tn)

▲ **26,8 %**  
YoY



AVERAGE DAILY MOBILE  
BANKING TRANSACTION  
FREQUENCY (in Mn)

▲ **32,6 %**  
YoY



*BNI Mobile Banking usage is growing significantly, both from **Amount of Registered users and Transaction Frequency.***

\*Data as of 31 March 2022

\*\*% of users who return to perform transactions from the previous month

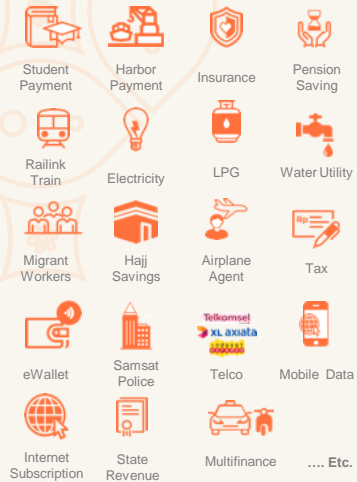
# BNI Mobile Banking Super Apps Ecosystem

## We are accelerating digital services beyond transactions

Through BNI Mobile Banking, we continue to expand our services leveraging our ecosystems (BNI Group, Retailers, and Global Partners), to respond customer demands in this modern digital banking era. We aim to help customers progress from only conducting basic transactions to achieving their financial goals.

### One Stop Comprehensive Financial Solutions for Everyday Needs

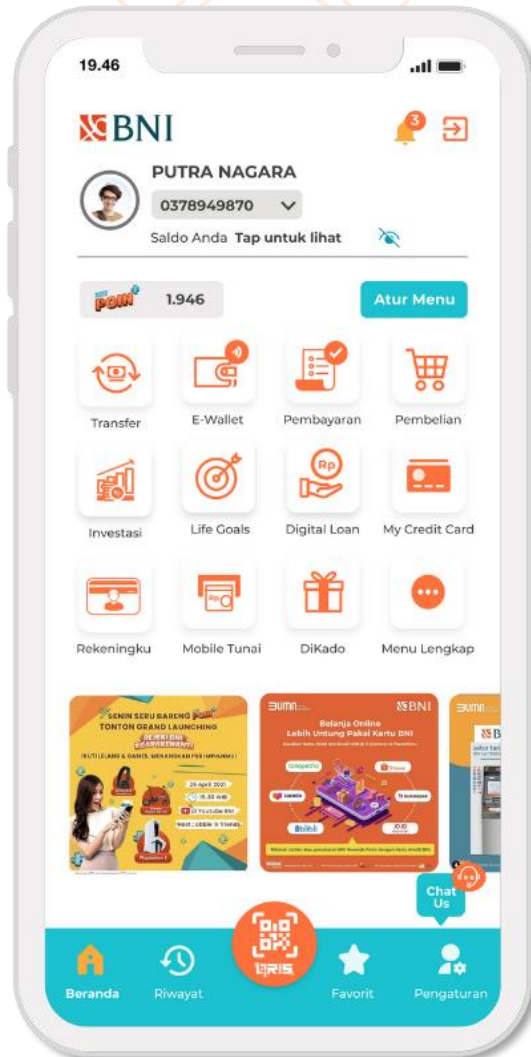
with more than 6.500 Billers



### Value Added Services



Providing services beyond transactions



### ALL IN ONE DIGITAL WEALTH MANAGEMENT



Savings Bond Retail



Mutual Funds



Gold Savings

#### NEW



FX Transactions



Investment Portfolio



BNI Sekuritas



BNI Asset Management



BNI Life

### DIGITAL LIFESTYLE



Voucher Games



Voucher Streaming



eVoucher

#### NEW

Leading Transport Company

Booking Taxi

Leading Flight Operator

Booking Airlines

Prominent Online Travel Company

Booking Hotel

### END TO END DIGITAL LOAN

#### NEW



Consumer Loan



Credit Scoring



Digital Signature



Meterai Electronic

### PERSONAL FINANCIAL MANAGEMENT



Life Goals



Spending Tracking



Budgeting



Consolidated Statement

#### NEW

### IT'S ALL ABOUT EXPERIENCE & ENGAGEMENT



Deeper Analysis Customer Behavior



Secure, Resilient, Reliable



Robust Business Process



Fast Integration with Open Ecosystem



Human Centric Design

### BRANCH ACTIVITIES

#### NEW



Update Customer Data



Debit Card Request & Delivery

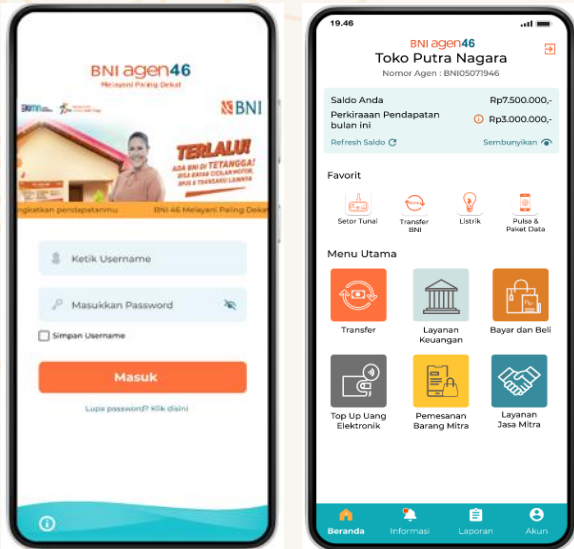


Branch Online Queuing



# Branchless Banking

EMPOWERING AGENTS WITH  
POWERFUL MOBILE AGENT APP



User  
Friendly



More Secure:  
Biometric Login



More Additional  
Features, Promo  
& Information



Financial  
Report  
Transaction



Linked to BNI  
Digital Loan e-Form  
(KUR Mikro)



Online Account  
Opening, Cash  
Withdrawal &  
Deposit

SOLID CONTRIBUTION TO FINANCIAL INCLUSION



## 157.5

Thousand Agents

Spread Across:



6 Thousand  
Districts

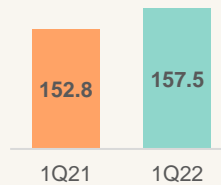


31 Thousand  
Villages

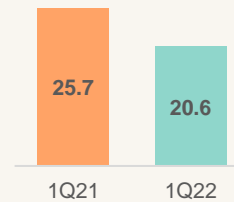
### INCLUSIVE SERVICES

- Online Account Opening
- Money Transfer
- Cash Withdrawal and Deposit
- Tax and Bill Payment
- Government Subsidy
- KUR Loan referrals

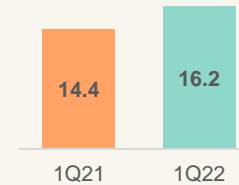
NO OF AGEN46  
(THOUSAND)



TRANSACTION FREQUENCY  
(IN MILLION)



FEE BASED INCOME  
(IDR BILLION)



BNI AGEN46 IMPROVES THE QUALITY OF  
LIFE AND PRODUCTIVITY OF MSME'S



Grocery store, bundled with all - in -  
one financial services of Agen46

- Increase Customer Traffic
- commission-based income for facilitated transactions

# Harnessing the Power of Open Banking



## BNI OPEN API

[digitalservices.bni.co.id](https://digitalservices.bni.co.id)



BNI API has a total of 443 services,  
**the most** compared to peers



Utilized by  
**4000++** partners



Recognized  
Globally

## WE OPTIMIZE ALL THREE POSSIBLE ROLES IN EVERY ECOSYSTEM



Present the comprehensive  
offer of the ecosystem  
through a platform

*Providing integrated holistic  
solutions, 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  
funding and lending products*



Provides services to the  
partners so they can  
potentiate their products

*Customize bundled solutions  
into new products in  
collaboration with partners*



## OPTIMIZING API TO BNI'S CORE OPERATIONAL



Digitized stamp for contract  
document more than IDR  
5 Million

*Smart & secure contract  
stamps to prevent fraud*

POWERED BY\* :



Quick & Simple fund  
transfer API provided by  
Bank Indonesia

*BNI is one of 20 BI Fast  
Sponsor Bank*

POWERED BY :



# Solid Digital Solutions for Business Banking Clients

BNIDIRECT WEB &amp; MOBILE



API SERVICES



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

ONLINE BANK GUARANTEE



FINANCIAL SUPPLY CHAIN MANAGEMENT



Immense room for growth

**21,9%** Penetration rate of Business Banking clients



Cover all client needs in one Integrated Portal:

<https://bnitbs.id>



Payment Management



Value Chain Management



Collection Management

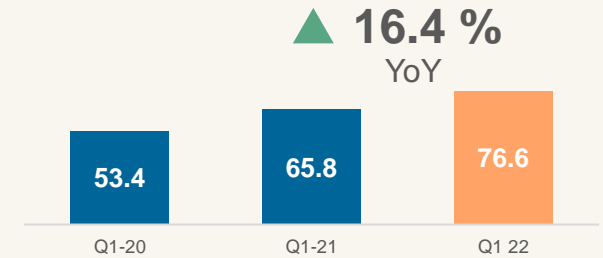


Open Banking Solution

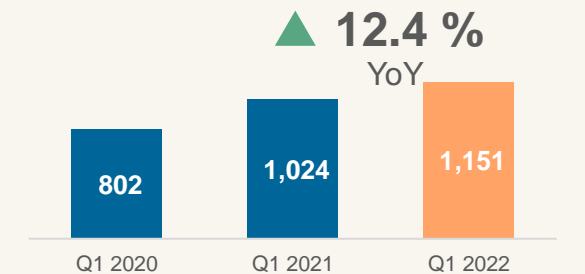


Liquidity Management

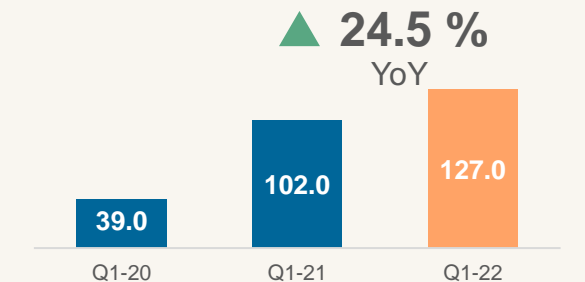
#USER (in 000)



TRANSACTION VALUE (in Rp Tn)

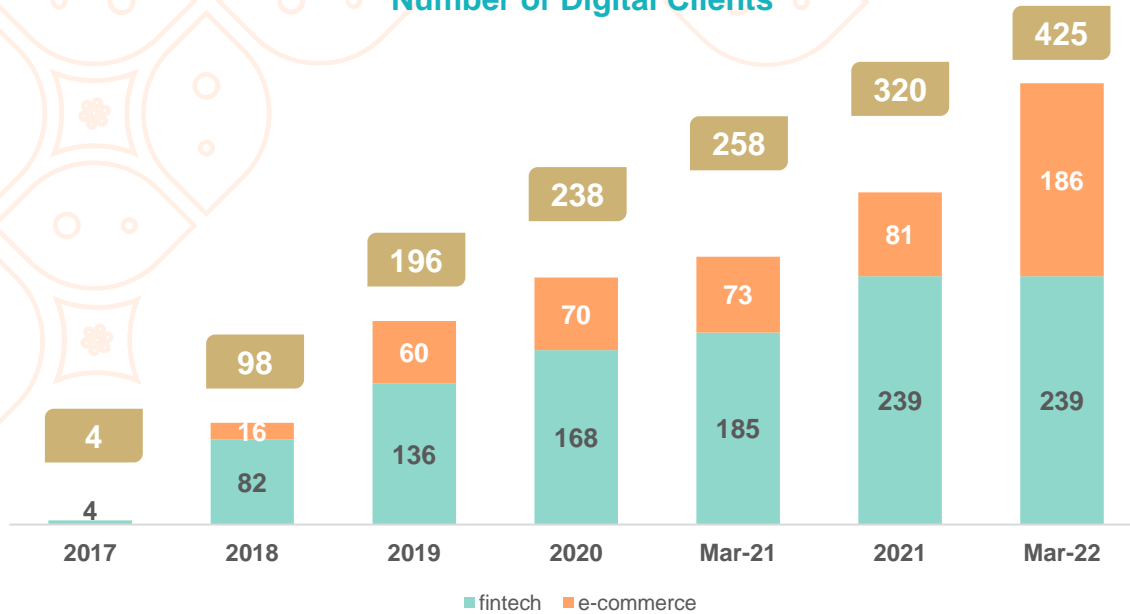


#TRANSACTION (in Mn)



# Riding The Wave of E-commerce & Fintech Boom

## Number of Digital Clients



### PLATFORM

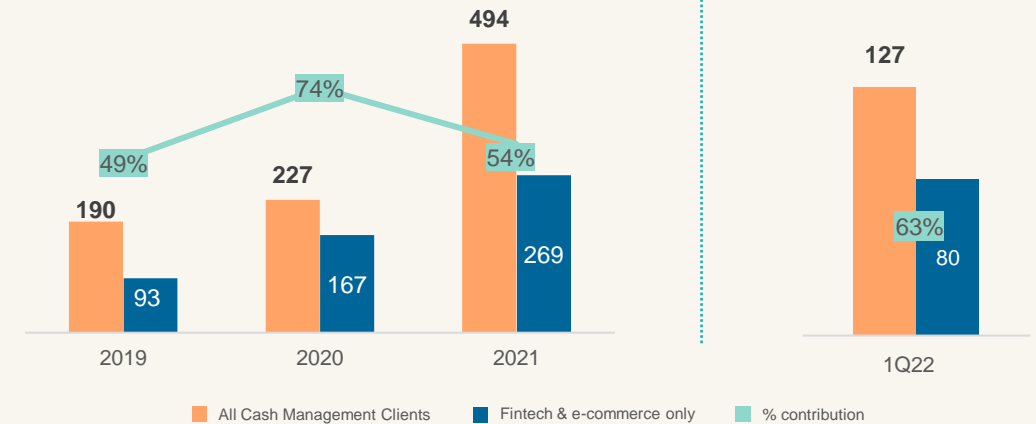


BNI Open API  
BNI Direct

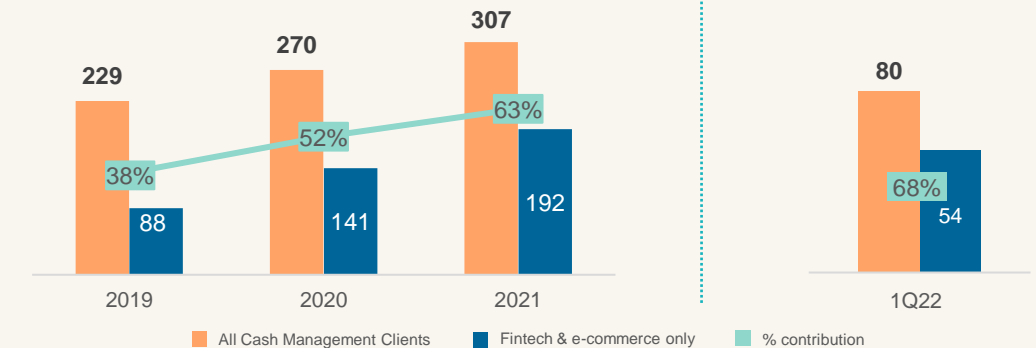
### SOLUTION



## #TRANSACTION (in Mn)



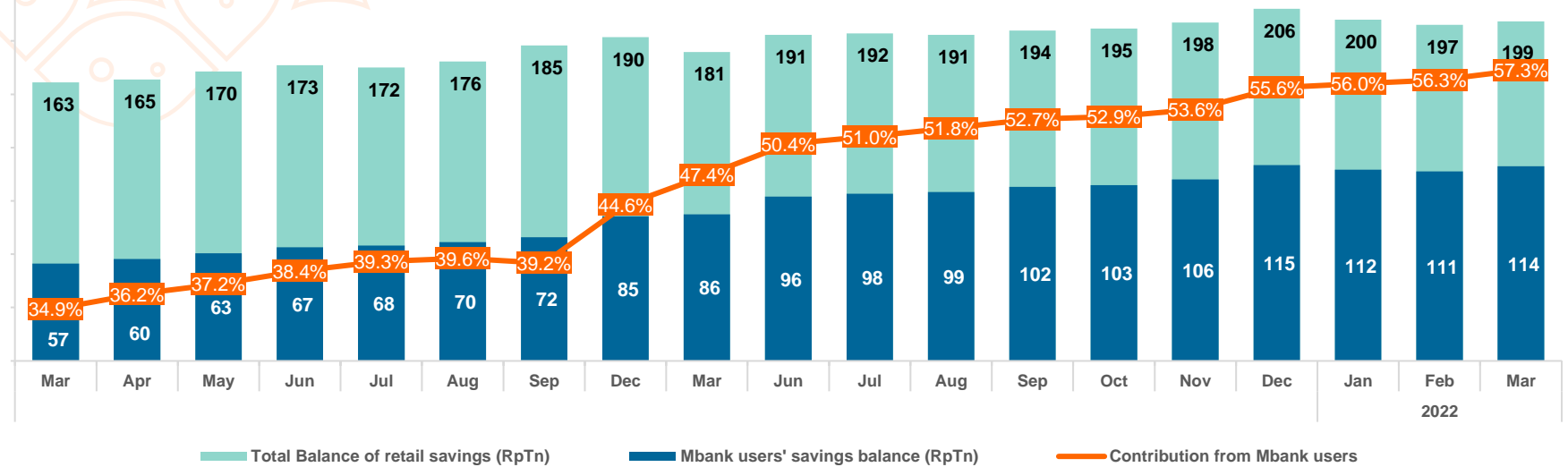
## FEE BASED INCOME (In Rp Bn)



# Reliable Transaction Solution Leads to a Sticky Relationship

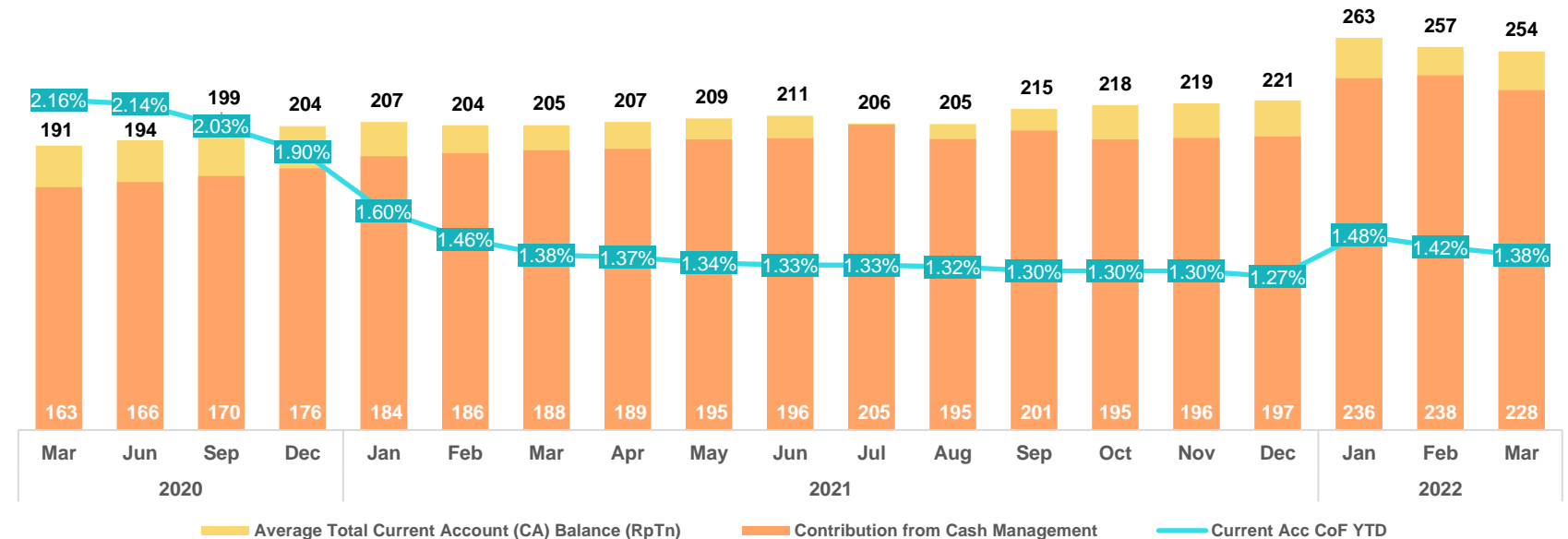
## Mobile Banking

user savings balances continue to increase (reached 57.3% of total retail savings)



## Cash Management

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





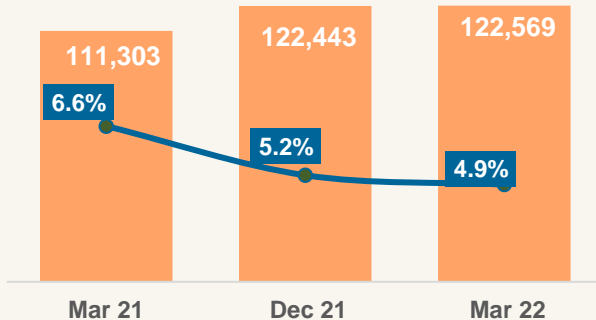
# Business and Consumer Banking



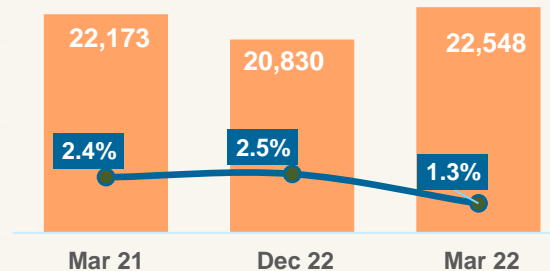
# High Quality Growth on Business Banking

Business Banking	Mar-21	Dec-21	Mar-22	Growth - %			NPL (%)			Pra NPL (%)		
				QoQ	YoY	Comp (%)	Mar-21	Dec-21	Mar-22	Mar-21	Dec-21	Mar-22
Manufacturing	111,3	122,4	122,6	0.1	10.1	25.0	6.6	5.2	4.9	12.9	12.4	12.4
Trading, Resto & Hotel	95,9	101,7	103,8	2.1	8.2	21.2	7.2	7.0	6.3	5.0	2.0	3.2
Agriculture	60,4	59,4	59,2	-0.4	-2.1	12.1	2.2	1.3	1.7	2.1	2.3	2.1
Business Services	44,3	42,3	42,8	1.2	-3.4	8.8	2.1	3.7	3.6	9.5	3.5	4.6
Construction	49,8	54,0	53,9	-0.3	8.1	11.0	2.5	2.7	2.6	1.5	1.1	1.5
Transport, Warehouse & Communications	41,0	44,1	43,8	-0.5	6.9	9.0	1.6	1.3	1.3	3.8	8.4	9.7
Social Services	21,2	20,6	23,3	13.1	9.9	4.8	1.6	1.2	1.4	1.1	1.5	1.0
Mining	17,9	14,7	15,2	3.6	-15.1	3.1	7.5	5.1	4.3	4.6	5.4	0.9
Electricity, Gas & Water	22,2	20,8	22,5	8.2	1.7	4.6	2.4	2.5	1.3	0.0	0.0	0.1
Others	2,9	2,4	2,3	-5.2	-21.6	0.5	0.0	0.8	0.8	0.0	0.0	0.0
<b>Total Business Banking</b>	<b>466,9</b>	<b>482,4</b>	<b>489,3</b>	<b>1.4</b>	<b>4.8</b>	<b>100.0</b>	<b>4.4</b>	<b>4.0</b>	<b>3.7</b>	<b>6.0</b>	<b>5.3</b>	<b>5.5</b>

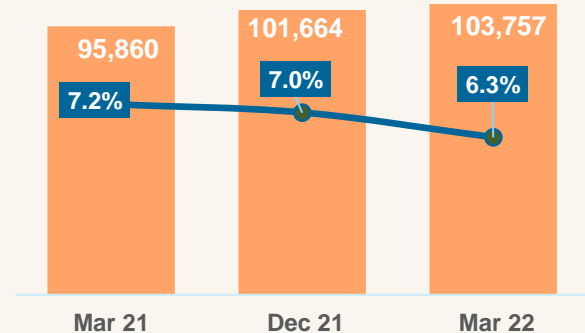
## MANUFACTURE



## ELECTRICITY, WATER & GAS



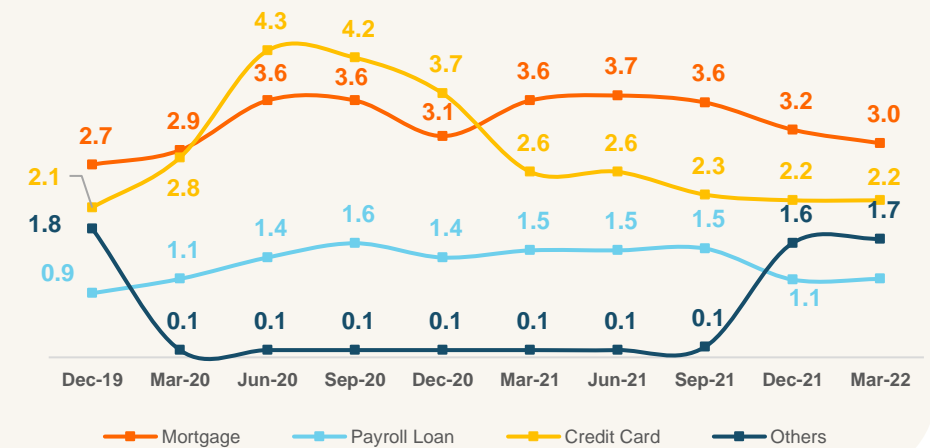
## TRADING, RESTAURANT & HOTEL



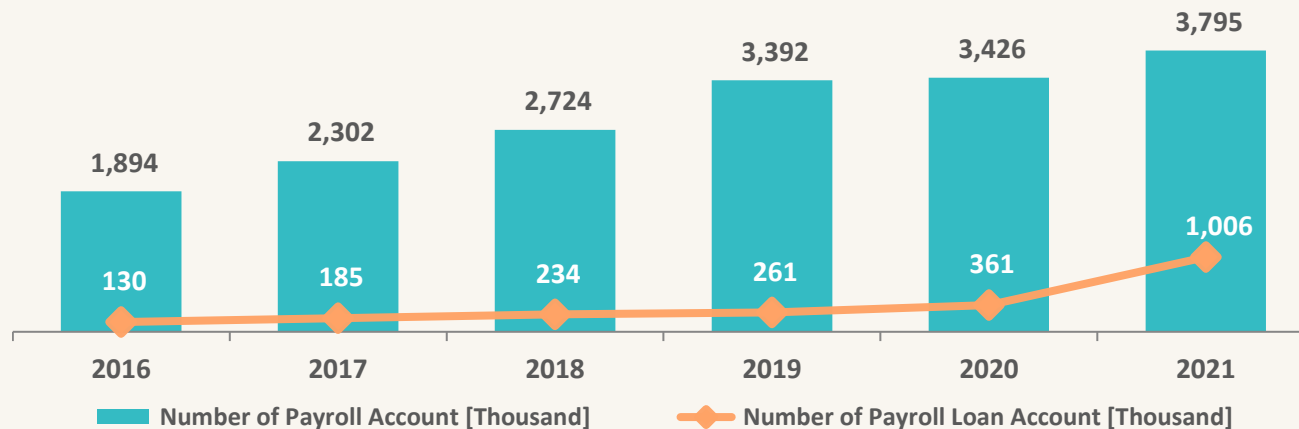
# Consumer Business

Product (IDR Bn)	Mar-21	Dec-21	Mar-22	Growth YoY %	Composition %	NPL %	
						Mar-21	Mar-22
Mortgage	46.6	49.6	50.5	8.4	50.1	3.7	3.0
Payroll Loan	31.5	35.8	37.4	18.8	36.2	1.6	1.1
Credit Card	11.7	11.9	11.8	1.1	12.0	2.7	2.2
Others	1.2	1.7	1.7	36.2	1.8	0.0	1.7
<b>Total</b>	<b>91.0</b>	<b>99.0</b>	<b>101.4</b>	<b>11.4</b>	<b>100.0</b>	<b>2.8</b>	<b>2.1</b>

NPL MOVEMENT - %

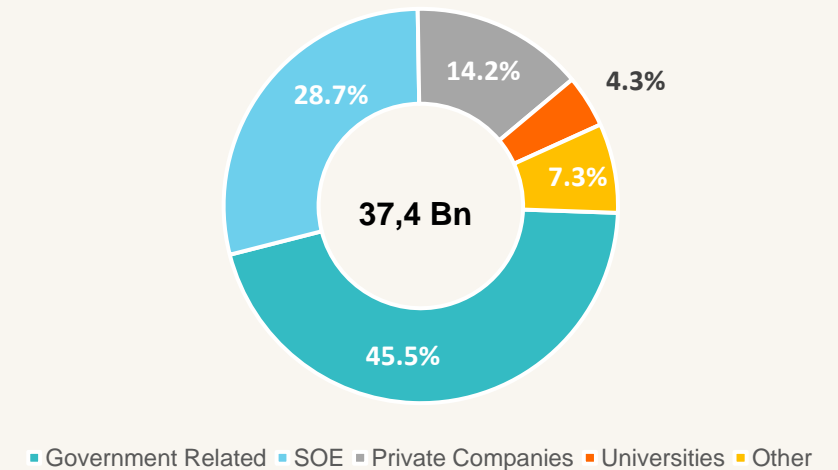


AMPLE ROOM FOR GROWTH FOR PAYROLL LOAN



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

PAYROLL LOAN DEBTORS COMPOSITION MAR-22



# Well-Established Brand and Strong Consumer Banking Franchise



## MARKET SHARE IN KEY PRODUCTS



Mortgages  
**8.6%**

TOP-3



Payroll Loan  
**11.0%**

TOP-4



Credit Card  
**15.7%**

TOP-3



Extensive  
Domestic Network



Lifetime Banking Partner  
Proposition



Advisory &  
proximity



IT & digitalization



# ESG





# 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



- 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



- 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



- 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



- 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.



- 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 RP170.5 Tn OR 28.9% OF TOTAL LOAN (BANK ONLY)

## Socioeconomic Advancement and Empowerment



Rp **115.2 Tn** Through financing and empowerment of micro and SME.

## Pollution Prevention



Rp **6.8 Tn**

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



Rp **14.9 Tn** 34% of our palm oil borrowers in corporate segment are already ISPO/RSPO certified

## Others (Sustainable water and wastewater management, etc.)



Rp **23.3 Tn**

## Renewable Energy



Rp **10.3 Tn** Financing to hydro, solar & biogas power plant

## 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)



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

## COAL

The coal financing guide applies to coal mining and its supporting business (trader and heavy equipment suppliers)



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)

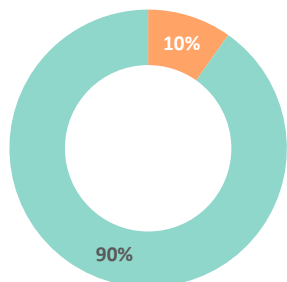


Debtors have at least a Blue PROPER (Environmental Performance Rating) from the Ministry of Environment Life and Forestry



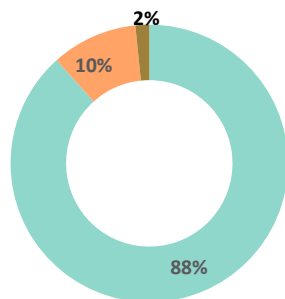
Debtors agree to comply with the loan agreement clause that they will comply with all applicable environmental regulations and required documentations. The failure to satisfy it will impact loan continuity

% PALM OIL TO TOTAL LOAN  
(BANK ONLY)



Palm Oil

PALM OIL LOAN BREAKDOWN

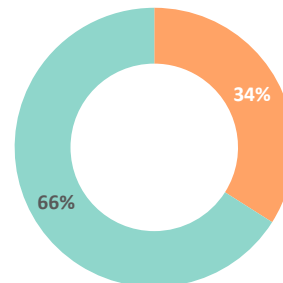


Plantation

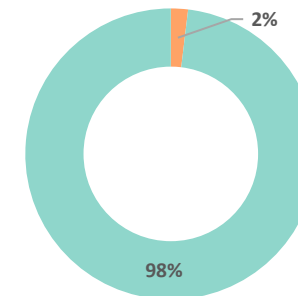
Refinery & Palm Oil Mill

Trading

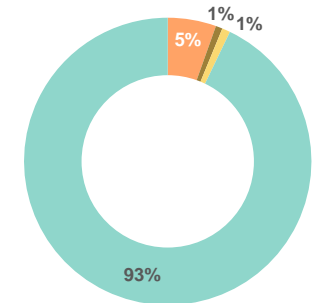
% PALM OIL CORPORATE CLIENTS  
WITH RSPO/ISPO



% COAL TO TOTAL LOAN  
(BANK ONLY)



COAL LOAN BREAKDOWN



Coal Mining

Trading

Equipment Suppliers

Briquette Industry

# Embodying Sustainability Culture

## EMPLOYEE DIVERSITY

Gender

Women  
52%

Man  
48%

Age

25-29  
22%

35-40  
14%

>50  
9%

<25  
3%

30-34  
28%

41-50  
24%

## EMPOWERING WOMAN IN TOP MANAGEMENT

Gender

Women  
30%

Man  
70%

### 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



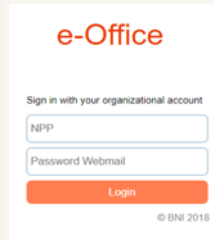
### ISO 37001:2016

Concerning Anti Bribery  
Management System

# Embodying Sustainability Culture

## 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

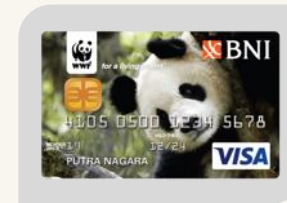
- Green campaign through various media

## PRODUCT/SERVICES WITH ENVIRONMENTAL IMPACT



### 3,243 units of ATM for Disabilities

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



### BNI WWF Affinity Card

cardholders can participate in funding conservation activities through a sharing fee of 0.4% from each retail transaction.



### 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.



# External Recognition of Our Best-in-Class ESG Practices

## MSCI ESG RATING

**MSCI**  
ESG RATINGS



CCC	B	BB	BBB	<b>A</b>	AA	AAA
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Last Update:  
14 January 2022

## SUSTAINALYTICS

ESG Risk Rating  
**25.5** Medium Risk



### Ranking

INDUSTRY GROUP  
Banks **373** out of 992

UNIVERSE  
Global Universe **6,514** out of 13249

Last Update:  
19 March 2022

## CORPORATE GOVERNANCE PERCEPTION INDEX (CGPI) AWARD 2021



**The Most Trusted Company**  
8 December 2021

## SRI (KEHATI) INDEX Constituent of Sustainable Investment



Period:  
December 2021 – May 2022

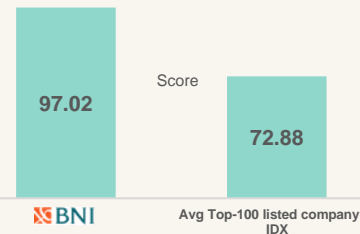
## IDX ESG LEADER INDEX 1 of 30 Public Company Listed



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

Period:  
September 2021 – March 2022

## ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)



18 December 2020

## THE 12<sup>TH</sup> IICD CORPORATE GOVERNANCE AWARD 2021



**The Best State-Owned Enterprise**  
31 May 2021

# About BNI



# Board of Director



## ROYKE TUMILAAAR – 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 Krisnadwipayana



## 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 RUMANTHIR – 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 TRESURY & 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 of Commerce in Banking, University of New South Wales, Australia



# Board of Director



## SIS APIK WIJAYANTO – INSTITUTIONAL REGULATION

- 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

- 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. HARIANTONO – MD IT & OPERATION

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

### EDUCATION

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

# Board of Commissioners



**AGUS DERMAWAN WINTARTO MARTOWARDOJO**  
PRESIDENT COMMISSIONER/INDEPENDENT COMMISSIONER

- Independent Commissioner, PT Sarana Multi Infrastruktur (2019 –present)
- 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 – present)
- 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 – present)
- 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, Makasar
- 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



# Board of Commissioners



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

**EDUCATION**

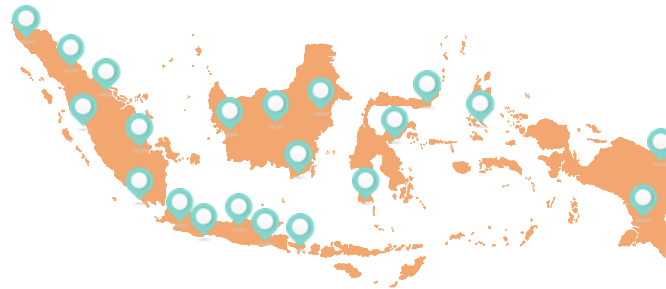
- Bachelor's degree in Law from Universitas Kediri
- Master's degree in Law from STIH IBLAM, Jakarta

# Network and Distribution

BNI's Multiple Touch Points for Individual and Corporate Customers

Branchless Banking	ATM	Commercial Business Center	SME Business Center (SBE)	Consumer Loan Center (SKK)	Outlets	Employee
Mar-22 <b>157.464</b>	Mar-22 <b>16.384</b>	Mar-22 <b>23</b>	Mar-22 <b>27</b>	Mar-22 <b>12</b>	Mar-22 <b>2.128</b>	Mar-22 <b>27,105</b>
2021 <b>157.632</b>	2021 <b>16.385</b>	2021 <b>23</b>	2021 <b>27</b>	2021 <b>12</b>	2021 <b>2.224</b>	2021 <b>27,177</b>
2020 <b>170.158</b>	2020 <b>18.230</b>	2020 <b>33</b>	2020 <b>25</b>	2020 <b>12</b>	2020 <b>2.272</b>	2020 <b>27,202</b>
2019 <b>157.144</b>	2019 <b>18.659</b>	2019 <b>33</b>	2019 <b>25</b>	2019 <b>12</b>	2019 <b>2.298</b>	2019 <b>27,211</b>

BNI has also entered into key arrangements with prominent companies for payment channelling, financing, loan distribution, and network/outlet development



## OVERSEAS OFFICES

Singapore	Nov 1955
Hongkong	April 1963
Tokyo	Sept 1969
New York	April 1983
London	April 1984
Osaka	Dec 2012
Seoul	Feb 2016



### INDIVIDUAL CUSTOMER HIGHLIGHTS

**65,1** million  
FUNDING  
ACCOUNTS

**19,1** million  
REGULAR SAVING  
ACCOUNTS

**1.9** million  
CREDIT CARDS

**219,222**  
MORTGAGE  
COSTUMERS

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

### CORPORATE/SME CUSTOMER HIGHLIGHTS

**561,652**  
CORPORATE  
DEPOSIT ACCOUNTS

**3,481**  
CORPORATE  
LOAN ACCOUNTS

**8,698**  
MEDIUM LOAN  
ACCOUNTS

**435,082**  
SMALL LOAN  
ACCOUNTS



# E-Banking (Bank Only)

MOBILE BANKING IS SET TO BECOME  
THE DOMINANT BANKING CHANNEL FOR CUSTOMERS

E CHANNEL		1Q-21	2021	1Q-22	YoY
	<b>Mobile Banking</b>				
	#User (Th)	8,564	10,812	11,474	34.0%
	#Trx (Mn)	95	434	128	34.7%
	Volume (Rp Tn)	138	615	175	26.8%
	<b>SMS Banking</b>				
	#User (Th)	11,945	12,258	12,388	3.7%
	#Trx (Mn)	170	704	173	1.5%
	Volume (Rp Tn)	7	29	7	6.7%
	<b>Internet Banking</b>				
	#User (Th)	2,085	2,129	2,142	2.7%
	#Trx (Mn)	7	23	5	-27.6%
	Volume (Rp Tn)	17	57	11	-37.0%
	<b>ATM</b>				
	#Trx (Mn)	385	1,533	348	-9.67%
	Volume (Rp Tn)	190	734	163	-14.1%

EXPANDING THE NETWORK OF BANKING SERVICES  
TO UNBANKED PEOPLE THRU AGEN46

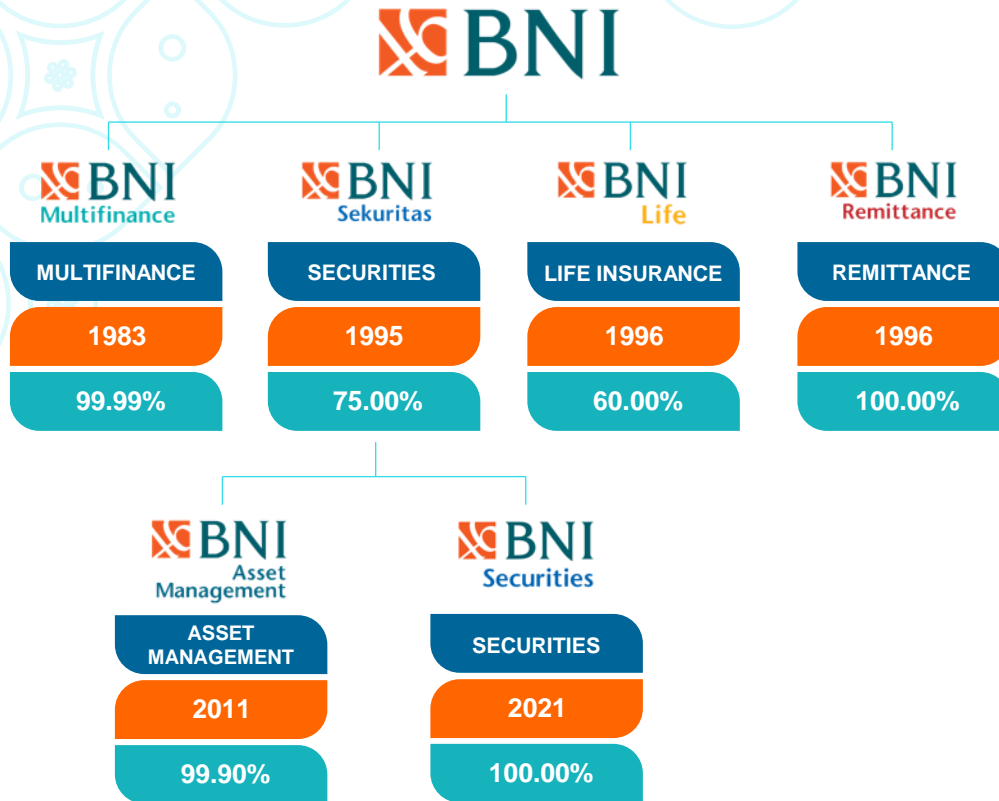
BRANCHLESS BANKING		1Q-21	2021	1Q-22	YoY (%)
	# Agent	157.281	157.632	157.464	0,15
	Agent Fund (Rp Bn)	1.773	3.548	2.218	25,09
	#Trx (Mn)	25,70	146,38	20,63	-19.72
	Volume (IDR Tn)	17,97	92,31	18,61	3.56
	#Pandai Account (Th)	18.460	19.761	19.796	7.23
	Pandai Fund (Rp Bn)	1.653	1.387	1.144	-30.79

— RELIABLE TRANSACTION PLATFORM TO SUPPORT THE CASHLESS SOCIETY —

ELECTRONIC MONEY & ACQUIRING		1Q-21	2021	1Q-22	YoY(%)
	BNI Tap Cash				
	#Card (Th)	7,703	8,368	8,540	10.9%
	#Trx (Mn)	9	38	11	23.6%
	Volume (Rp Bn)	208	1,034	310	49.2%
	Acquiring (EDC + eCommerce)				
	#Trx (Mn)	19	79	21	12.4%
	Volume (Rp Tn)	17	69	18	3.1%

# Subsidiaries

## GROUP STRUCTURE



Year of establishment Shares ownership

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

## FINANCIAL HIGHLIGHTS (IDR Bn)

Balanced Sheet Summary	2020 <sup>1)</sup>	2021 <sup>1)</sup>	Mar'21 <sup>2)</sup>	Mar'22 <sup>2)</sup>	YoY
Total Asset	23,765.7	25,804.5	24,533.0	25,876.5	5.5%
Liabilities	16,597.0	18,235.9	17,706.2	18,544.0	4.7%
Equity	7,168.6	7,568.6	7,189.3	7,332.6	2.0%

Profit & Loss Summary	2020 <sup>1)</sup>	2021 <sup>1)</sup>	Mar'21 <sup>2)</sup>	Mar'22 <sup>2)</sup>	YoY
Earning After Tax	132.6	278.2	39.8	36.8	-7.5%
Fee Based Income <sup>3)</sup>	397.2	409.5	101.8	105.9 <sup>3)</sup>	4.0%
Dividen	59.5	28.6	-	-	-

Total Contribution (EAT + FBI + Div)	589.4	716.3	141.6	142.7	0.7%
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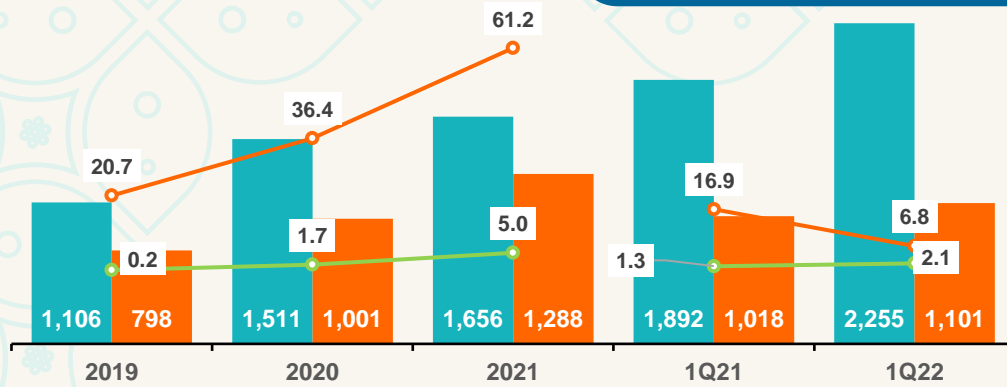
1) Include BNI Syariah YoY Calculation

2) Exclude BNI Syariah YoY Calculation

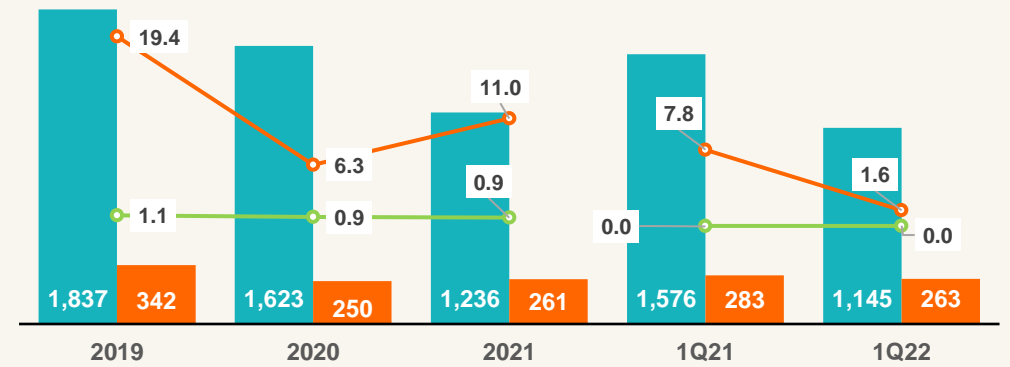
3) Contribution of subsidiaries which is directly recorded as FBI in BNI (parent company)

# Subsidiaries

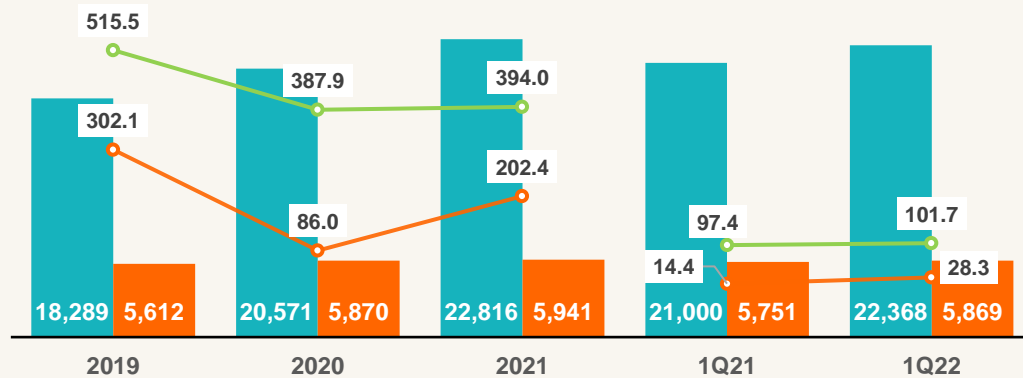
## BNI SECURITIES CONSOLIDATED



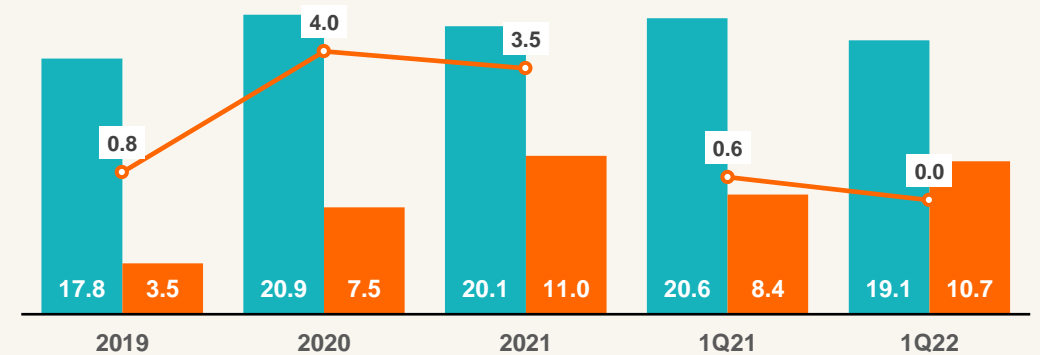
## BNI MULTIFINANCE



## BNI LIFE



## BNI REMITTANCE LTD



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



# 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 & 5	11% to < 14%							
a1	Common Equity Tier 1 Capital Minimum		5.00%	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 < USD 375Mn
Buku III	Rp 5 Tn < Rp 30 Tn	± USD 375Mn < USD 2,3Bn
Buku IV	≥ Rp 30 Tn	± ≥ USD 2,3Bn

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

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

\*\*\*) Set by OJK

## BBNI CAPITAL REALIZATION

CAPITAL	2020	2021	1Q-22
<b>I Common Equity Tier I Capital (%)</b>			
Minimum Requirement	4.5	4.5	4.5
BNI Realization & Projection	15.7	16.4	16
<b>II Tier I Capital (%)</b>			
Minimum Requirement	6.0	6.0	6.0
BNI Realization & Projection	15.7	17.7	17.3
<b>III Total CAR Based on Risk Profile + Add Buffers (%)</b>			
1. BNI Risk Profile (Rating 2 Sound)	10	9.8	9.8
2. Capital Conservation Buffer	0	0	2.5
3. Countercyclical Buffer 0% - 2.5%	0	0	0
4. Capital Surcharge for DSIB Bucket	1.5	1.5	1.5
<b>Minimum Requirement (%)</b>	<b>11.5</b>	<b>11.3</b>	<b>13.8</b>
<b>CAR BNI Realization &amp; Projection (%)</b>	<b>16.8</b>	<b>19.7</b>	<b>19.3</b>

## RISK WEIGHTED ASSET (BANK ONLY – Rp Tn)

	2020	2021	1Q-22
RWA - Credit Risk	528.9	547.2	561.4
RWA - Market Risk	3.3	1.7	3.1
RWA - Operational Risk	82.5	87.3	92.9
<b>Total RWA</b>	<b>614.6</b>	<b>636.2</b>	<b>657.5</b>
<b>Total Capital</b>	<b>103.2</b>	<b>125.6</b>	<b>126.8</b>
<b>CAR - %</b>	<b>16.8</b>	<b>19.7</b>	<b>19.3</b>

# BNI Shares & Rating

## BBNI Shares Performance

<b>Fitch Rating</b>	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+
<b>Standard &amp; Poor's</b>	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
<b>Moody's</b>	Outlook	Stable
	Bank Deposits	Baa2/P-2
	Baseline Credit Assessment	Baa3
	Adjusted Baseline Credit Assessment	Baa3
	Counterparty Risk Assessment	Baa2/p_2
<b>Pefindo</b>	Corporate Rating	AAA/Stable

**BBNI's closed price March 31, 2022 (Rp 8,250) was +44.1% higher than March 30, 2021 (Rp 5,725)**

- Issued shares 18,648,656,458 shares
- Price [March 31, 2022] : Rp 8,250 [+44.1% YoY]
- Market Capitalization : Rp 153.85 trillion [+/- US\$ 10.7 billion]

### BBNI Public Ownerships [40.00%]

Shareholder	Shares	Ownership
Foreign Institutions	3,715,456,797	19.9%
Domestic Institutions	1,864,851,620	10.0%
Private Stakeholders/ Investors	696,408,803	3.7%
Unidentified holdings	542,208,883	2.9%
Unanalysed (holdings below threshold)	354,144,448	1.9%
Foreign Brokers	149,356,999	0.8%
Employees etc.	88,856,606	0.5%
Corporate Stakeholders	17,705,000	0.1%
Hedge Funds	17,603,400	0.1%
Domestic Brokers	12,869,908	0.1%

Ownerships	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
<b>Government RI</b>	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
<b>Public - Domestic</b>	23.1%	22.8%	22.5%	22.6%	22.0%	19.2%
<b>Public - Foreign</b>	16.9%	17.2%	17.5%	17.4%	18.0%	20.8%

# 5 Years Financial Data



# 5 Years Financial Data (1)

Balance Sheet (IDR Billion)	2019	2020	2021	1Q-21	1Q-22
Total Assets	845,605	891,337	964,838	862,441	931,983
Placement with other-Banks & BI	47,777	61,329	92,290	60,701	58,255
Marketable Securities (market value)	27,447	29,947	26,053	21,677	27,578
Government Bonds (market value)	81,029	90,661	111,430	93,825	111,612
Loan (Gross)	556,771	586,207	582,436	559,332	591,683
Third Party Funds	614,311	679,452	729,169	638,974	692,741
Deposit from other Banks	11,926	9,372	14,377	12,631	15,827
Marketable Securities Issued	3,085	3,085	18,751	10,342	18,880
Borrowings	57,236	44,114	32,458	43,842	31,541
Shareholder's Equity	125,004	112,872	126,520	117,737	128,540

Profit & Loss (IDR Billion)	2019	2020	2021	1Q-21	1Q-22
Interest Income	58,532	56,173	50,026	12,697	12,174
Interest Expense	(21,930)	(19,021)	(11,779)	(3,019)	(2,943)
<b>Net Interest Income</b>	<b>36,602</b>	<b>37,152</b>	<b>38,247</b>	<b>9,679</b>	<b>9,231</b>
Premium Income Net	1,697	1,471	1,399	298	309
Non-Interest Income	11,358	11,864	13,639	3,209	4,032
Recovery	2,354	1,549	2,581	545	1,108
<b>Operating Income</b>	<b>52,012</b>	<b>52,036</b>	<b>55,865</b>	<b>13,730</b>	<b>14,681</b>
Operating Expense	(23,687)	(24,214)	(24,801)	(5,774)	(6,145)
Pre-Provision Income	28,325	27,822	31,064	7,957	8,536
Provisioning Charges	(8,838)	(22,590)	(18,298)	(4,870)	(3,600)
Non-Operational Inc/(Exp)	(118)	(119)	(216)	(26)	(65)
Net Income Before Tax	19,369	5,113	12,551	3,060	4,871
<b>Net Income</b>	<b>15,384</b>	<b>3,280</b>	<b>10,898</b>	<b>2,429</b>	<b>3,962</b>

## 5 Years Financial Data (2)

Financial Ratios - %	2019	2020	2021	1Q-21	1Q-22
<b>CAPITAL</b>					
Shareholders equity to total asset	14.8	12.7	13.1	13.7	13.8
Tier I - CAR (include operational risk)	18.7	15.7	17.7	15.8	17.3
Tier II - CAR (include operational risk)	1.1	1.1	2.0	2.3	1.9
Total CAR (credit,market + operational risk)	19.7	16.8	19.7	18.1	19.3
<b>ASSET QUALITY</b>					
Net Non-Performing Loan	1.2	0.9	0.9	1.0	0.9
Gross Non-Performing Loan	2.3	4.3	3.7	4.1	3.5
Allowance for possible loan to gross NPL	133.5	182.4	233.4	200.5	250.1
<b>RENTABILITY</b>					
ROA	2.4	0.5	1.4	1.5	2.3
ROE	14.0	2.9	10.4	9.7	15.2
Net Interest Margin	4.9	4.5	4.7	4.9	4.5
<b>EFFICIENCY</b>					
Cost to Income Ratio	43.9	44.2	43.3	40.6	39.7
<b>LIQUIDITY</b>					
Loan to Deposit Ratio	91.5	87.3	79.7	87.2	85.2
<b>COMPLIANCE</b>					
Statutory Reserve Requirement (Rupiah)	6.7	5.4	7.7	3.6	5.9
Net Open Position	2.4	3.2	0.9	3.9	1.9
<b>DIVIDEND</b>					
Dividend Payout Ratio [%]	25.0	25.0	25.0		



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Q12022



# Thank You

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