

Corporate Presentation

FY-2023

Jakarta, 26 Januari 2024



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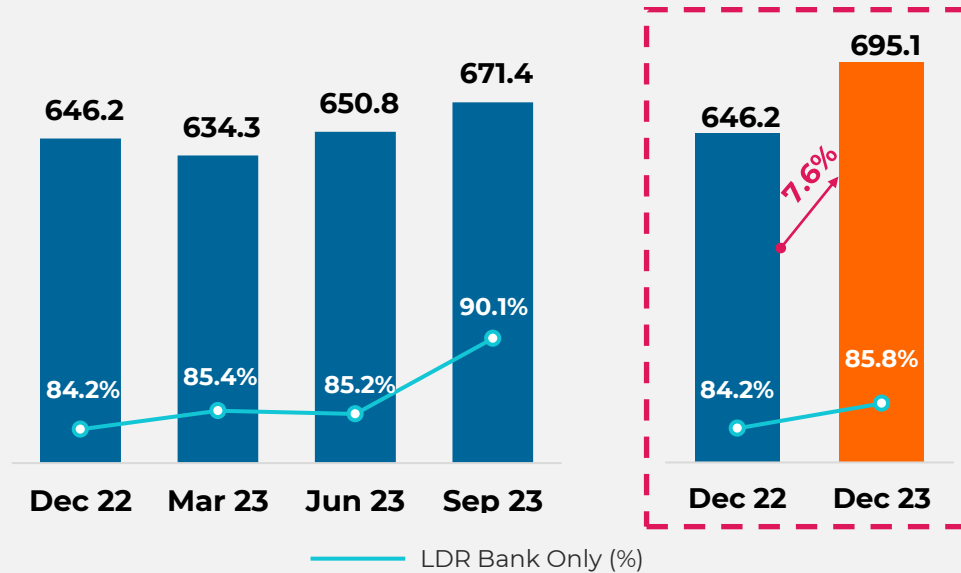
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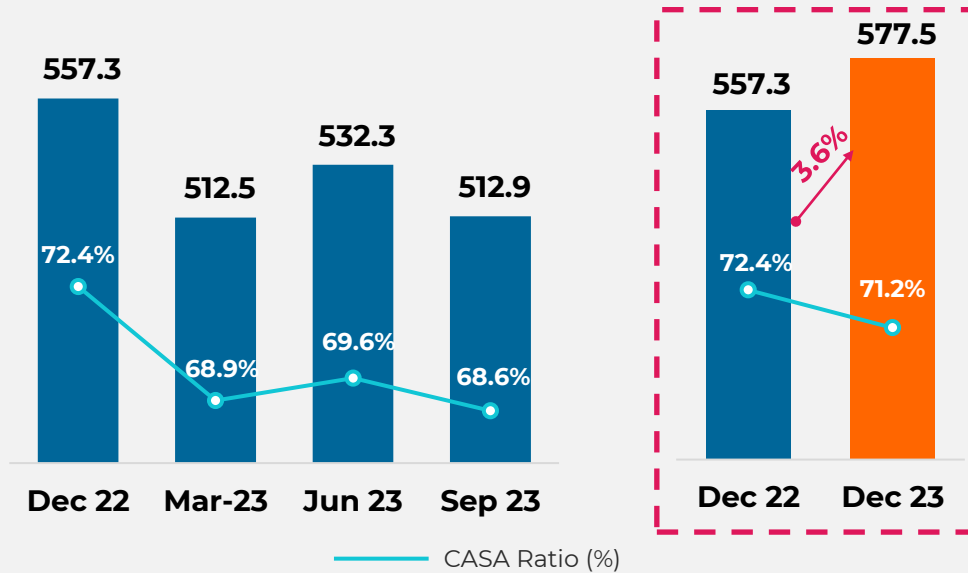
Management Highlight

Quality-focused growth given external headwinds

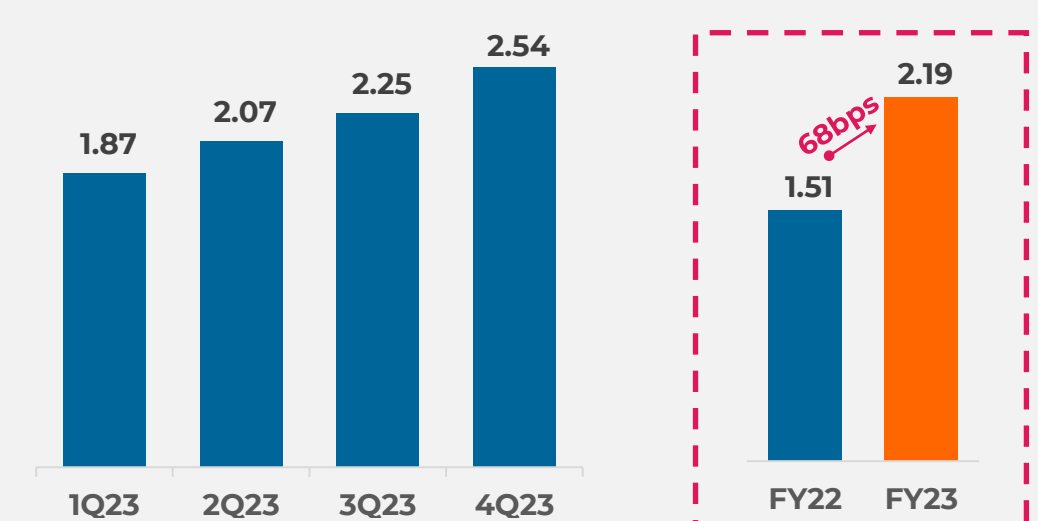
LOAN (IDR Tn)



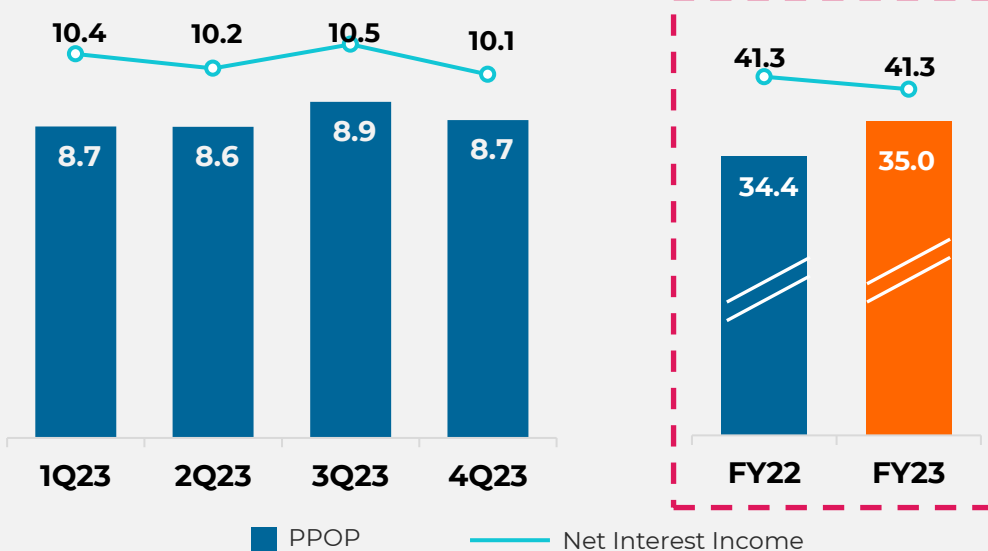
CASA (IDR Tn)



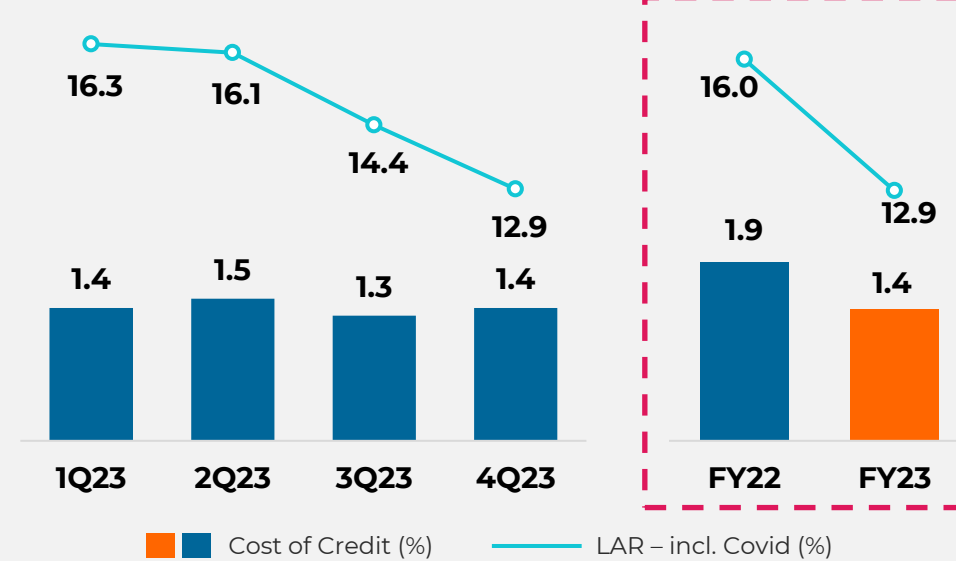
COST OF THIRD-PARTY FUND (%)



NII & PPOP (IDR Tn)



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



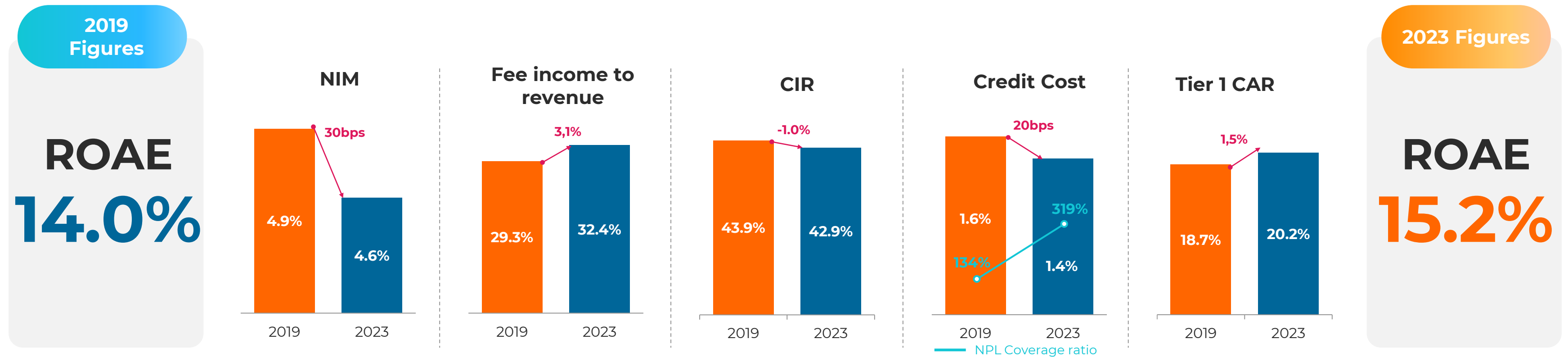
EARNING AFTER TAX (IDR Tn)

Consensus FY23 EAT Rp21.2 Tn



3 years transformation recap:

120bps ROAE uplift with high quality key drivers

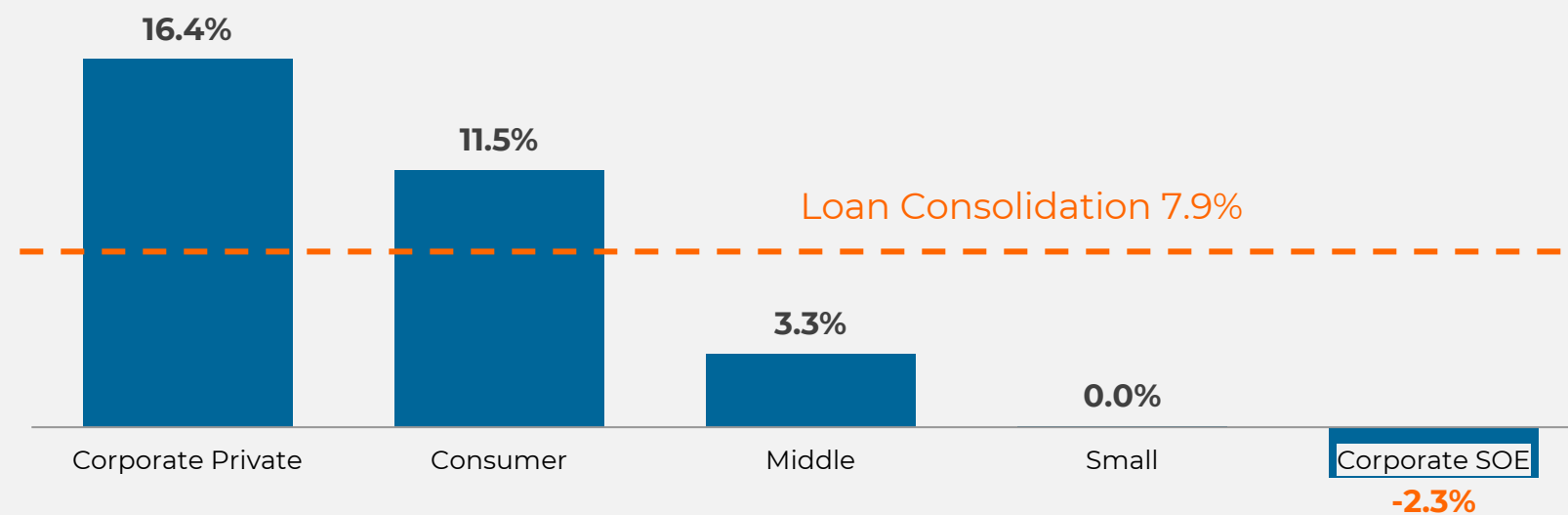


- **ROAE** managed to increase **120 bps** despite the pandemic with stronger equity base
- **ROAE** increase was caused by **structural improvement** from fee income, efficiency ratio and asset quality
- **NIM hurdle** was driven by structurally **lower risk** loan portfolio and **temporary liquidity tightening**;
the latter should normalize in medium term

Fundamental improvement in risk profile

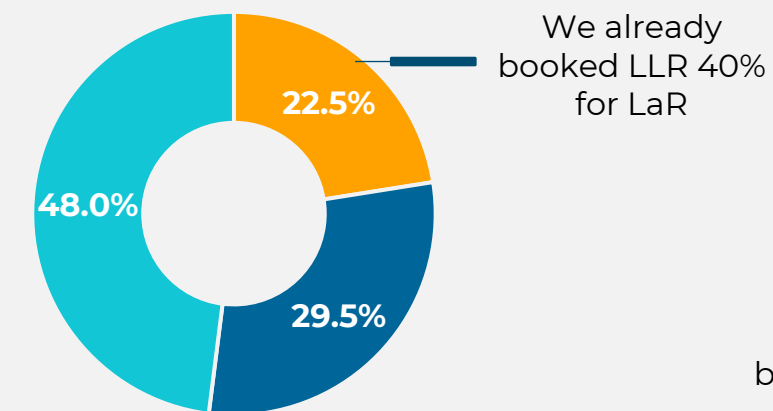
LOAN MIX SHIFT TOWARDS LOW RISK SEGMENTS

2020-2023 CAGR Loan Growth (%)

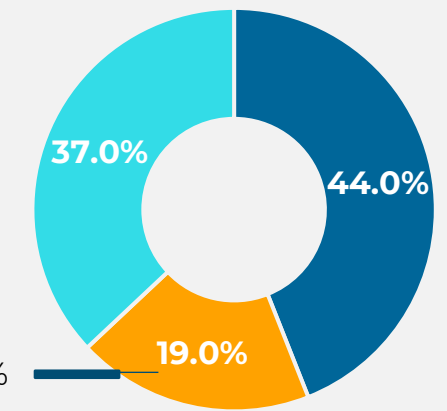


SUBSTANTIAL TRANSITION IN COMMERCIAL & SMALL NON KUR LOAN BOOK

Commercial

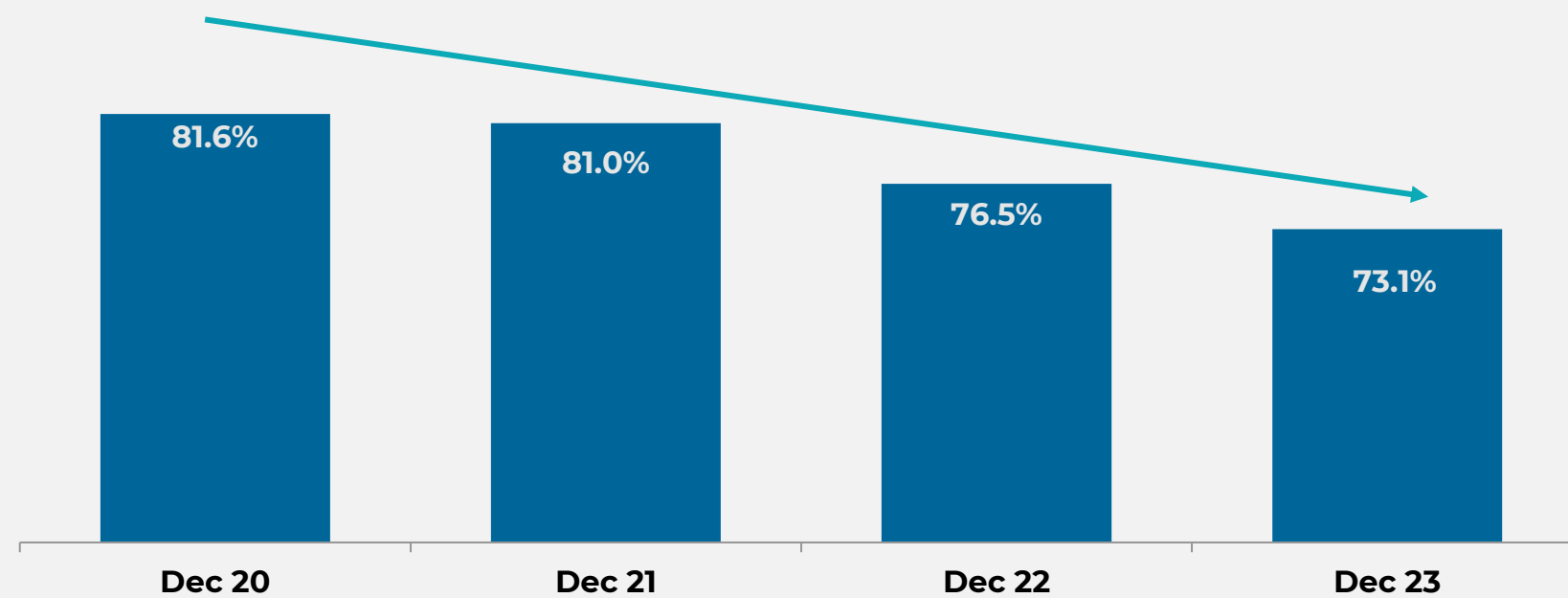


Small Non KUR

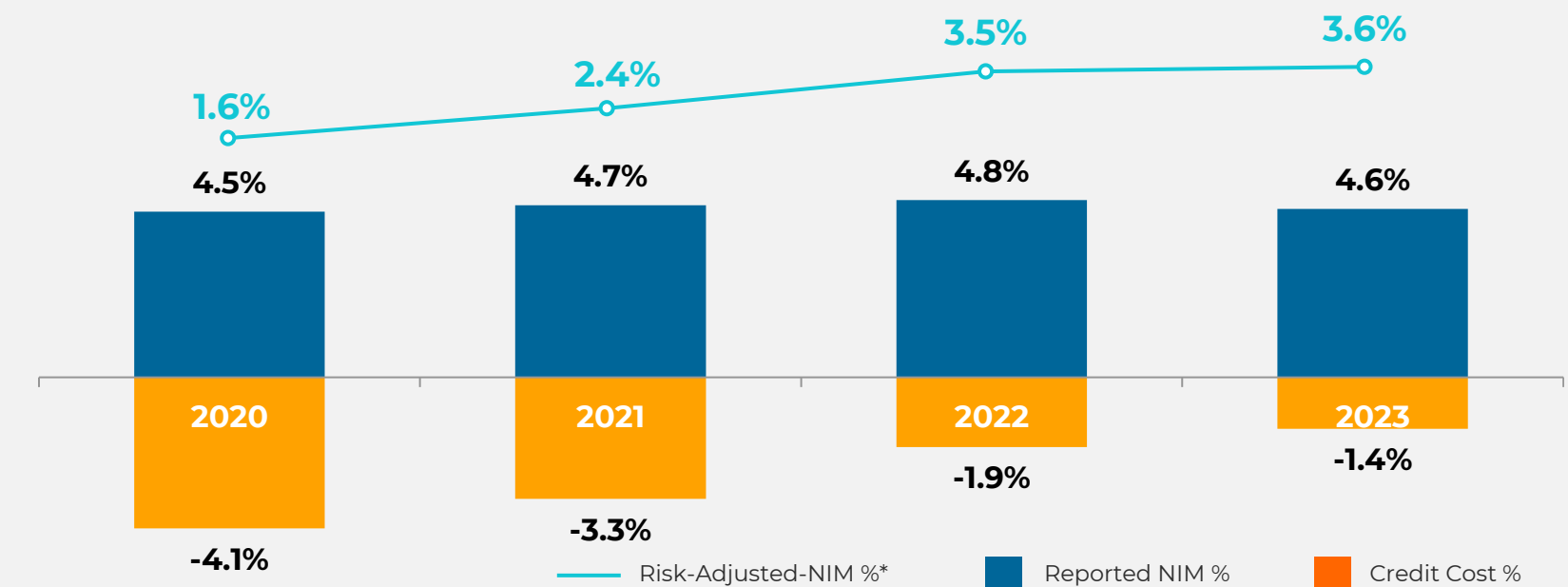


■ New Loan Booking (2020 – 2023) Coll 1 Non Restr ■ Legacy Book Coll 1 Non Restr ■ LaR Book

RWA DENSITY FOR LOAN PORTFOLIO CONTINUES TO DECLINE, INDICATING AN IMPROVING RISK PROFILE



RISK-ADJUSTED-NIM CONTINUOUS TO IMPROVE



* (NII – Provisioning charges) / average earning assets

20% ROAE Aspiration by 2028

Two key elements:
People productivity and Technology as enablers

2024

Productivity

Increasing throughput via skill building, role redesign, network optimization and analytics

2025-2026

Platform

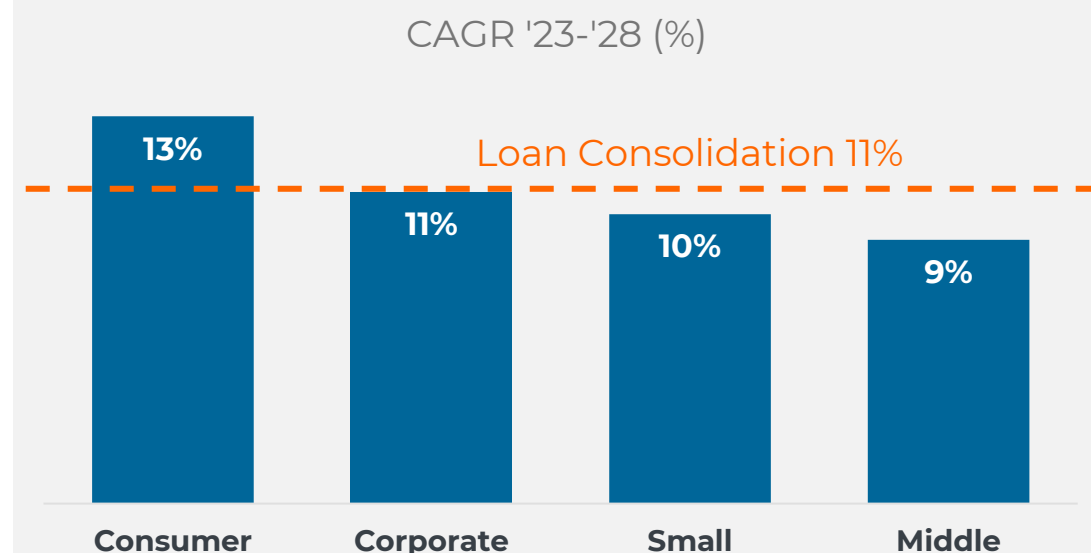
Building and enhancing infrastructure for productivity to improve services and client experience

2027-2028

Proposition

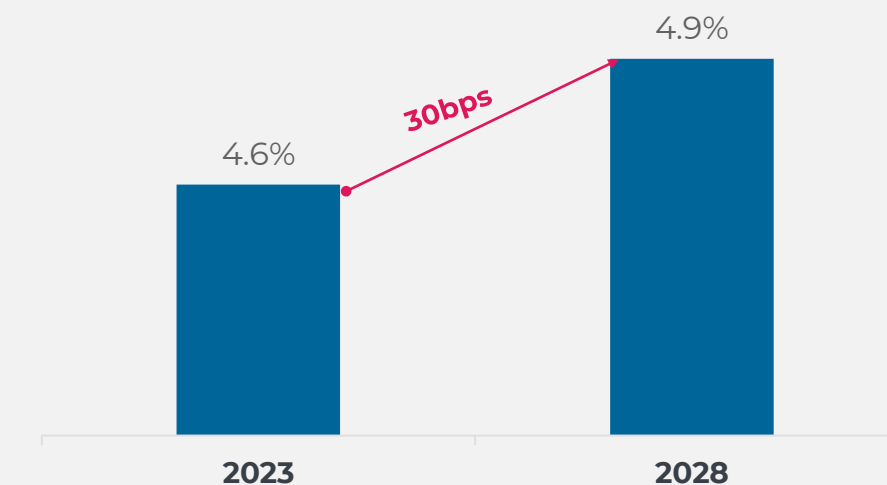
Building the best-in-class offering for improved customers acquisition and engagement

LOAN MIX SHIFT TOWARD CONSUMERS FOLLOWED BY CORPORATES



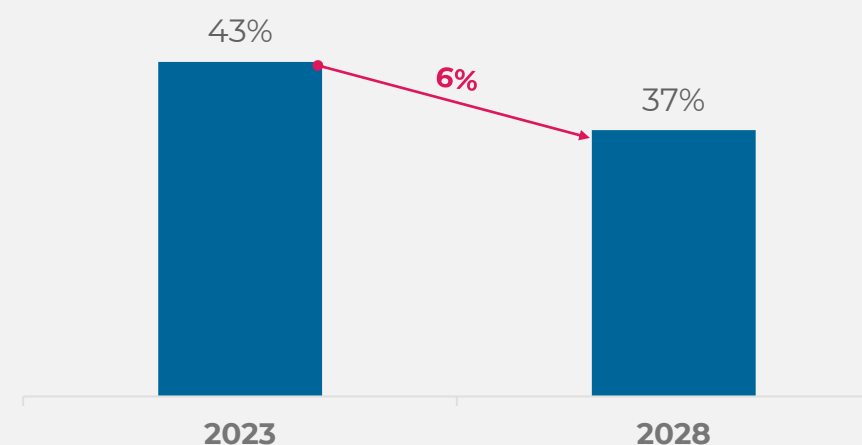
NIM INCREASE MAINLY FROM EASING COF

Net Interest Margin



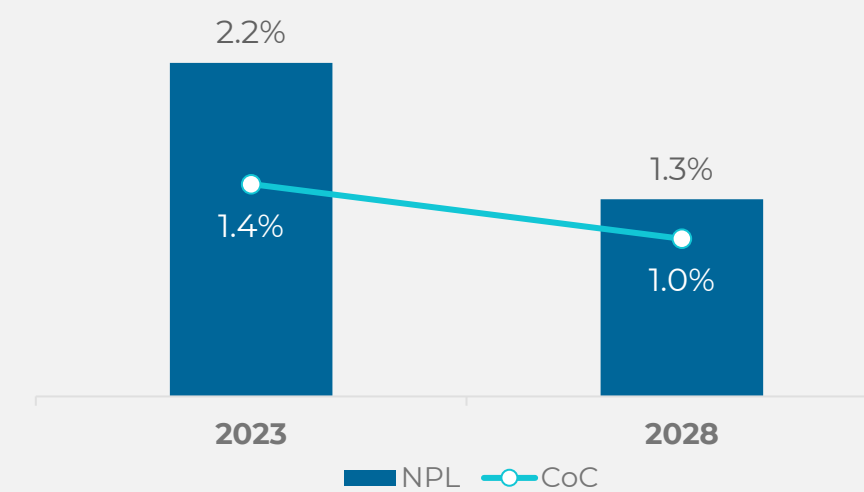
~10% CAGR in OPEX

Cost to Income Ratio



DEFENSIVE ASSET QUALITY

NPL and Cost of Credit

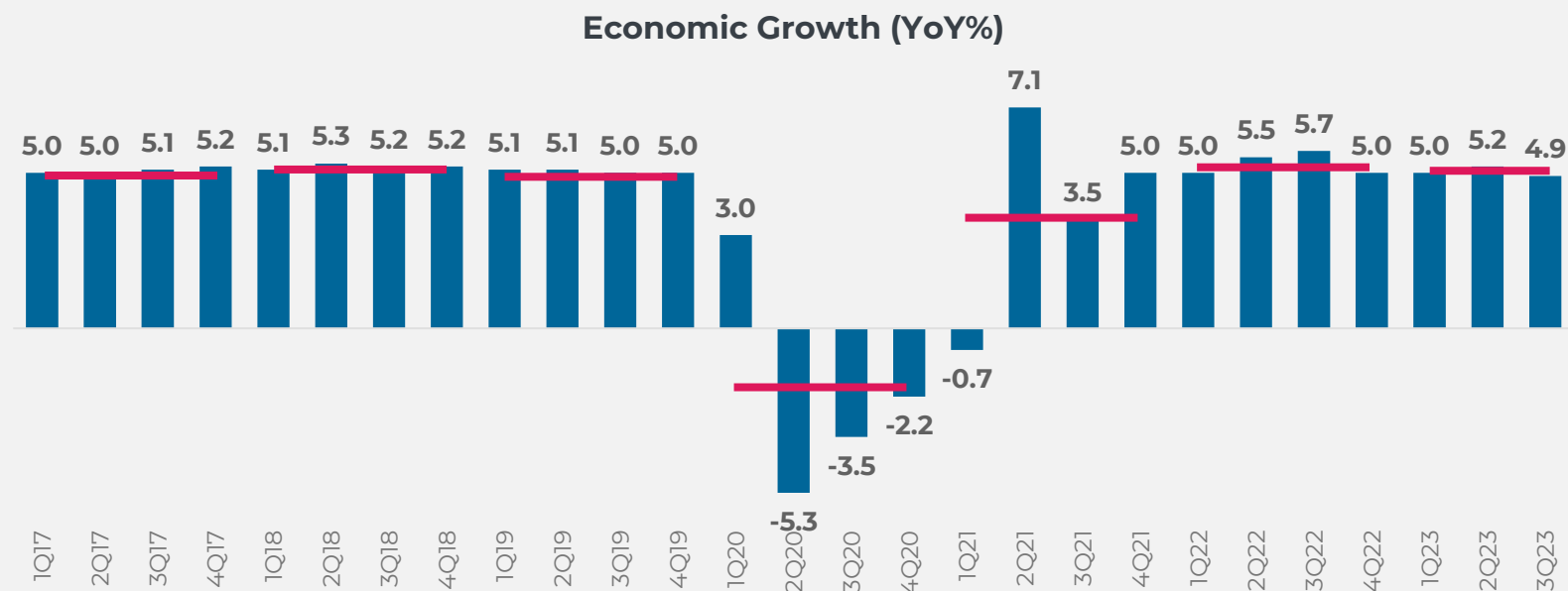




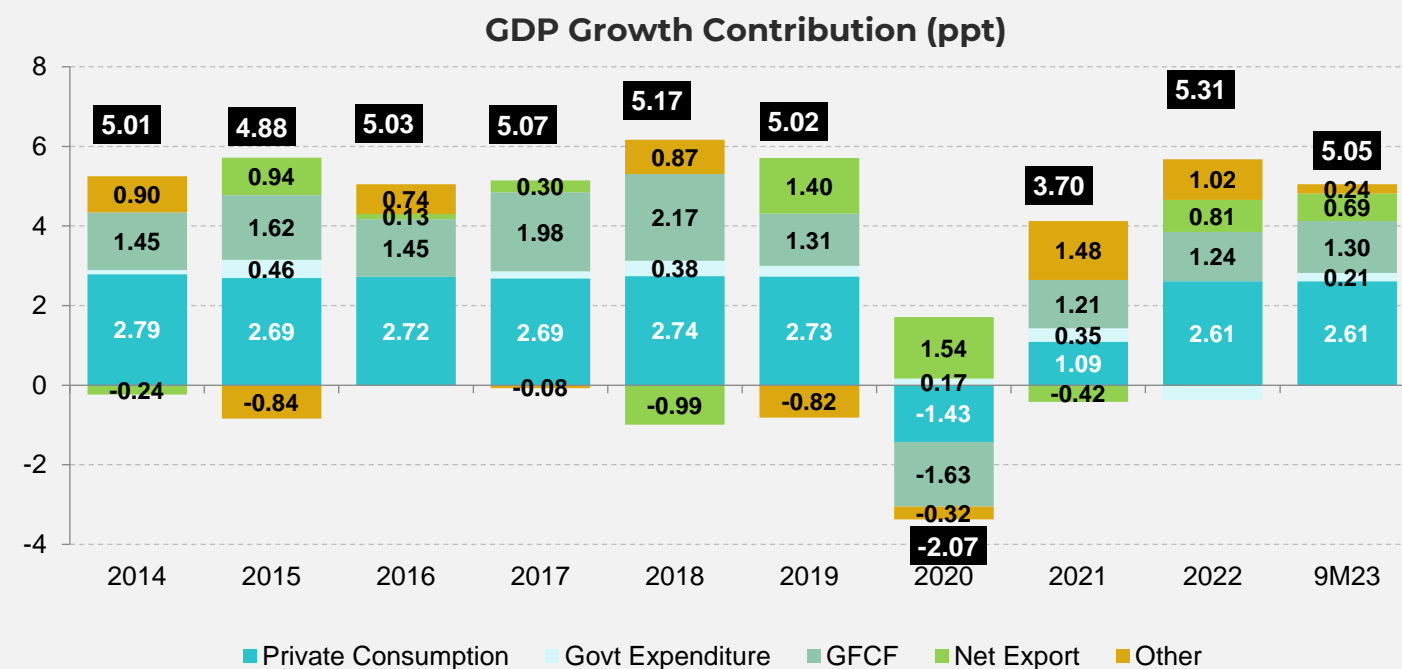
Macroeconomics Highlight

Economic growth has been resilient at 5%, while Inflation has been manageable at 2.6% in 2023

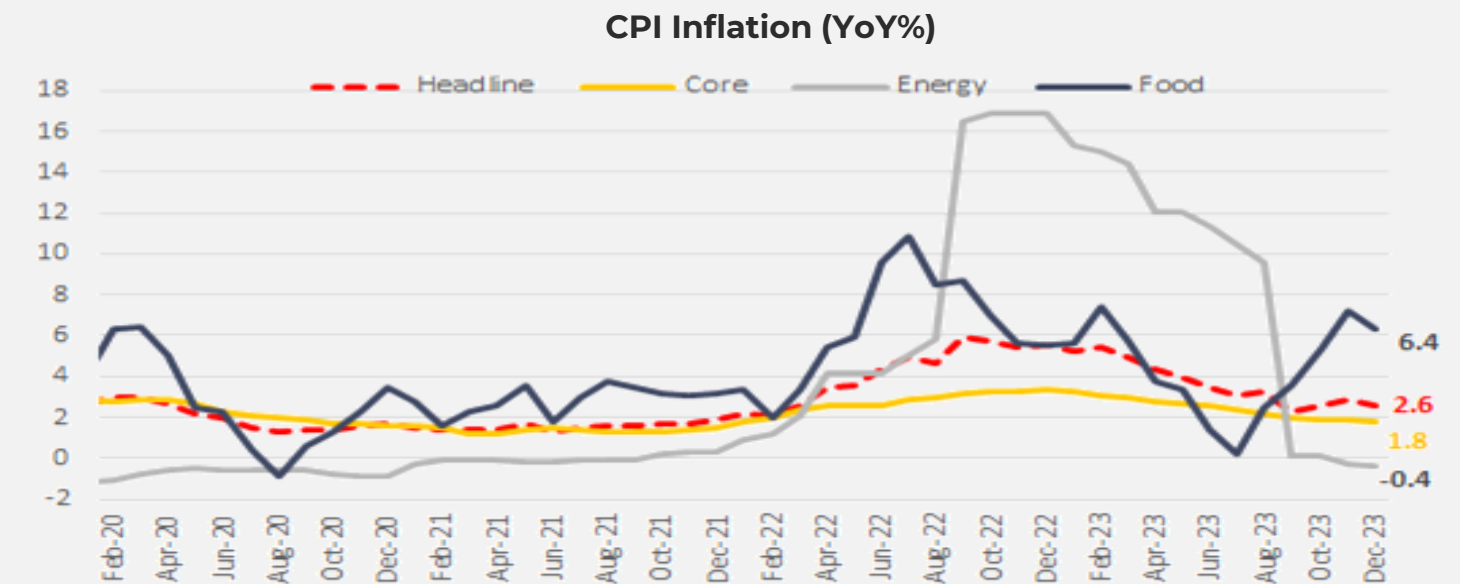
GDP GROWTH WAS STABLE AT 5% IN 9M23...



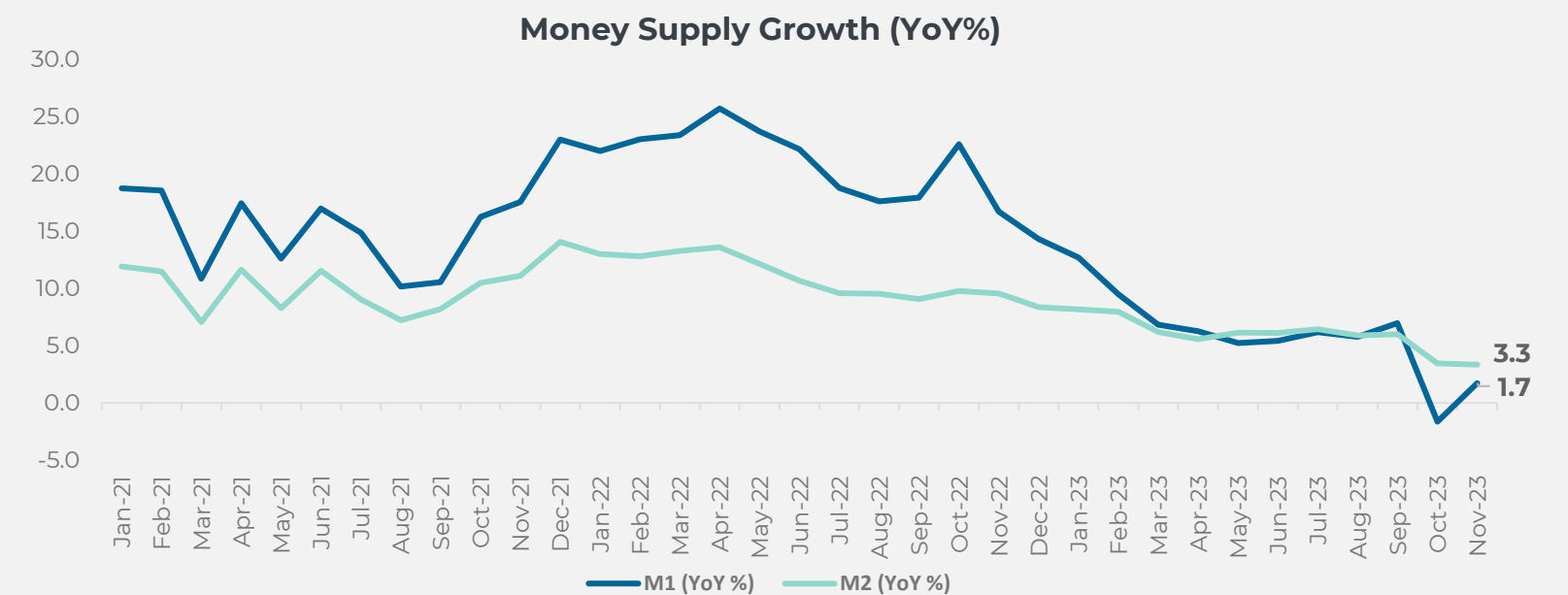
SUPPORTED BY SOLID PRIVATE CONSUMPTION AND INVESTMENT



CPI INFLATION HAS EASED AMID DIMINISHING BASE EFFECT OF FUEL PRICE INCREASE IN 2022 AND BENIGN CORE INFLATION



THE MILD CORE INFLATION WAS ALIGNED WITH THE MODEST MONEY SUPPLY ENVIRONMENT



Source: BPS, CEIC, BNI Chief Economist

Leisure activities and infrastructure development supported 2023 growth

CONSUMPTION RECOVERY HAS BEEN DRIVEN MORE BY LEISURE – RELATED ACTIVITIES, SUCH AS TRANSPORTATION, RESTAURANT, AND HOTEL

Real GDP % YoY	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23
Household Consumption	2.83	-5.52	-4.05	-3.61	-2.21	5.96	1.02	3.56	4.34	5.51	5.39	4.48	4.54	5.22	5.06
Food & Beverages	5.01	-0.73	-0.69	-1.39	-2.28	4.16	0.78	3.24	3.58	4.09	2.65	3.38	3.47	3.84	4.07
Apparel, Footwear	-3.30	-5.14	-4.29	-4.09	-2.69	1.66	-0.46	1.23	6.47	4.34	4.41	2.04	3.98	7.02	3.59
Equipment	4.32	2.36	1.82	0.72	1.29	2.09	2.28	3.09	3.22	3.31	2.30	2.37	2.78	3.80	3.77
Health & Education	7.86	2.02	2.05	0.64	0.30	1.04	2.43	2.99	2.15	4.27	1.04	2.28	2.50	5.51	4.23
Transport & Comm	-1.69	-15.33	-11.56	-9.45	-4.23	10.47	-0.21	5.34	7.04	9.68	12.87	8.05	7.84	7.53	7.61
Resto & Hotel	2.44	-16.53	-10.94	-7.28	-4.15	16.38	2.44	2.83	4.21	6.61	9.12	6.41	5.86	6.76	6.52
Others	3.65	-3.23	-2.07	-0.88	-1.40	4.57	1.48	2.84	2.65	3.56	1.66	2.98	2.69	3.71	3.04

CONSTRUCTION INVESTMENT REBOUNDED IN 2H23 ON THE BACK OF NEW CAPITAL CITY DEVELOPMENT AND THE COMPLETION OF NATIONAL STRATEGIC PROJECTS (PSN)

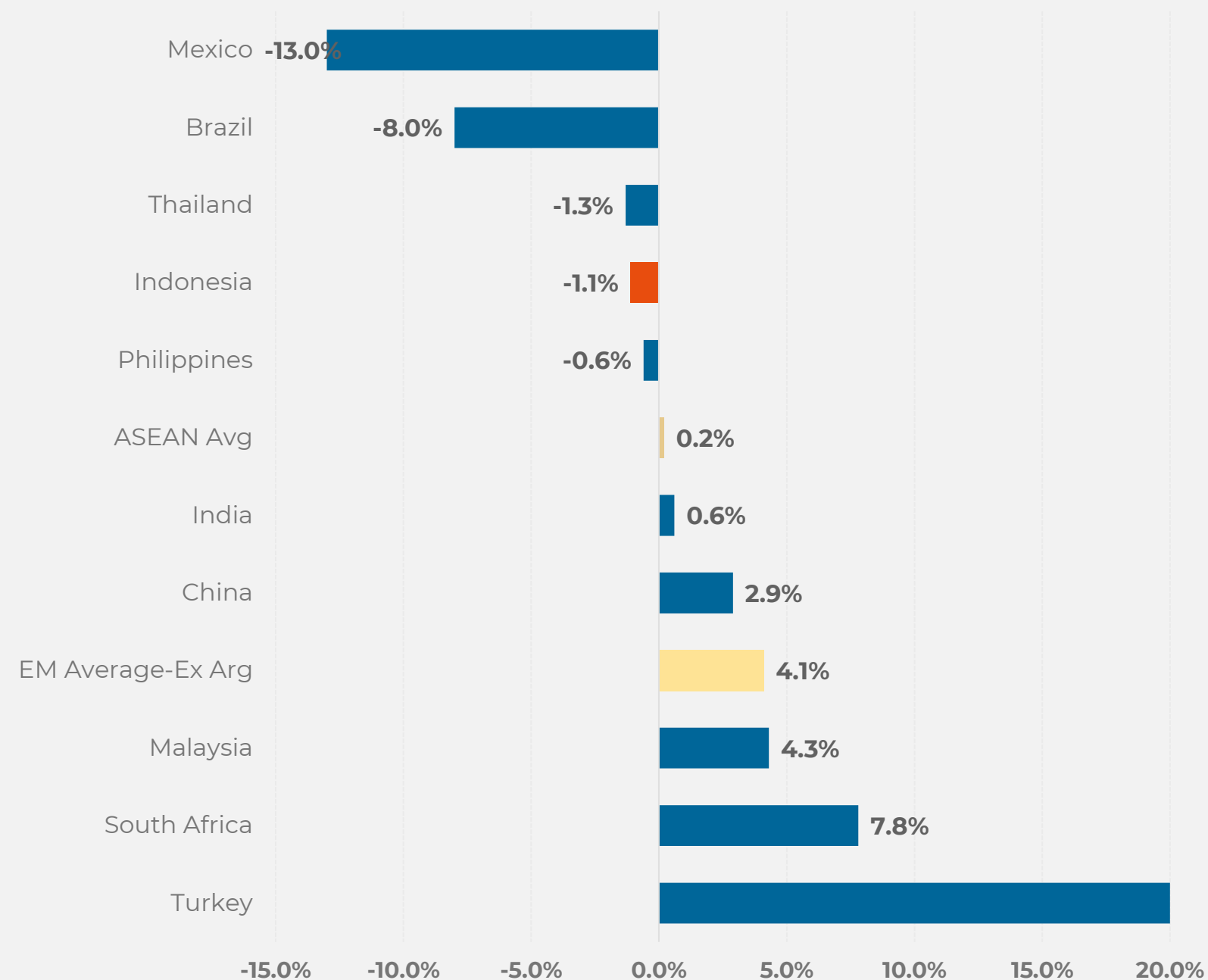
Real GDP % YoY	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23
Gross Fixed Capital Formation	1.70	-8.61	-6.52	-6.17	-0.21	7.52	3.76	4.49	4.08	3.09	4.98	3.33	2.11	4.63	5.77
Building & Structures	2.76	-5.26	-5.60	-6.63	-0.74	4.36	3.36	2.48	2.58	0.92	0.07	0.11	0.08	3.32	6.31
Machine & Equipment	-3.92	-12.83	-20.97	-7.56	3.48	19.00	11.49	13.46	19.17	16.30	36.46	18.36	4.62	7.67	-1.01
Vehicles	2.72	-34.20	-14.65	-6.52	2.08	42.43	9.04	3.62	0.27	6.96	17.14	17.08	24.09	15.50	21.27
Other Equipment	2.39	-26.09	-15.23	-3.77	-4.88	36.69	9.97	3.44	6.04	-4.31	0.11	-2.66	-5.26	-5.29	-5.64
Cultivated Biological Resources	-0.02	-14.87	22.27	3.44	-1.10	1.06	-5.28	9.96	3.16	3.97	1.95	0.27	3.34	5.62	2.05
Intellectual Property Products	-5.89	-11.45	-3.86	-8.40	0.92	4.17	-3.76	19.35	-5.73	6.98	6.23	12.67	5.06	9.28	7.74

Source: BPS, CEIC, BNI Chief Economist

Rupiah remained resilient despite global VUCA (volatility, uncertainty, complexity, and ambiguity)

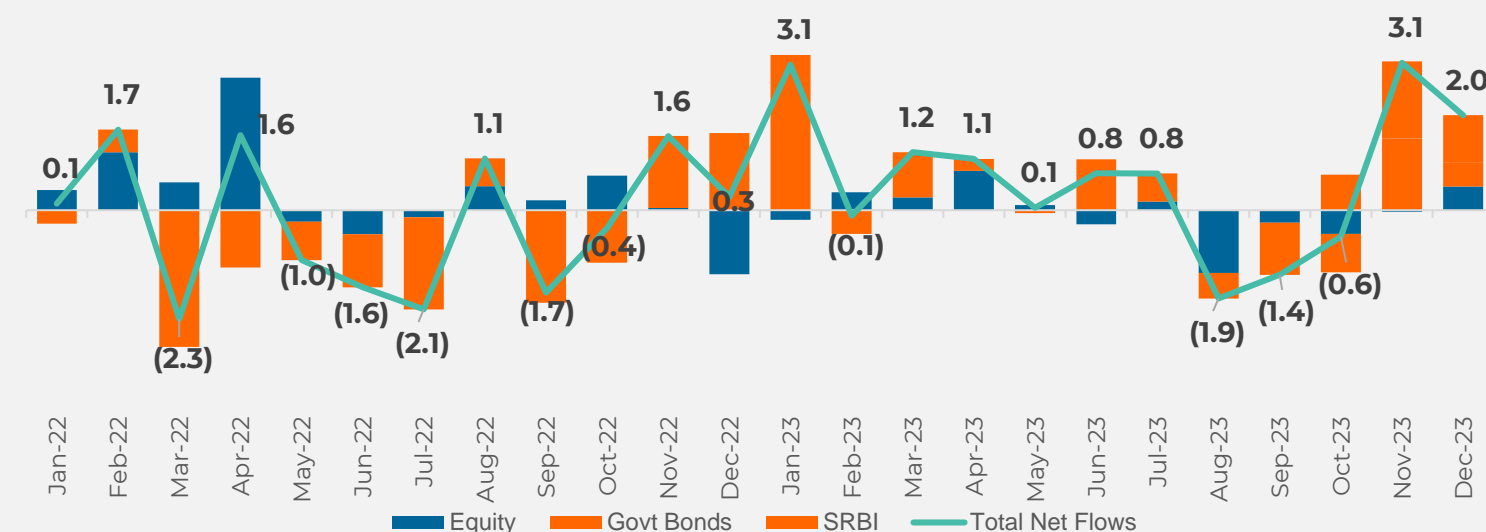
THE RUPIAH PERFORMED BETTER THAN EM AVERAGE LAST YEAR

EM Exchange Rate Performance YE23 vs YE22 (%)



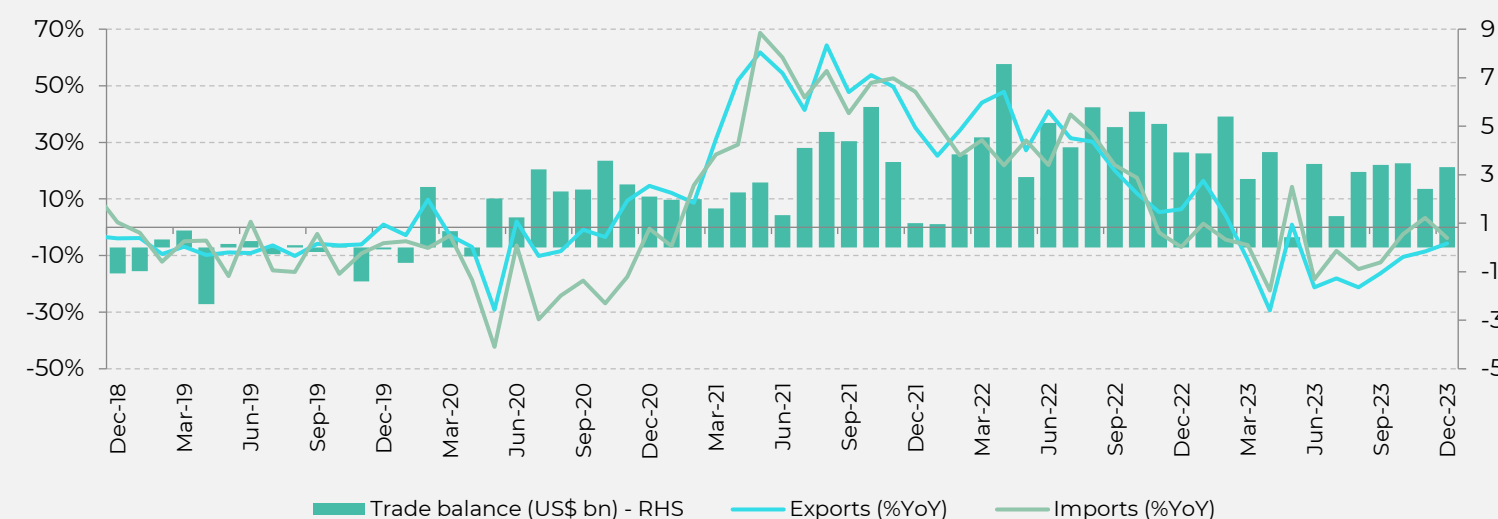
FOREIGN INVESTOR RECORDED USD 8Bn PORTFOLIO INFLOW IN 2023

Foreign Portfolio Flows (USD bn)



TRADE SURPLUS CONTINUED LAST YEAR DESPITE FALLING COMMODITY PRICES

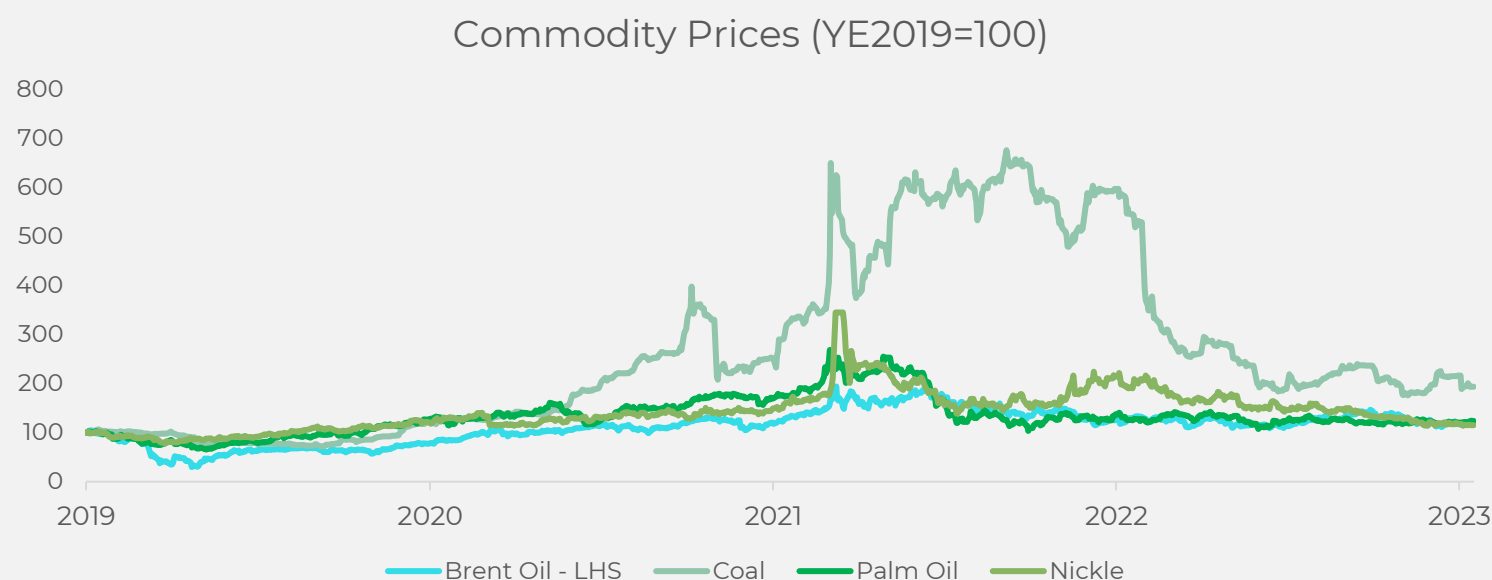
Trade Data



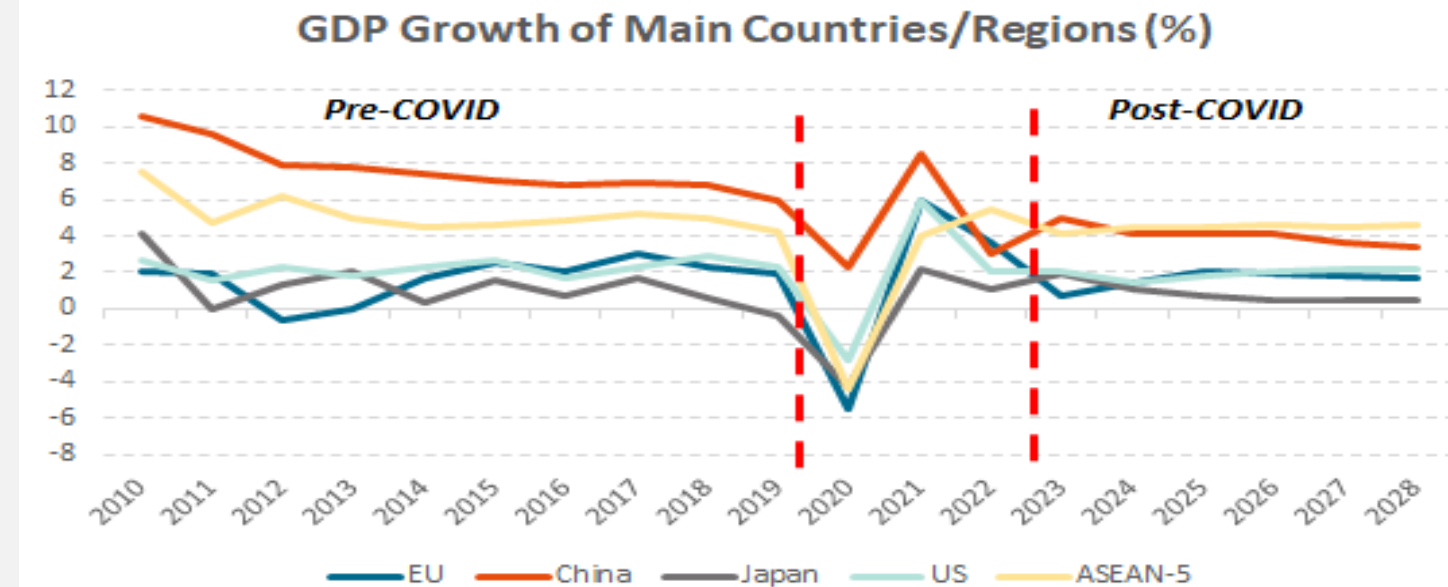
Source: Bloomberg, BNI Chief Economist

Commodity prices have softened but are still above pre-COVID levels

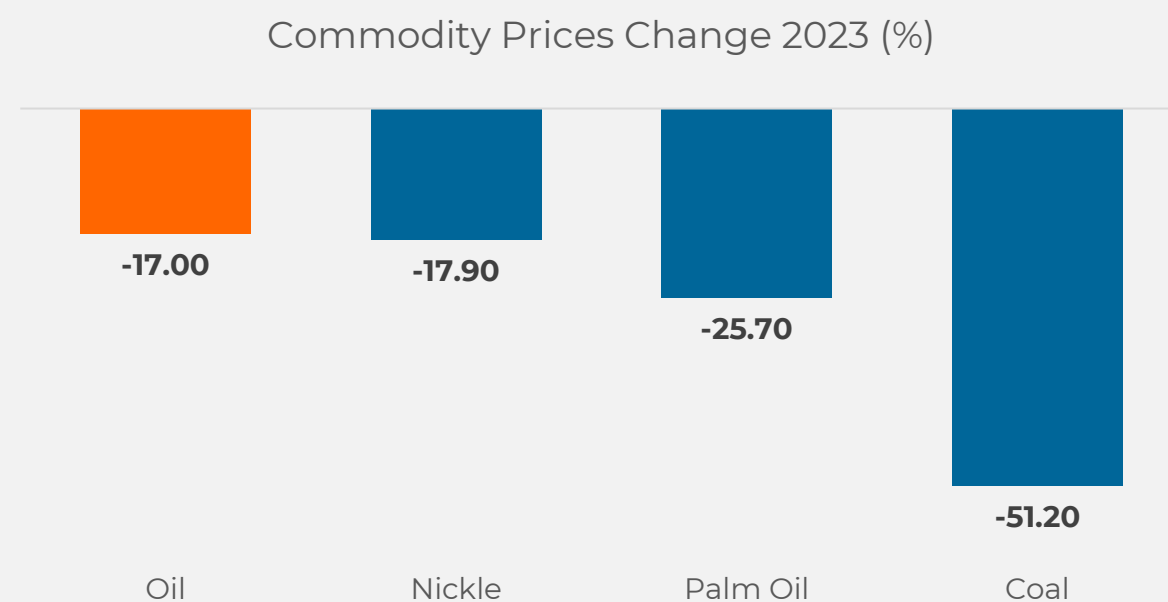
COMMODITY PRICES HAVE EASED BUT ARE STILL ABOVE PRE-PANDEMIC LEVELS



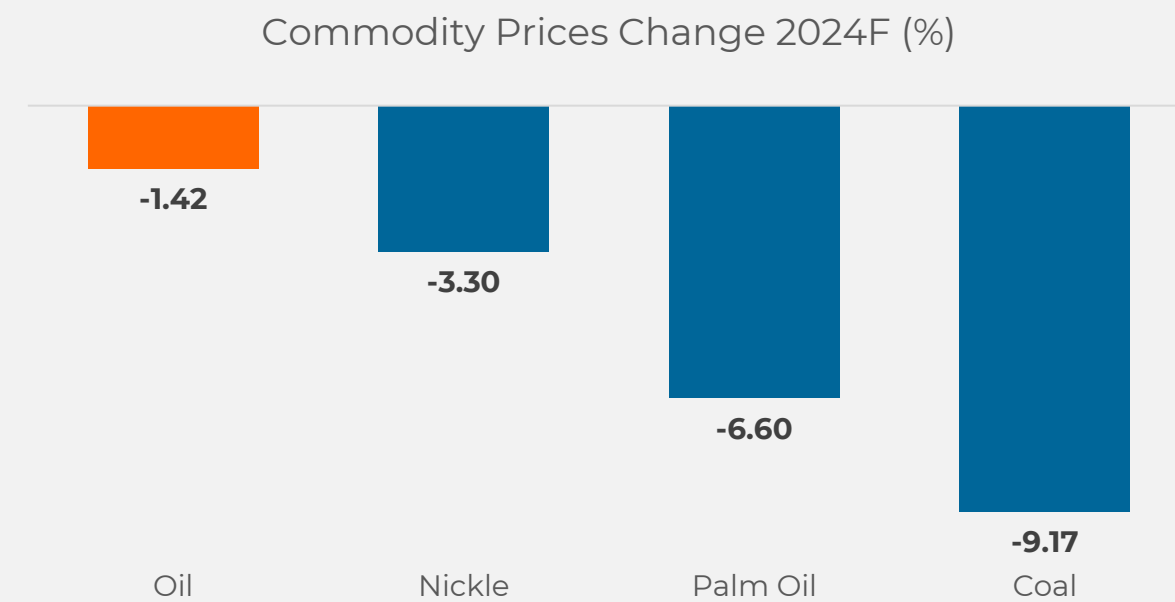
THE LOWER COMMODITY PRICES WERE PARTLY CAUSED BY SLOWER GLOBAL GROWTH, ESPECIALLY IN CHINA



INDONESIA'S MAIN EXPORT COMMODITIES HAVE DECLINED DEEPER THAN IMPORTS PRODUCTS (OIL), SUGGESTING LOWER TERMS OF TRADE



IMF PROJECTS COMMODITY PRICE TREND TO BE UNEVEN THIS YEAR



We expect 60% of GDP to expand in 2024

Components:

Share to GDP:

Trajectory:

Private Consumption

53%

Positive due to election and higher wages for civil servants

Government Expenditure

7%

Positive, as fiscal spending tends to increase upon heading into an election

Investment

31%

Stagnant, as private investment will be in a “wait & see” position for the election results, while public investment will tend to dominate

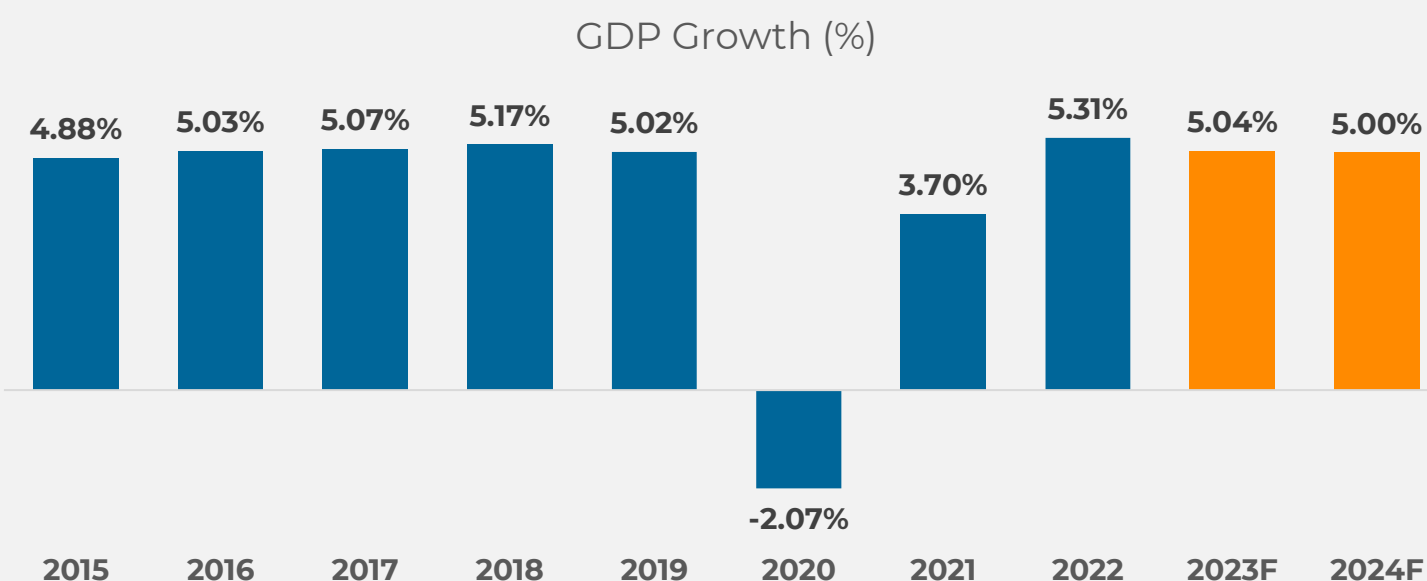
Net Export

5%

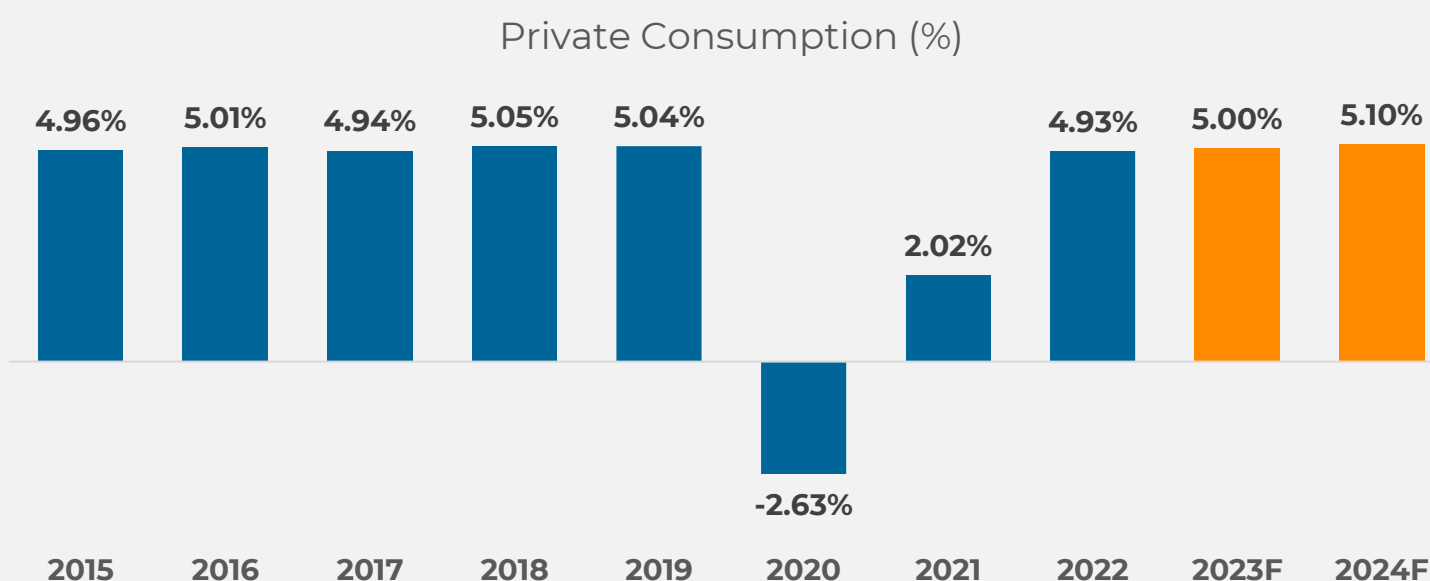
Negative due to slower global growth and lower commodity prices

GDP growth will remain stable at 5% next year, supported by election, consumption, and public investments

WE FORECAST INDONESIA'S GDP GROWTH TO REMAIN AT 5% IN 2024



PRIVATE CONSUMPTION IS EXPECTED TO PICKUP, SUPPORTED BY ELECTION EFFECT



2024 WILL NOT ONLY BE ABOUT PRESIDENTIAL AND LEGISLATIVE ELECTIONS, BUT ALSO SIMULTANEOUS REGIONAL ELECTIONS IN 2H24



Feb 2024

Legislative and Presidential Elections



Jun 2024

Presidential Election – 2nd round (if any)



Nov 2024

Simultaneous Regional Election (>80% of Indonesian regions)

Fiscal and monetary policies will support the economy this year

THE ECONOMY WILL BE SUPPORTED BY FISCAL SPENDING, WHICH WE EXPECT TO BE FRONTLOADED THIS YEAR

1H24 Fiscal Spending Frontloading

Social Assistance

Rp157tn

Election Committee

Rp71tn
(2023-2024)

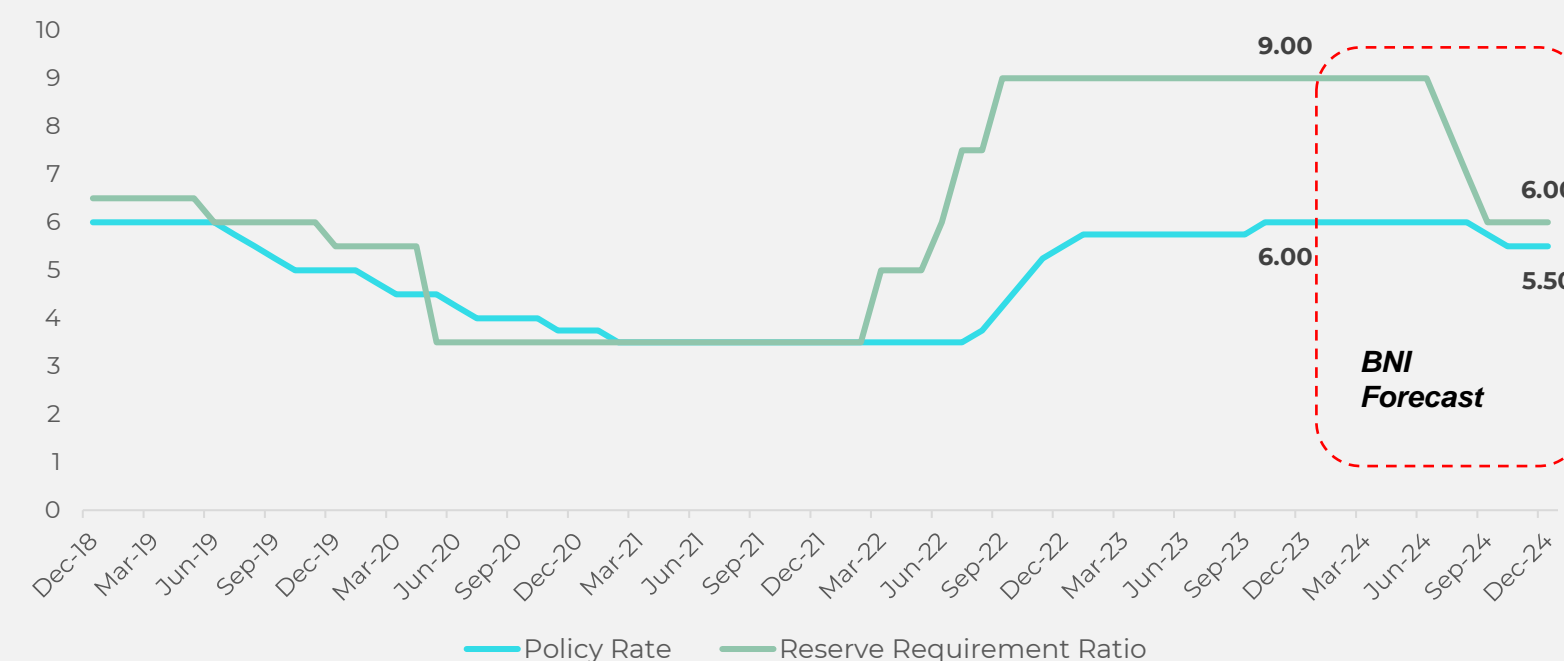
New Capital City

Rp41tn

MONETARY POLICY LOOSENING WILL SUPPORT LIQUIDITY IN 2H24

2H24 Monetary Loosening

Policy Rate and Reserve Requirement Ratio (%)



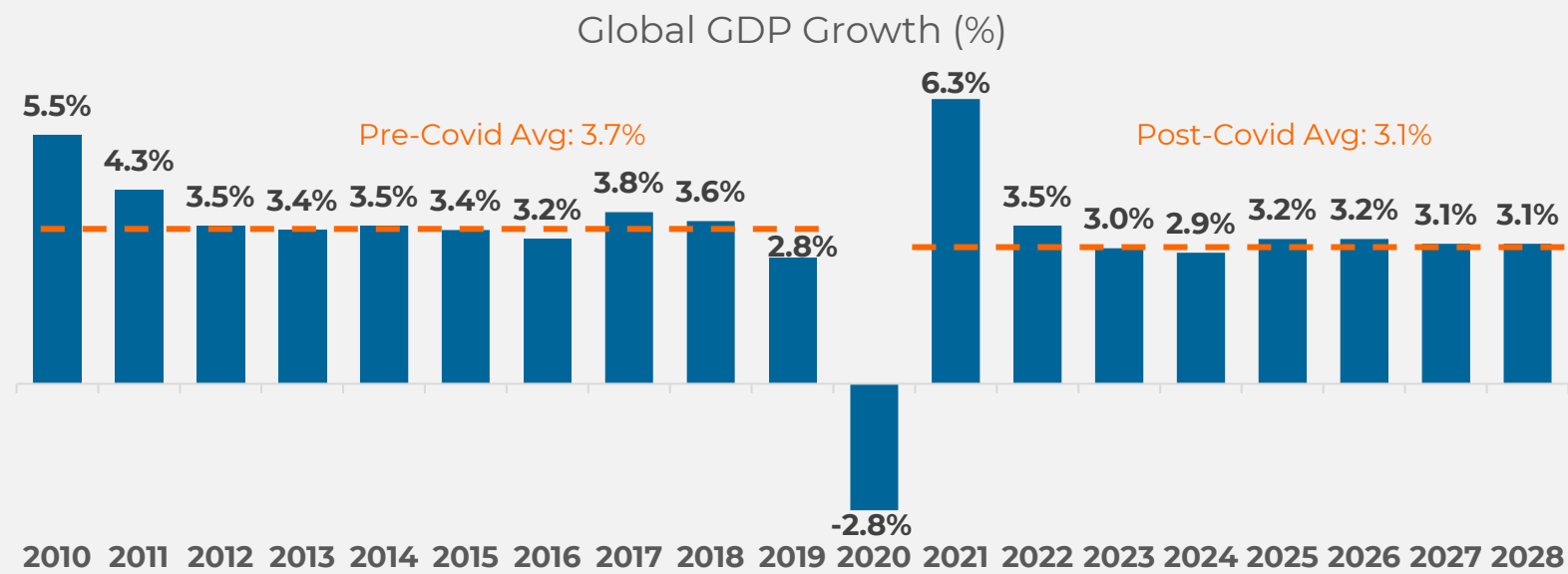
GWM cut: 200-300 bps
Free up liquidity: Rp150tn-250tn

Policy Rate cut by 50bps to 5.50%

Source: Bloomberg, BNI Chief Economist

Our rupiah and policy rate forecasts remain conservative amid the high global uncertainty

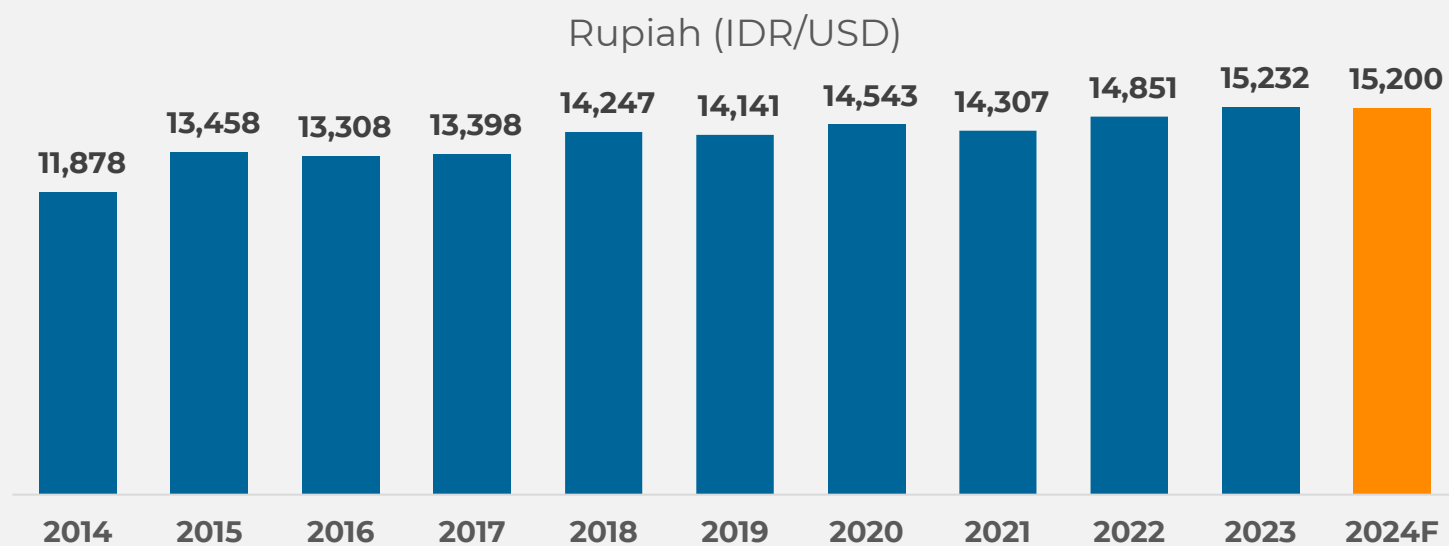
IMF PROJECTS GLOBAL GROWTH TO BE LOWER THAN PRE-COVID LEVEL, PARTLY DUE TO CHINA'S STRUCTURAL ISSUES



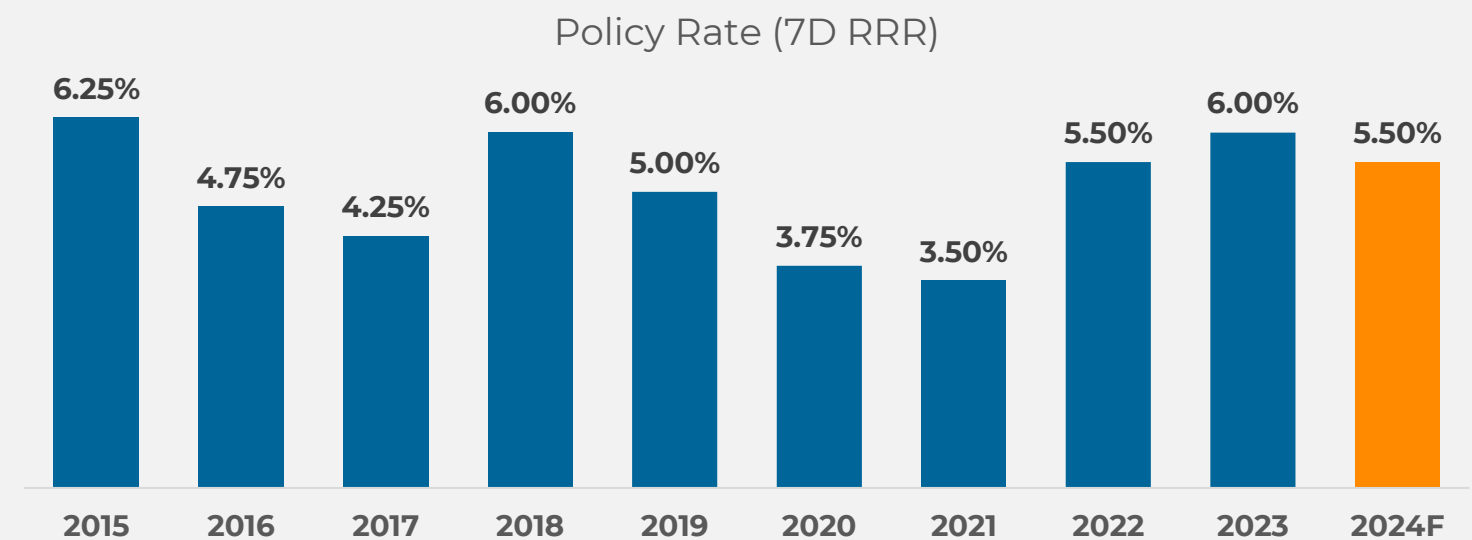
GEOPOLITICAL RISKS WILL LIKELY REMAIN HIGH IN 2024



WE EXPECT RUPIAH TO BE RELATIVELY FLAT, CONSIDERING THE GLOBAL RISK



THUS, ROOM FOR BI TO LOWER POLICY RATE IS LIMITED AT 50BPS



FY2023



Financial Highlights

Highlighted results

B/S

[Consolidated]

HIGHLIGHTED RESULTS (IDR Bn)

	FY22	FY23	YoY (%)	1Q23	2Q23	3Q23	4Q23	QoQ (%)
Total Asset	1,029,837	1,086,664	5.5	1,012,363	1,025,091	1,009,309	1,086,664	7.7
Loan	646,188	695,085	7.6	634,326	650,770	671,371	695,085	3.5
Third Party Funds	769,269	810,730	5.4	743,729	765,009	747,595	810,730	8.4
CASA	557,320	577,478	3.6	512,542	532,340	512,890	577,478	12.6
Time Deposit	211,949	233,253	10.1	231,187	232,670	234,705	233,253	-0.6
Net Interest Income	41,321	41,276	-0.1	10,404	10,198	10,535	10,139	-3.8
Interest Income	54,659	61,472	12.5	15,019	15,276	15,924	15,253	-4.2
Interest Expense	(13,338)	(20,196)	51.4	(4,615)	(5,078)	(5,389)	(5,114)	-5.1
Non Interest Income	20,152	21,472	6.6	4,751	4,740	5,160	6,822	32.2
OPEX	(27,059)	(27,778)	2.7	(6,503)	(6,289)	(6,752)	(8,234)	21.9
PPOP	34,414	34,970	1.6	8,652	8,649	8,943	8,727	-2.4
Provisioning Charges	(11,514)	(9,196)	-20.1	(2,149)	(2,362)	(2,199)	(2,486)	13.1
Net Profit	18,312	20,909	14.2	5,221	5,081	5,452	5,156	-5.4

P&L

[Consolidated]

Disclaimer: Since Jun-22, BNI has consolidated Bank Mayora as subsidiary

Key ratios

HIGHLIGHTED RESULTS (%)		FY22	FY23	YoY (%)	1Q23	2Q23	3Q23	4Q23	QoQ (%)
Profitability & Efficiency [Bank Only]	CASA Ratio (Consolidated)	72.4	71.2	-1.2	68.9	69.6	68.6	71.2	2.6
	COF (Third Party Funds)	1.5	2.2	0.7	1.9	2.1	2.2	2.5	0.3
	NIM	4.8	4.6	-0.2	4.7	4.5	4.8	4.4	-0.4
	Risk Adjusted NIM	3.5	3.6	0.1	3.7	3.4	3.8	3.3	-0.5
	ROAE*	14.9	15.2	0.3	15.5	15.1	15.8	14.3	-1.5
	Pre-tax ROAA	2.5	2.6	0.1	2.7	2.4	2.8	2.5	-0.3
	CIR	42.6	42.9	0.3	41.7	40.6	41.5	47.4	5.9
Asset Quality [Bank Only]	LaR - Incl Covid	16.0	12.9	-3.1	16.3	16.1	14.4	12.9	-1.5
	NPL (Gross)	2.8	2.1	-0.7	2.8	2.5	2.3	2.1	-0.2
	Credit Cost	1.9	1.4	-0.5	1.4	1.5	1.3	1.4	0.1
	LAR Coverage Ratio (Inc. Covid)	48.8	52.7	3.9	48.9	47.1	51.1	52.7	1.6
	NPL Coverage Ratio	278.3	319.0	40.7	286.8	308.8	324.5	319.0	-5.5
Liquidity [Bank Only]	LDR	84.2	85.8	1.6	85.4	85.2	90.1	85.8	-4.3
	LCR	219.0	174.1	-44.9	203.4	204.8	183.5	174.1	-9.4
	NSFR	164.1	146.3	-17.8	154.1	155.1	145.3	146.3	1.0
Capital [Bank Only]	Tier-1 CAR	17.4	20.2	2.8	19.8	19.8	20.1	20.2	0.1
	Total CAR	19.3	22.0	2.7	21.6	21.6	21.9	22.0	0.1

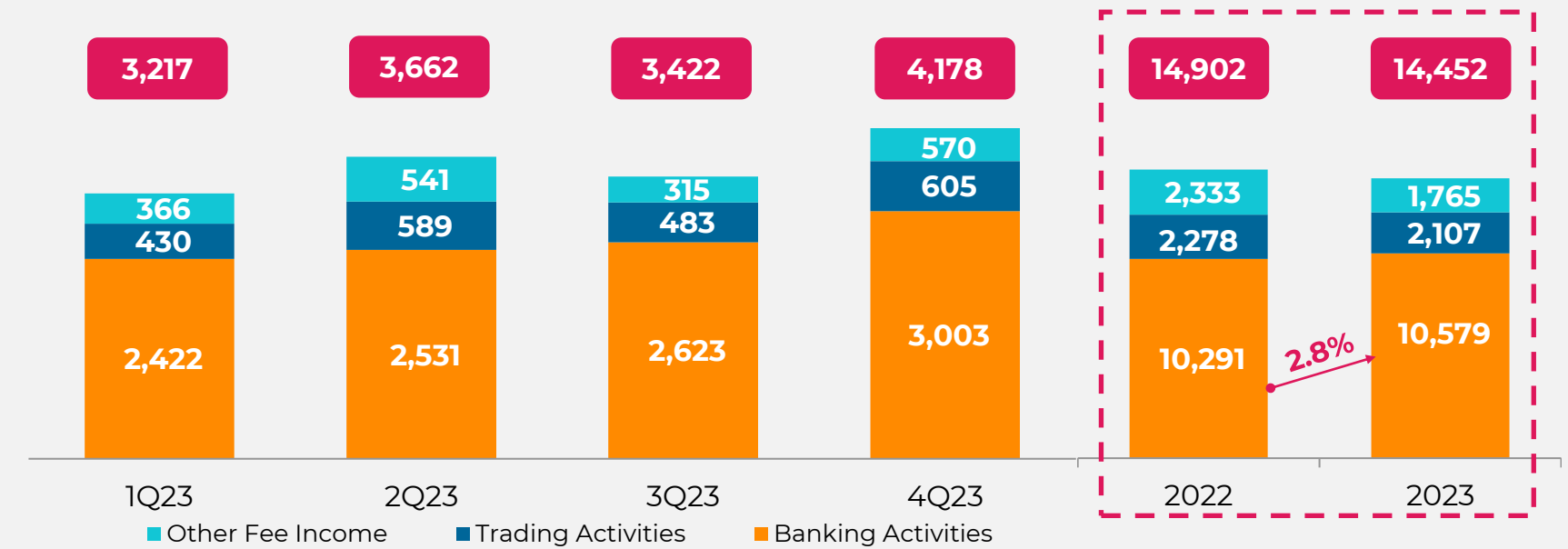
*ROAE with average total equity as denominator ; 16.8% in 2023 if the denominator is Tier 1 Capital as reported to OJK

Fee income breakdown

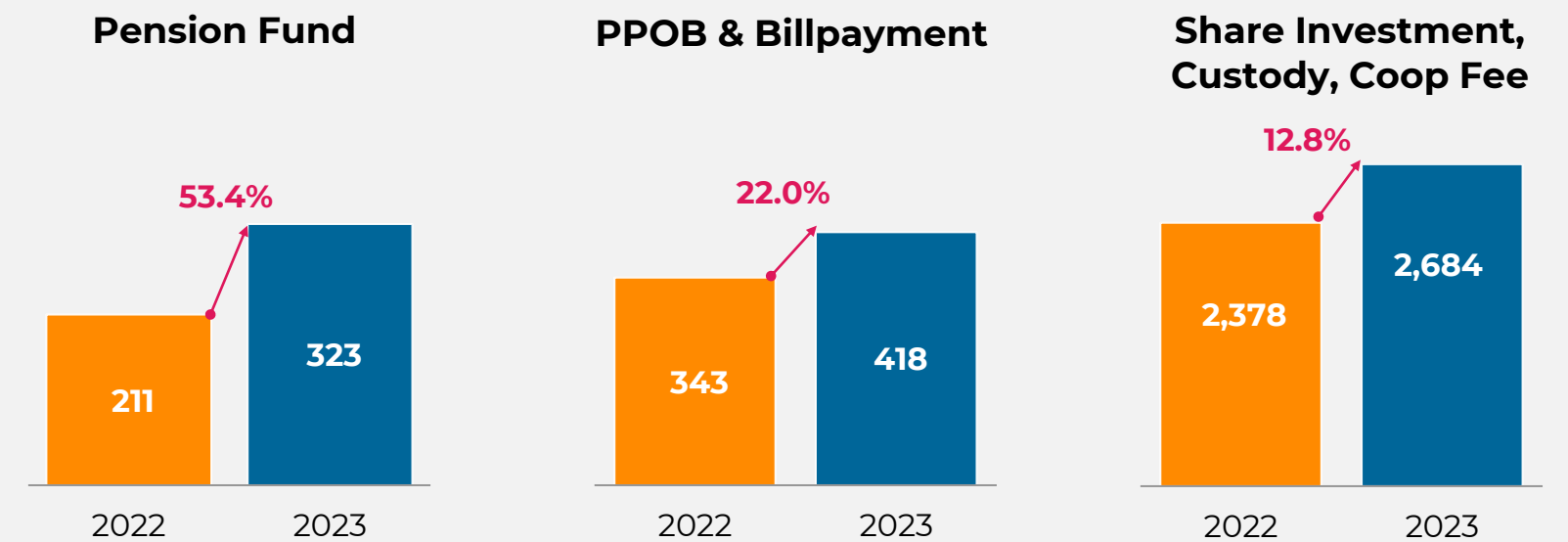
BREAKDOWN NON-INTEREST INCOME (IDR Bn)

FEE INCOME	2022	2023	YoY-%	1Q23	2Q23	3Q23	4Q23	QoQ - %
Consumer Banking	6,923	6,958	0.5	1,652	1,745	1,695	1,866	10.1
Account Maintenance	2,159	2,223	3.0	508	594	533	588	10.2
ATM & e-Channel	1,495	1,297	-14.4	315	333	312	319	2.2
Debit Card Maintenance	538	550	2.2	136	137	138	138	0.0
PPOB & Billpayment	343	486	41.7	104	108	135	139	3.0
Remittance	236	258	9.4	64	63	66	65	-0.8
Card Business, Bancass, etc	2,152	2,161	0.4	526	510	511	617	20.8
Business Banking	7,979	7,494	-6.1	1,565	1,917	1,727	2,285	32.3
Trade Finance	1,264	1,294	2.4	327	291	354	321	-9.4
Marketable securities	1,589	1,217	-23.4	223	407	224	364	62.5
FX Trading, Revaluation & Derivatives	1,594	1,019	-36.0	191	293	223	313	40.1
Pension Fund	211	323	53.4	62	155	53	53	0.3
Syndication	943	956	1.4	158	104	261	432	65.6
Share Investment, Custody, Coop Fee, Etc	2,378	2,684	12.8	604	667	611	801	31.1
Total Non-Interest Income (Bank Only)	14,902	14,452	-3.0	3,217	3,662	3,422	4,151	21.3
Other Subsidiaries	(82)	331	503.0	19	28	150	135	-10.4
Total Non-Interest Income (Consolidated)	14,820	14,783	-0.2	3,236	3,690	3,572	4,285	20.0

FEE INCOME FROM BANKING ACTIVITIES GREW BY 2.6% YoY



KEY FEE INCOME GROWTH CONTRIBUTORS



Healthy growth from lower risk segments

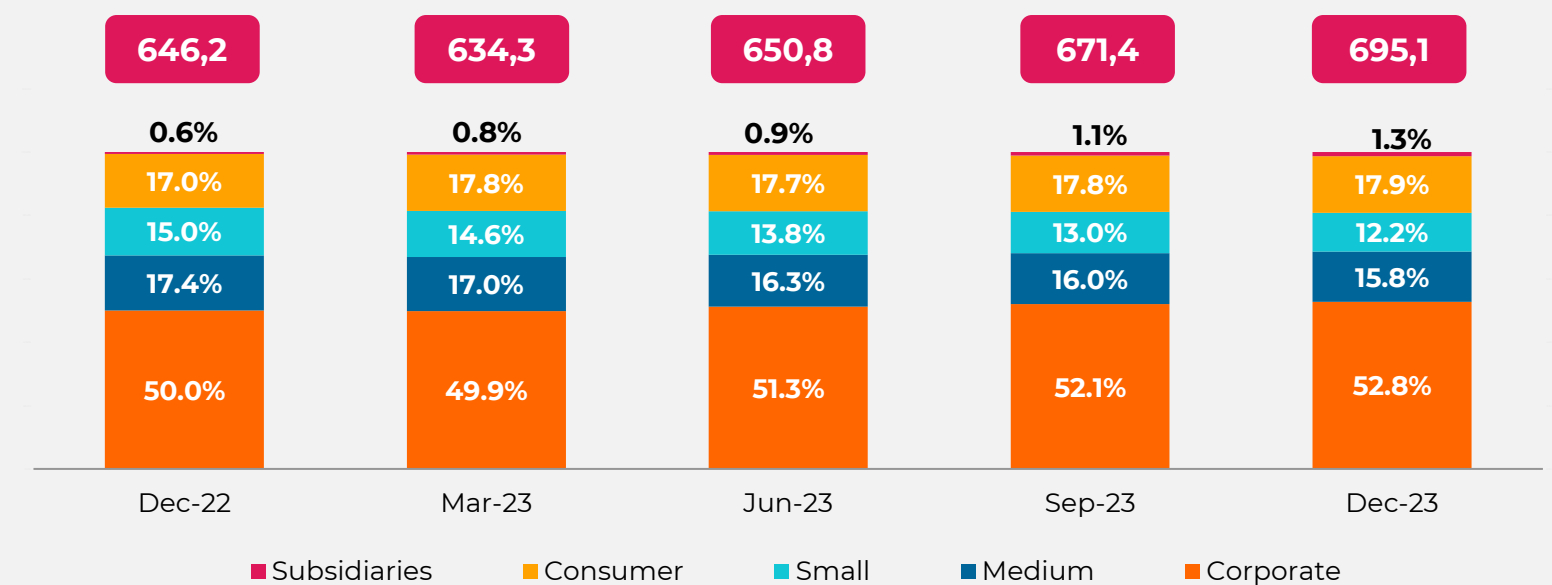
(IDR Tn)

							GROWTH - %	
SEGMENT		DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	QoQ	YoY
Business Banking	Corporate Private	231,4	232,9	238,7	251,6	264,6	5.2	14.3
	Corporate SOE	91,6	83,4	95,1	97,9	102,4	4.6	11.8
	Medium	112,5	107,7	105,9	107,7	109,6	1.8	-2.5
	Enterprise	56,8	55,6	55,7	57,4	59,1	2.9	3.9
	Commercial	55,6	52,1	50,1	50,3	50,5	0.4	-9.1
	Small	97,2	92,3	89,9	87,3	84,9	-2.8	-12.6
	Govt Subs Loan (KUR)	52,7	50,1	48,6	46,7	44,1	-5.6	-16.3
	SME Non-KUR	44,5	42,3	41,3	40,6	40,8	0.6	-8.3
	SUBTOTAL	532,7	516,4	529,5	544,5	561,6	3.1	5.4
Consumer	Mortgage	53,5	54,5	55,3	56,5	58,5	3.5	9.3
	Personal Loan	43,1	44,5	46,0	48,3	50,6	4.7	17.4
	Credit Card	12,3	12,9	13,1	13,5	14,0	3.3	13.3
	Others	0,7	0,9	1,0	1,2	1,4	14.6	105.0
	SUBTOTAL	109,6	112,9	115,4	119,5	124,5	4.1	13.6
Subsidiaries		3,9	5,0	5,9	7,3	9,0	23.7	133.7
Total		646,2	634,3	650,8	671,4	695,1	3.5	7.6
Working Capital		375,7	365,3	383,5	398,8	407,6	2.2	8.5
Investment Loan		160,7	155,9	151,2	151,7	160,5	5.8	-0.1

LOAN YIELD BY SEGMENT (%) – BANK ONLY

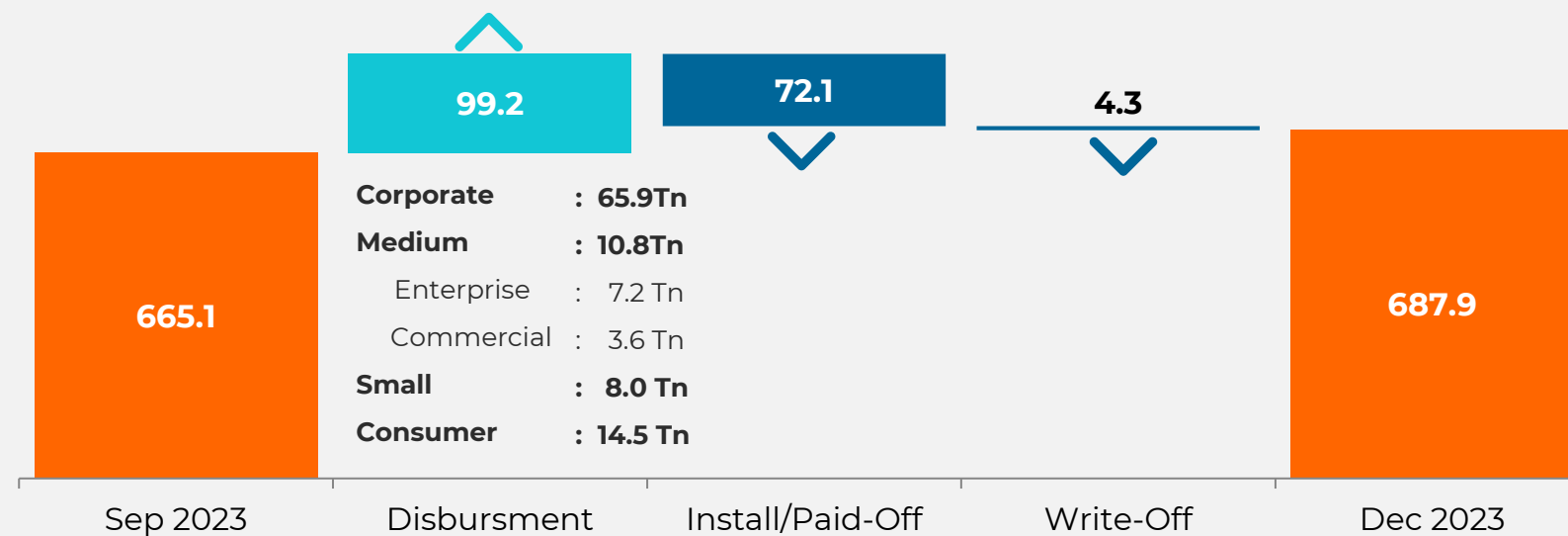
SEGMENT	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23
Blended Loan	7.5	7.8	7.7	7.7	7.9	7.8
Corporate	6.3	6.7	6.7	7.0	7.3	7.0
Medium	7.4	7.1	7.6	7.7	7.9	7.9
Small	9.5	10.2	9.0	8.4	8.9	9.4
Consumer	9.3	9.3	9.2	9.0	9.0	9.1
IDR Yield	8.2	8.4	8.1	8.0	8.3	8.2
FX Yield	4.7	5.3	5.8	6.1	6.1	6.2

LOAN COMPOSITION (IDR Tn)



The strongest quarterly loan booking, driven by top tier clients

QoQ LOAN MOVEMENT (IDR Tn)

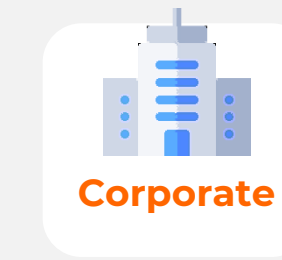


TOP 3 INDUSTRIES CONTRIBUTING TO QoQ LOAN GROWTH IN DEC-23

Outstanding Increase (IDR Tn)

Quarter-on-Quarter

^ %



Corporate

Natural Resources

6.2

21%

Manufacturing

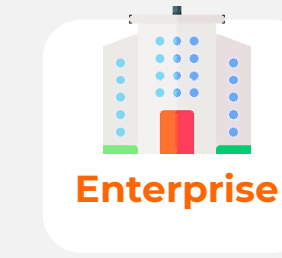
4.9

5%

General Trading

3.1

11%



Enterprise

Agriculture

0.6

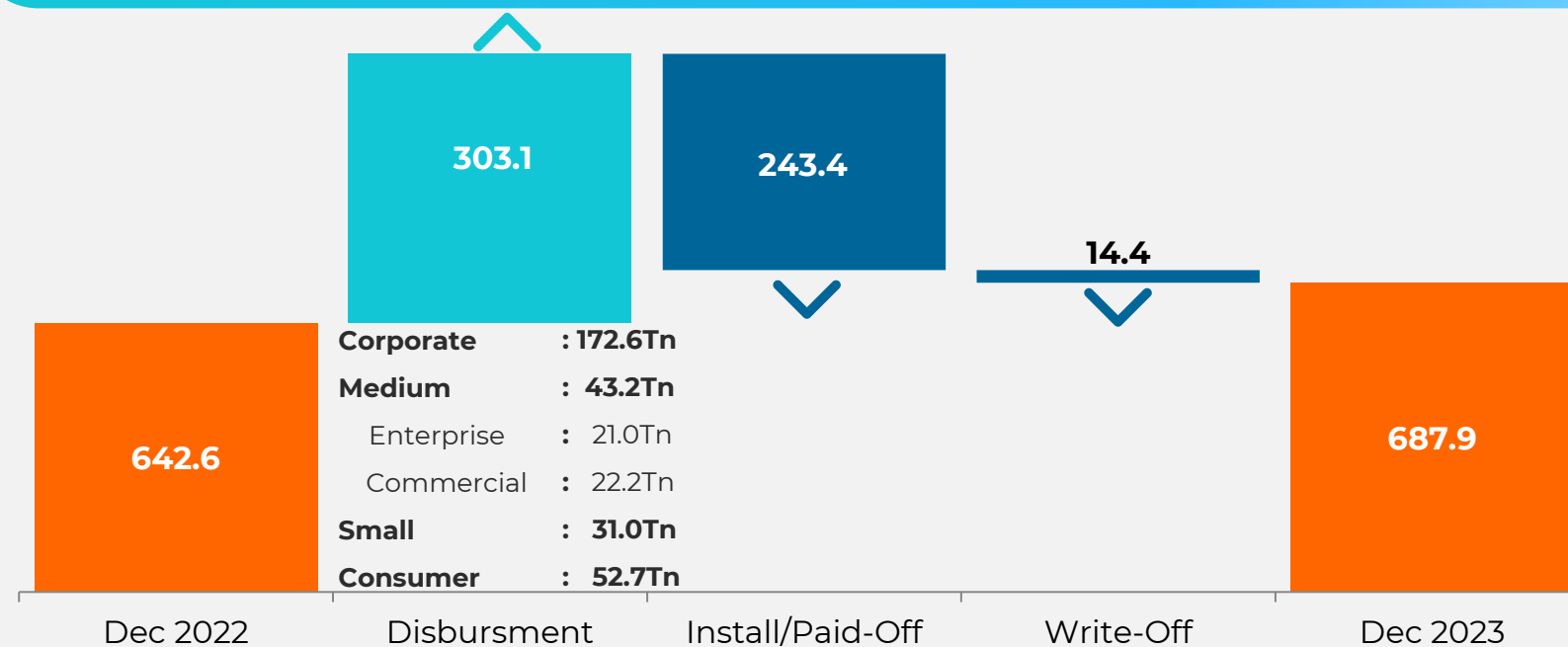
19%

General Trading

0.4

5%

YtD LOAN MOVEMENT (IDR Tn)

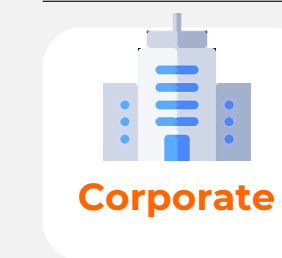


TOP 3 INDUSTRIES CONTRIBUTING TO YtD LOAN GROWTH IN DEC-23

Outstanding Increase (IDR Tn)

Year-to-Date

^ %



Corporate

General Trading

10.8

53%

Manufacturing

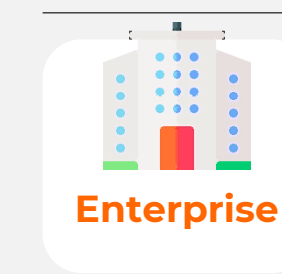
9.3

10%

Business Services

5.2

26%



Enterprise

General Trading

3.1

26%

Manufacturing

1.4

9%

Agriculture

1.1

17%

Better asset quality drives lower provisioning charges

	FY22	FY23	YoY (%)	1Q23	2Q23	3Q23	4Q23	QoQ (%)
Interest Income	54,659	61,472	12.5	15,019	15,276	15,924	15,253	-4.2
Interest Expense	(13,338)	(20,196)	51.4	(4,615)	(5,078)	(5,389)	(5,114)	-5.1
Net Interest Income	41,321	41,276	-0.1	10,404	10,198	10,535	10,139	-3.8
Premium Income Net	1,552	1,659	6.9	377	405	418	460	10.2
Fee income	14,820	14,783	-0.2	3,236	3,690	3,572	4,285	20.0
Recovery	3,780	5,030	33.1	1,138	645	1,170	2,077	77.6
Operating Income	61,473	62,748	2.1	15,155	14,938	15,695	16,961	8.1
Operating Expense	(27,059)	(27,778)	2.7	(6,503)	(6,289)	(6,752)	(8,234)	21.9
Pre-Provision Income (PPOP)	34,414	34,970	1.6	8,652	8,649	8,943	8,727	-2.4
Provisioning Charges	(11,514)	(9,196)	-20.1	(2,149)	(2,362)	(2,199)	(2,486)	13.1
Non-Operational Inc/(Exp)	(212)	(134)	-37.0	(46)	(39)	(70)	22	-131.0
Net Income before Tax	22,688	25,640	13.0	6,457	6,248	6,674	6,263	-6.1
Net Income	18,312	20,909	14.2	5,221	5,081	5,451	5,156	-5.4

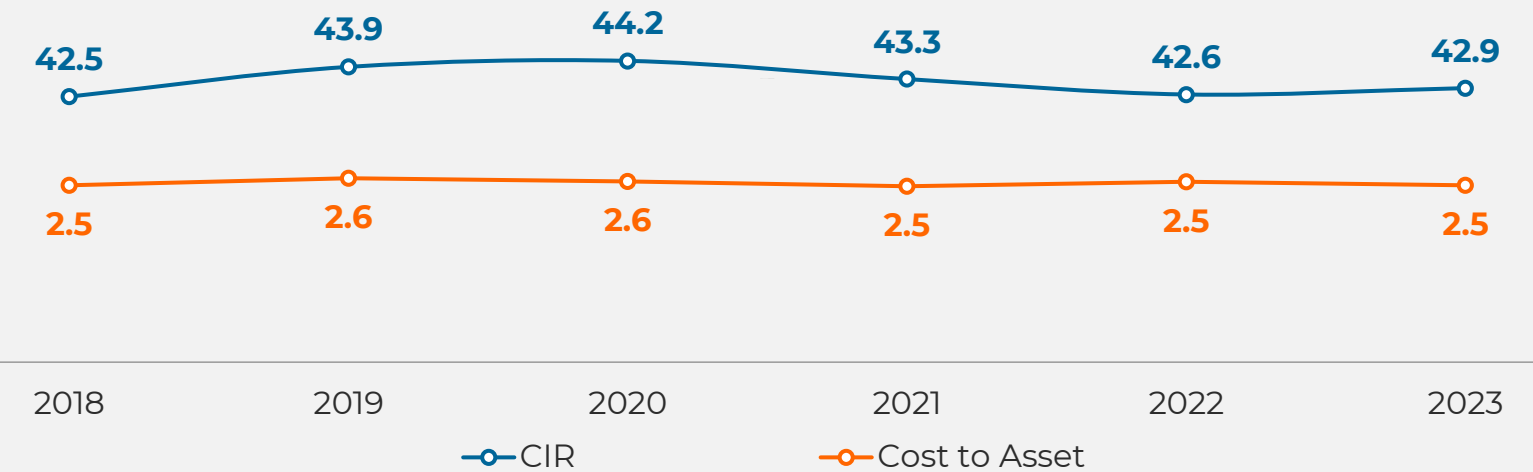
Disclaimer: Since Jun-22, BNI has consolidated Bank Mayora as subsidiary

Opex realignment with strong focus on IT & Digitalization

OPEX COMPOSITION (IDR Bn)

OPERATING EXPENSES	2022	2023	YoY - %	1Q23	2Q23	3Q23	4Q23	QoQ - %
Personnel Expenses	12,456	12,882	3.4	3,122	2,653	3,098	4,009	29.4
Base Salary	4,003	4,298	7.4	1,121	995	1,088	1,094	0.5
Other Allowance	4,718	4,464	-5.4	763	753	1,113	1,834	64.8
Post Employee Benefits	2,680	2,783	3.9	1,018	616	561	589	4.9
Training	267	346	29.6	24	67	83	172	107.6
Subsidiaries	788	990	25.6	195	222	253	320	26.8
G&A Expenses	7,678	7,901	2.9	1,782	1,874	1,907	2,337	22.5
IT & Telecommunication	1,378	1,474	6.9	327	344	381	421	10.6
Occupancy Related	792	758	-4.3	183	186	181	208	15.3
Promo Sponsor	1,076	996	-7.4	170	242	201	383	90.4
Transport & Travel	185	262	41.8	54	50	64	94	48.7
Goods, Prof. Services & Others	3,804	3,884	2.1	953	923	921	1,086	17.8
Subsidiaries	443	526	18.8	95	129	159	144	-9.9
Other Expenses	6,515	6,537	0.3	1,495	1,638	1,628	1,776	9.1
Other Subsidiaries	410	458	11.3	105	124	120	111	-7.0
Total Operating Expenses	27,059	27,778	2.7	6,503	6,289	6,752	8,234	21.9

COST TO INCOME RATIO & COST TO ASSET BANK ONLY - %

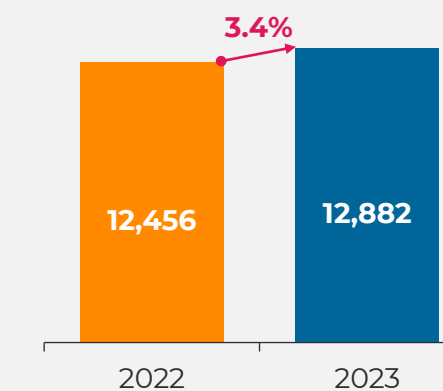


QUALITY OVER QUANTITY

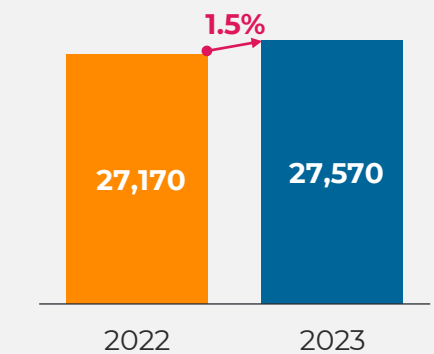
Headcount priority toward business & digital units

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

PERSONNEL EXPENSES (IDR Bn]



NUMBER OF EMPLOYEE



Sound Balance Sheet Profile

CONSOLIDATED BALANCE SHEET (IDR Bn)	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	GROWTH - %	
						QoQ	YoY
Total Assets	1,029,837	1,012,363	1,025,091	1,009,309	1,086,664	7.7	5.5
Placement with other banks & BI	51,569	60,099	67,837	21,476	43,794	103.9	-15.1
Current Account with Bank Indonesia	82,922	52,069	47,075	61,361	65,256	6.3	-21.3
Marketable Securities [market value]	28,556	30,823	32,325	34,576	37,408	8.2	31.0
Government Bonds [market value]	121,291	123,018	121,408	123,018	127,100	3.3	4.8
Loans (gross)	646,188	634,326	650,770	671,371	695,085	3.5	7.6
Third Party Funds	769,269	743,729	765,009	747,595	810,730	8.4	5.4
CASA	557,320	512,542	532,339	512,890	577,478	12.6	3.6
• Current Account	314,625	285,076	301,766	290,501	345,496	18.9	9.8
• Saving Account	242,695	227,466	230,574	222,389	231,981	4.3	-4.4
Time Deposits	211,949	231,187	232,670	234,705	233,253	-0.6	10.1
Deposits from other Banks	15,245	21,753	15,226	13,599	11,894	-12.5	-22.0
Marketable Securities Issued	22,110	21,485	21,482	21,875	21,822	-0.2	-1.3
Borrowings	35,654	34,597	26,081	26,008	30,950	19.0	-13.2
Shareholders' Equity	140,198	145,063	143,474	147,218	154,733	5.1	10.4

Disclaimer: Since Jun-22, BNI has consolidated Bank Mayora as subsidiary

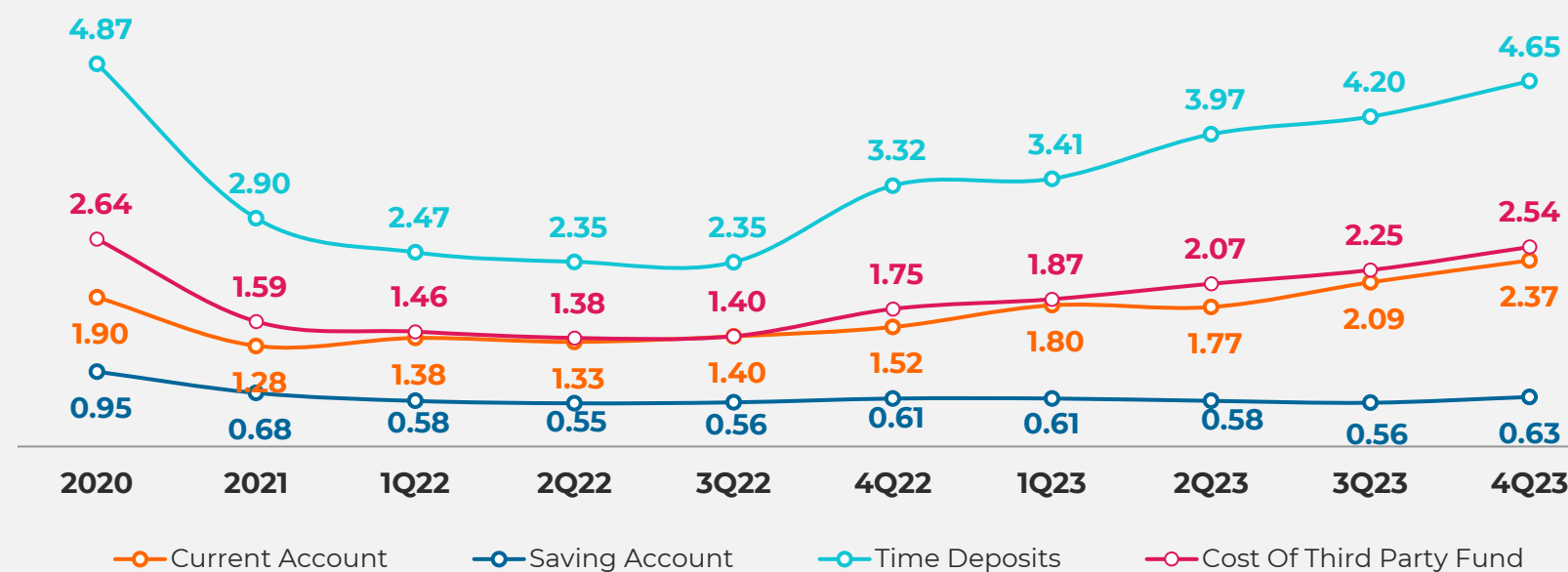
Maintain a healthy CASA level

THIRD PARTY FUNDS (IDR Tn)

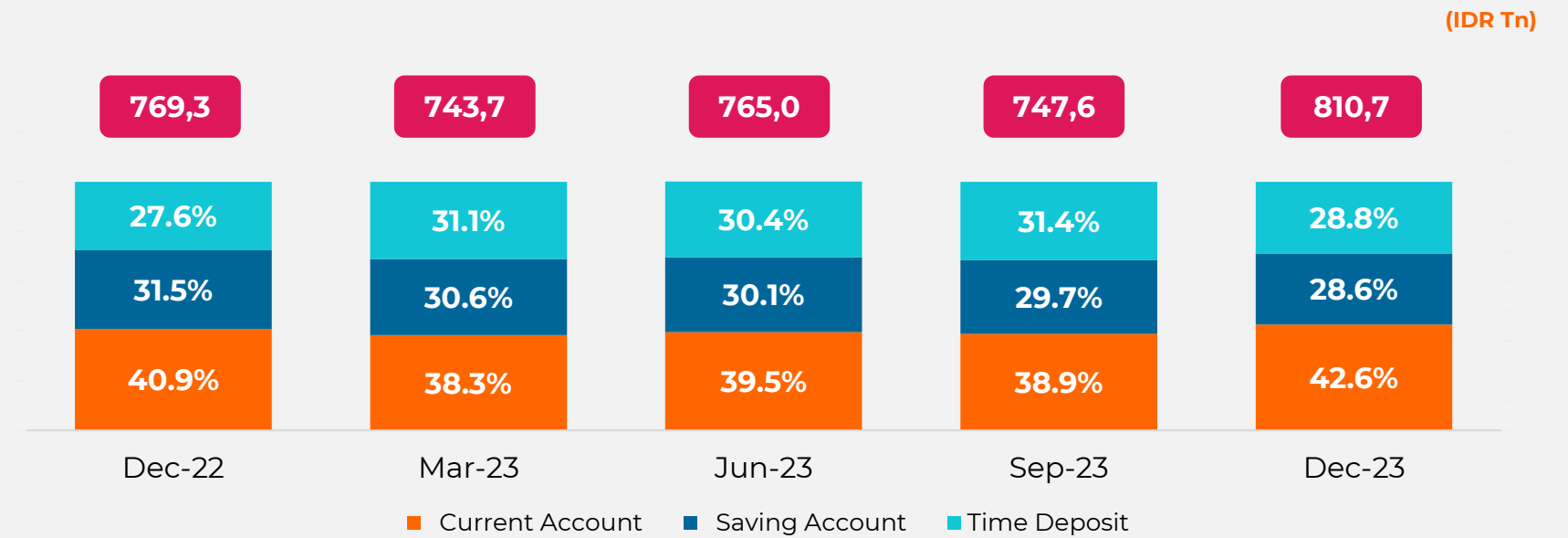
SEGMENT	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	GROWTH - %	
						QoQ	YoY
CASA	557.3	512.5	532.3	512.9	577.5	12.6	3.6
Current Account	314.6	285.1	301.8	290.5	345.5	18.9	9.8
Saving Account	242.7	227.5	230.6	222.4	232.0	4.3	-4.4
Time Deposit	211.9	231.2	232.7	234.7	233.2	-0.6	10.1
Third Party Funds	769.3	743.7	765.0	747.6	810.7	8.4	5.4
CASA Ratio*	72.4%	68.9%	69.6%	68.6%	71.2%	2.6	-1.2

*Consolidated

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



THIRD PARTY FUNDS COMPOSITION



STICKY CASA STRATEGY BY FOCUSING ON TRANSACTION

Mobile Banking and Cash Management contributed significantly to CASA

As of Dec-23:

67%

retail saving balance comes from mobile apps users

90%

wholesale Current Account balance from cash management users

Transaction Value increased significantly YOY

Mobile Banking

IDR 1,216 Tn

+52% YoY

Cash Management

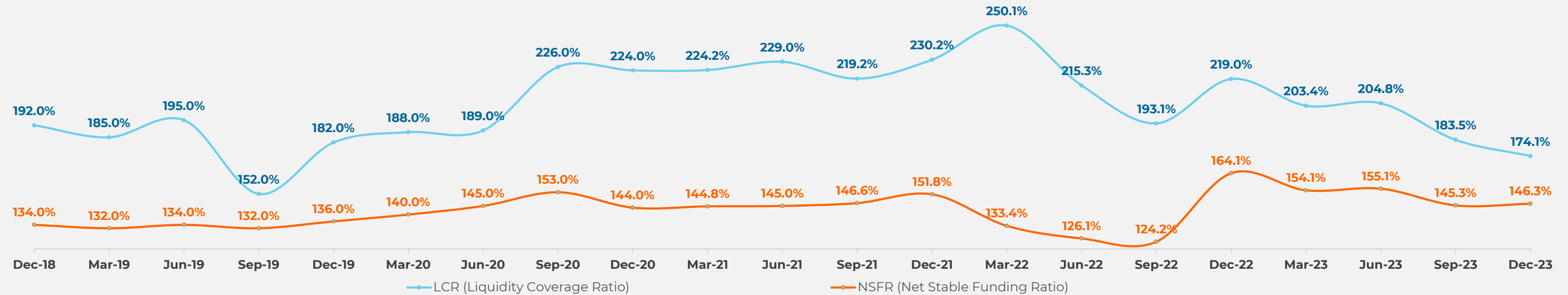
IDR 6,926 Tn

+12% YoY

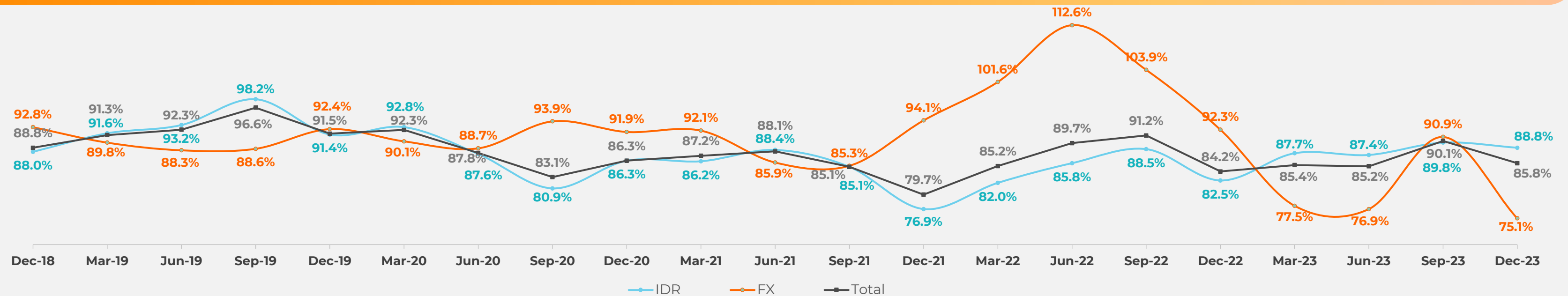
LCR and NSFR well above regulatory requirement (bank only)

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

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



LDR is also manageable, well within regulatory framework

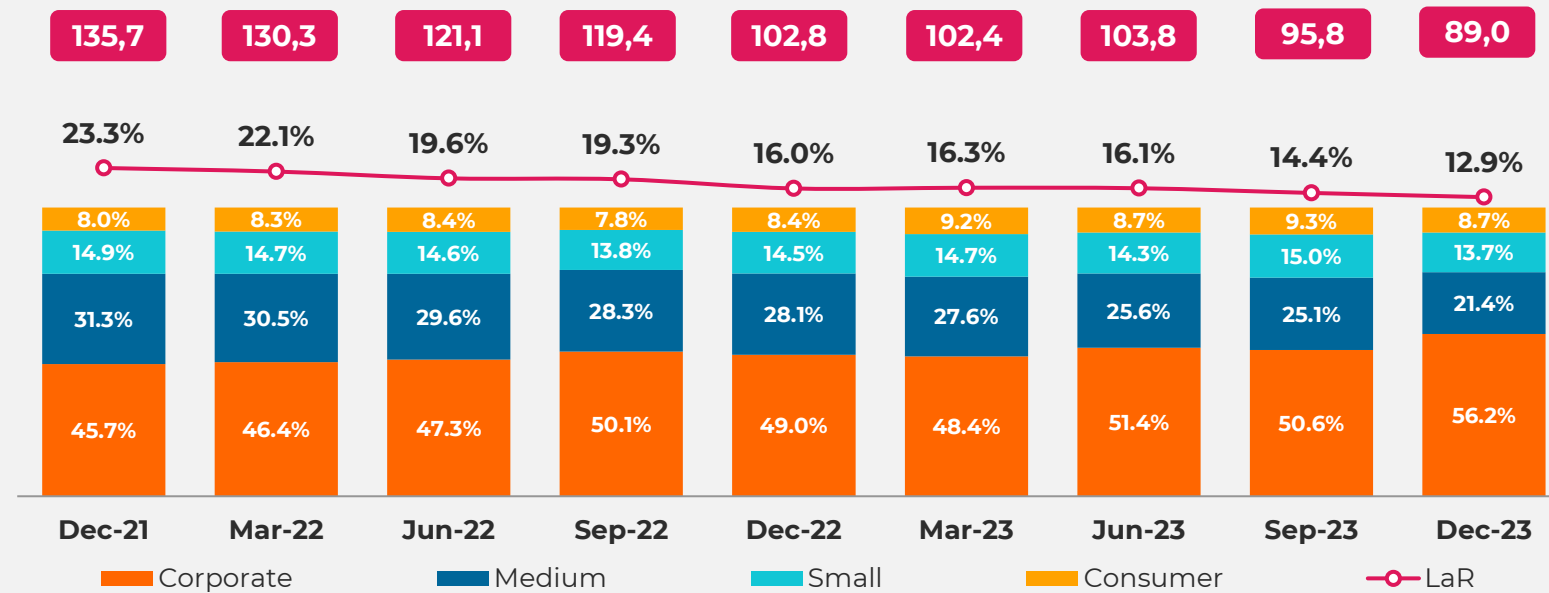




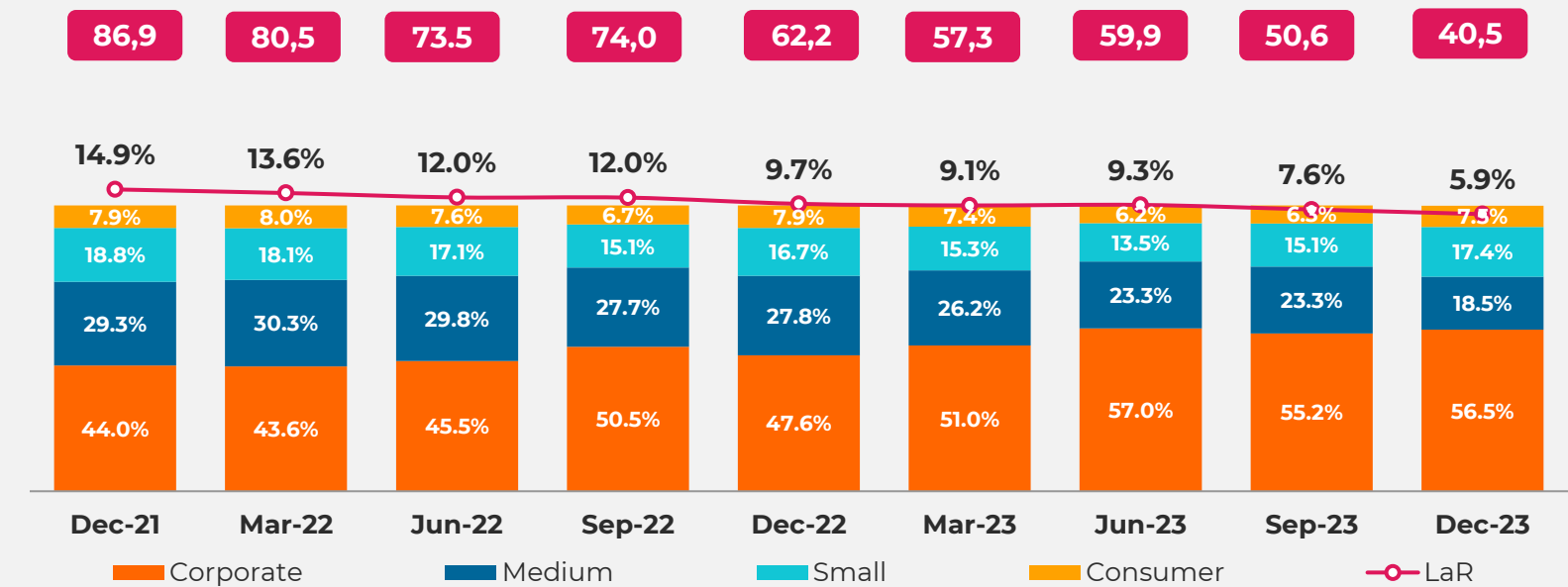
Asset Quality

Loan at Risk remains low (bank only)

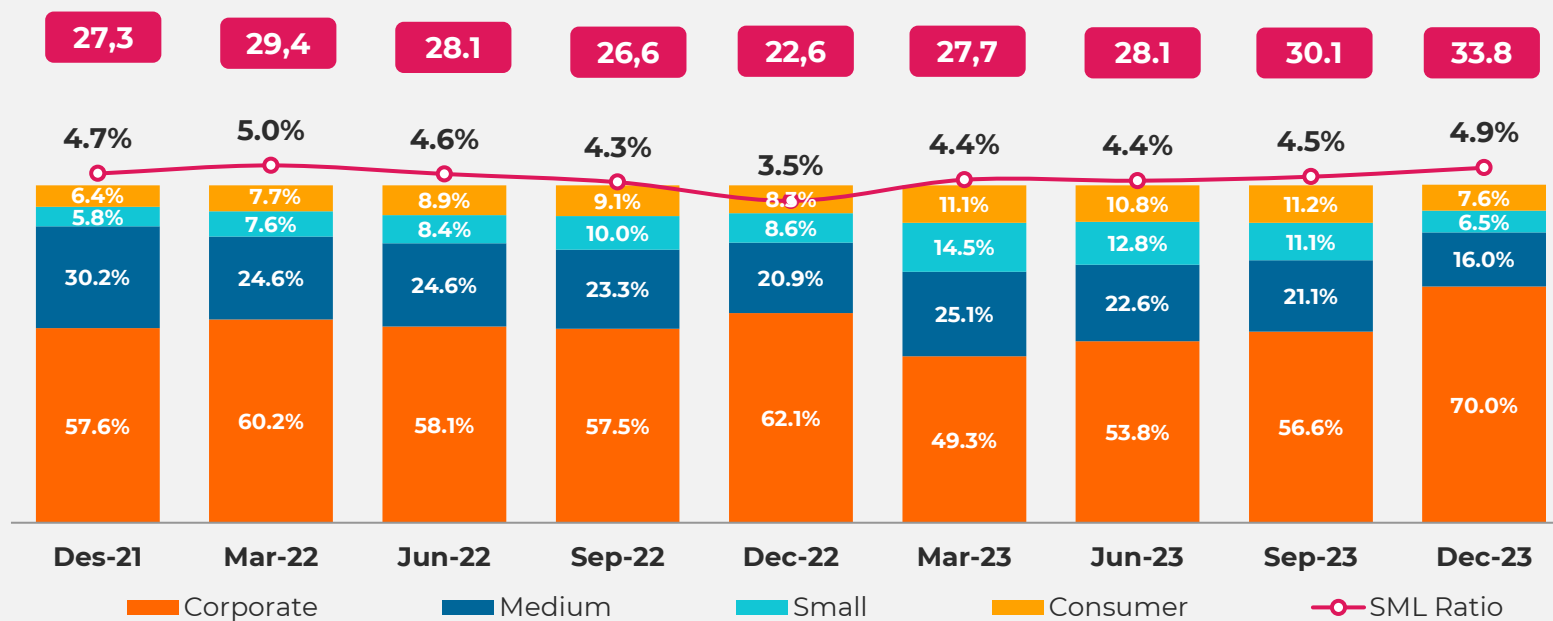
LOAN AT RISK INC COVID (IDR Tn)



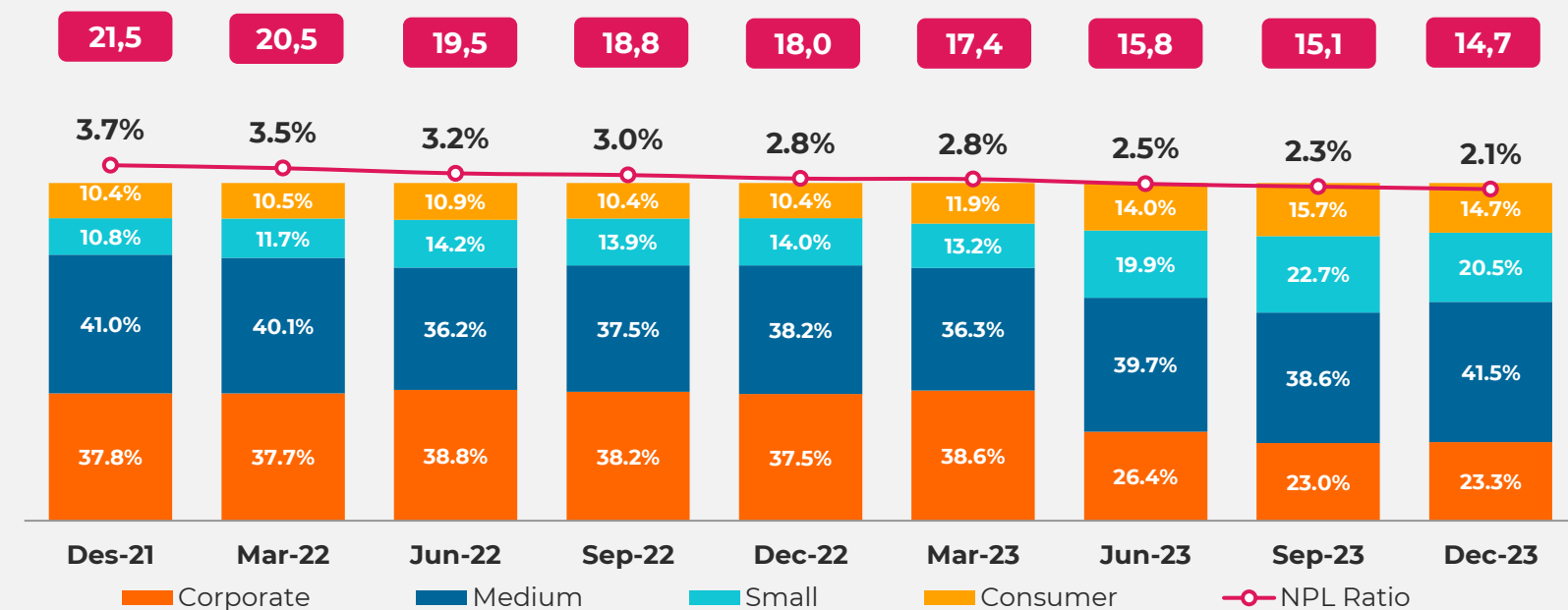
CURRENT RESTRUCTURED LOAN INCL COVID (IDR Tn)



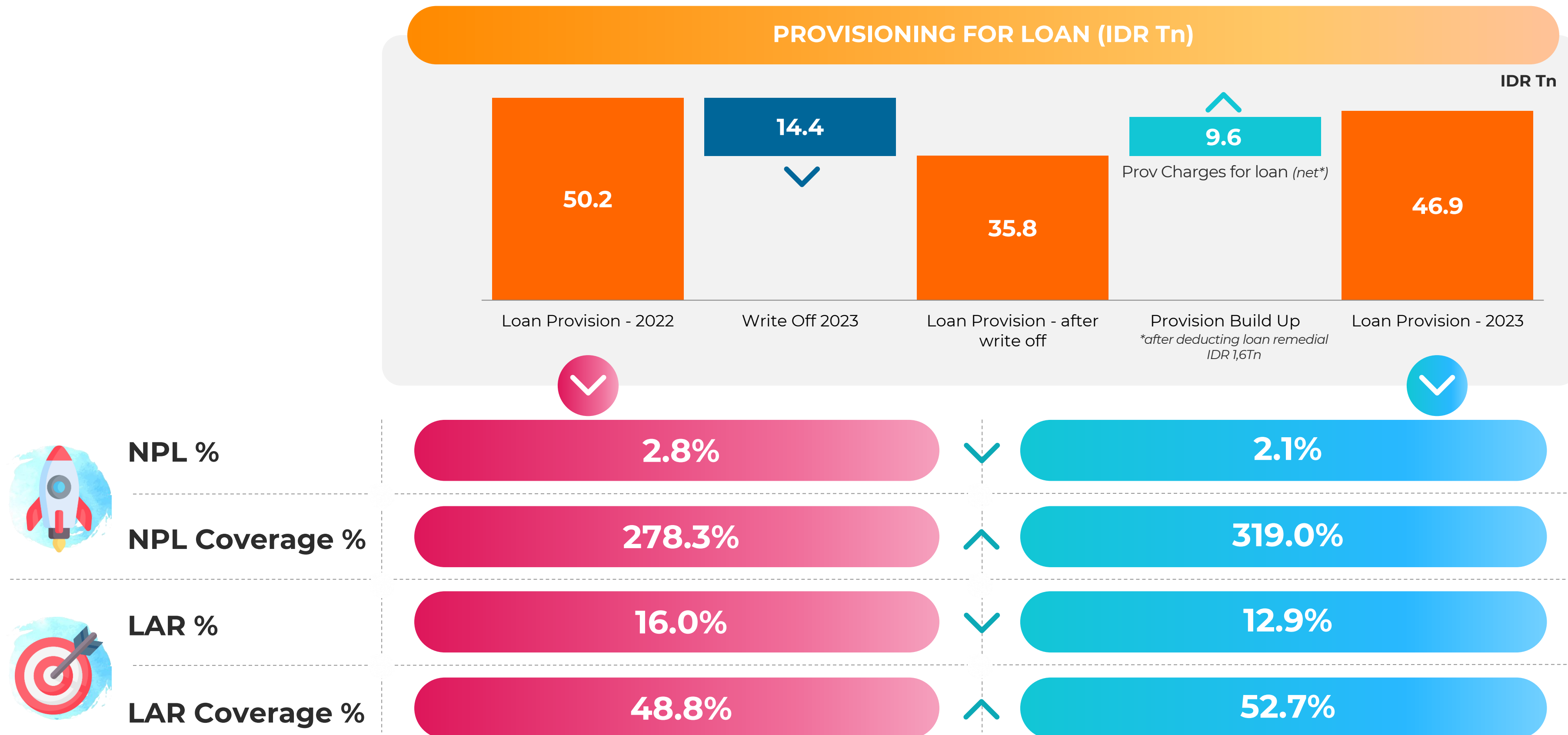
SPECIAL MENTION LOAN (COLL.2) BY SEGMENT (IDR Tn)



NON-PERFORMING LOAN (NPL) BY SEGMENT (IDR Tn)



Sufficient Provisioning in line with our risk appetite (bank only)



Notes: Figures are on bank only basis.

- 1) LAR ratio (incl. Covid-19) = Special Mention loans + NPL + Total Current Restructured Loans
- 2) NPL Coverage Ratio = Allowance for Impairment Losses divided by NPL amount.
- 3) LAR Coverage Ratio = Allowance for Impairment Losses divided by LAR amount

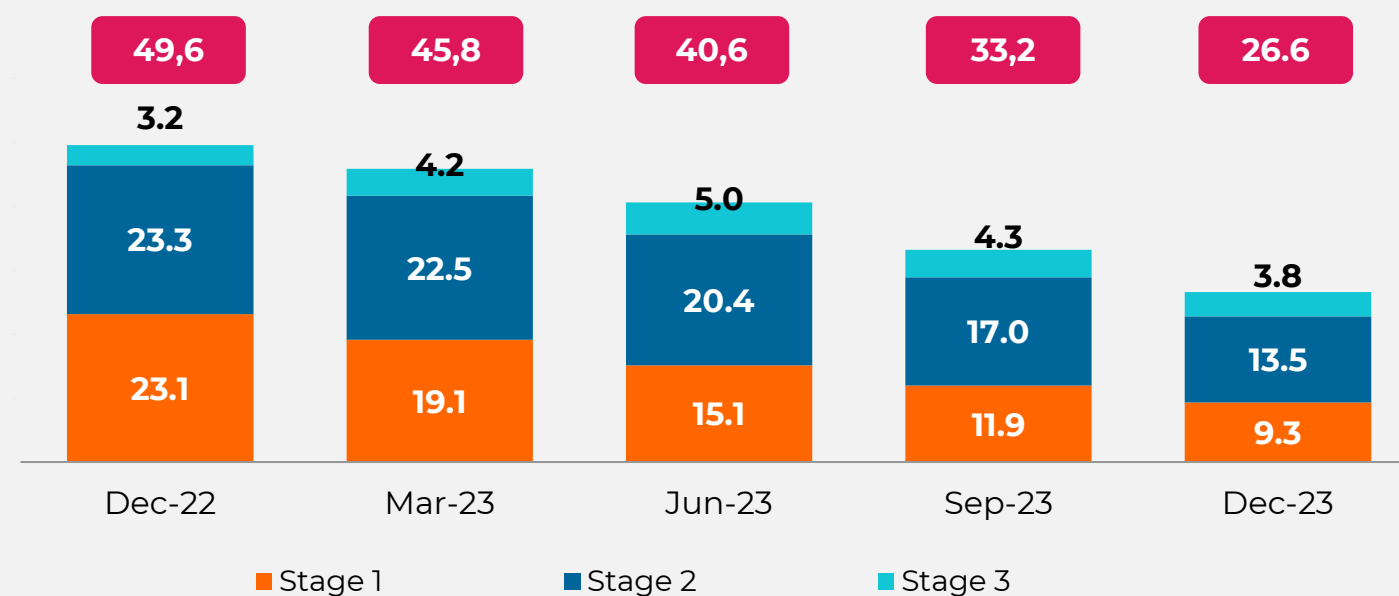
Improving risk profile of covid restructured book (bank only)

SEGMENT	LOAN DEC-23	COVID RESTRUCTURED LOAN (IDR Tn)					% TO LOAN
		DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	
Corporate	368,9	22,5	21,6	20,3	17,9	16,8	4.6
Medium	109,6	13,8	12,4	10,9	7,5	3,9	3.6
Small	84,9	8,6	7,5	6,5	5,5	4,2	4.9
Consumer	124,5	4,6	4,2	2,9	2,3	1,8	1.4
TOTAL	687,9	49,6	45,8	40,6	33,2	26,6	3.9

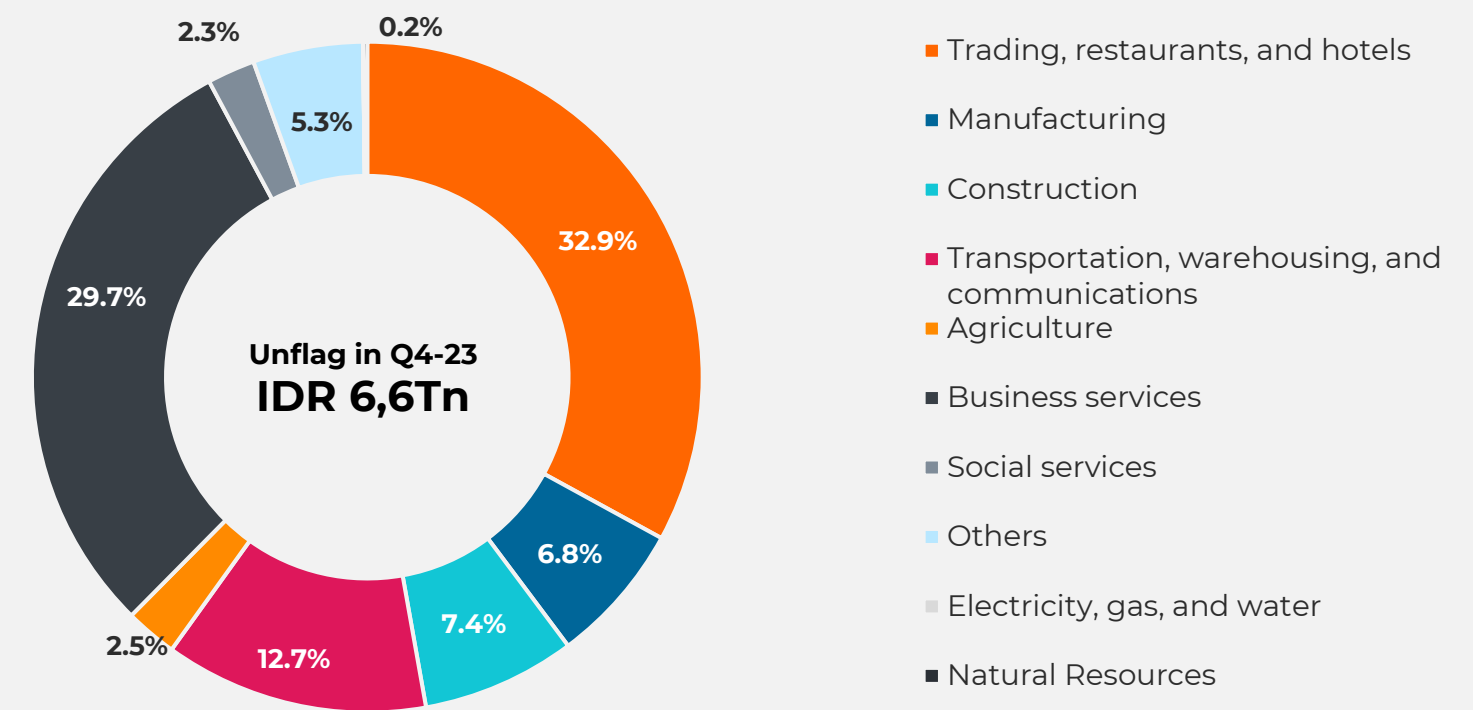
ASSIGNED LOAN LOSS RESERVE – COVID RESTRUCTURED LOAN

by Stage	Amount (IDR Tn)	LLR (%)	by Coll	Amount (IDR Tn)	LLR (%)
Stage 1	9,3	1.6%	Current	12,7	16.6%
Stage 2	13,5	59.8%	SML	12,9	64.8%
Stage 3	3,8	74.1%	NPL	1,0	55.4%
Total	26,6	41.5%	Total	26,6	41.5%

COVID RESTRUCTURED LOAN COMPOSITION BY STAGE (IDR Tn)



COVID RESTRU BOOK CONTINUED TO DECLINE INLINE WITH POST PANDEMIC RECOVERY



Loan at Risk & Provision Coverage

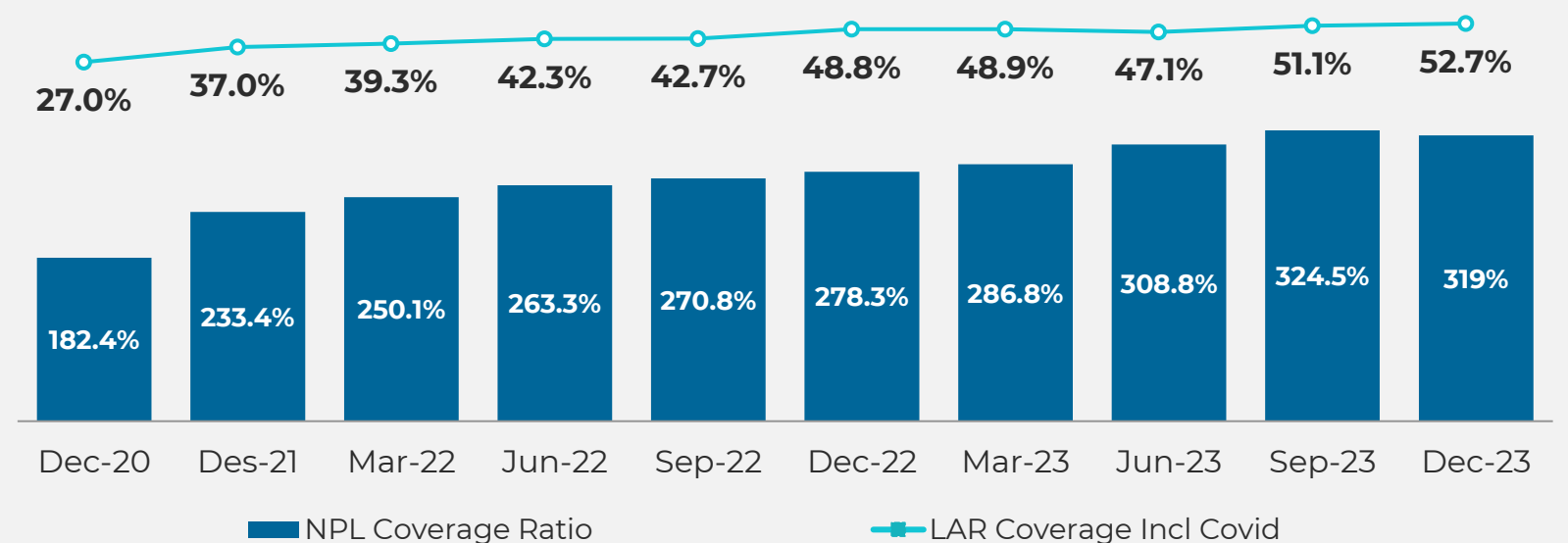
SPECIAL MENTION LOAN BY SEGMENT – BANK ONLY

LOAN PROFILE	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	YoY - %	QoQ - %
Total Loans By Collectability							
Current	601,9	584,6	601,6	619,9	639,4	6.2	3.1
Special Mention ^{a)}	22,6	27,7	28,1	30,1	33,8	49.6	12.3
NPL ^{b)}	18,0	17,4	15,8	15,1	14,7	-18.4	-2.5
Total Loan	642,6	629,8	645,5	665,1	687,9	7.1	3.4
Restructured Loan							
Current	62,2	57,3	59,9	50,6	40,5	-34.9	-20.0
Covid ^{c)}	42,6	38,7	33,1	25,8	12,6	-70.4	-51.0
Non Covid ^{d)}	19,6	18,6	26,8	24,8	27,8	42.3	12.4
Special Mention	19,1	21,3	22,8	24,5	29,4	53.8	20.3
NPL	10,1	8,7	7,4	5,8	5,3	-47.3	-8.7
Total Restructured Loan	91,4	87,2	90,1	80,9	75,2	-17.7	-7.0
Total LAR (incl. Covid Restructured) ^{e)}							
e) = (a + b + c + d)	102,8	102,4	103,8	95,8	89,0	-13.4	-7.1
LAR from Covid	49,6	45,8	40,6	33,2	26,6	-46.3	-19.8
LAR from BAU	53,3	56,6	63,2	62,6	62,4	17.2	-0.4
LAR Ratio (incl. Covid Restructured)	16.0%	16.3%	16.1%	14,4%	12,9%	-3.1	-1.5

ASSIGNED LOAN LOSS RESERVE BY COLL & STAGE

COLLECTABILITY	DEC-23		STAGE	DEC-23	
	% TO LOAN	LLR %		% TO LOAN	LLR %
Current – Normal	87.1%	0.9%	Stage 1	85.1%	0.7%
LaR (Incl Covid)	12.9%	46.4%	Stage 2	10.3%	26.8%
Current Restructured	5.9%	22.9%	Stage 3	4.6%	76.0%
Collectability 2 (SML)	4.9%	63.6%	All Stage	100%	6.8%
NPL	2.1%	71.3%			
All Collectability	100%	6.8%			

NPL & LAR COVERAGE RATIO



Notes: Figures are on bank only basis.

1) LAR ratio (incl. Covid-19) = Special Mention loans + NPL + Total Current Restructured Loans

2) NPL Coverage Ratio = Allowance for Impairment Losses divided by NPL amount.

3) LAR Coverage Ratio = Allowance for Impairment Losses divided by LAR amount

SML, NPL, Write Off & Recovery

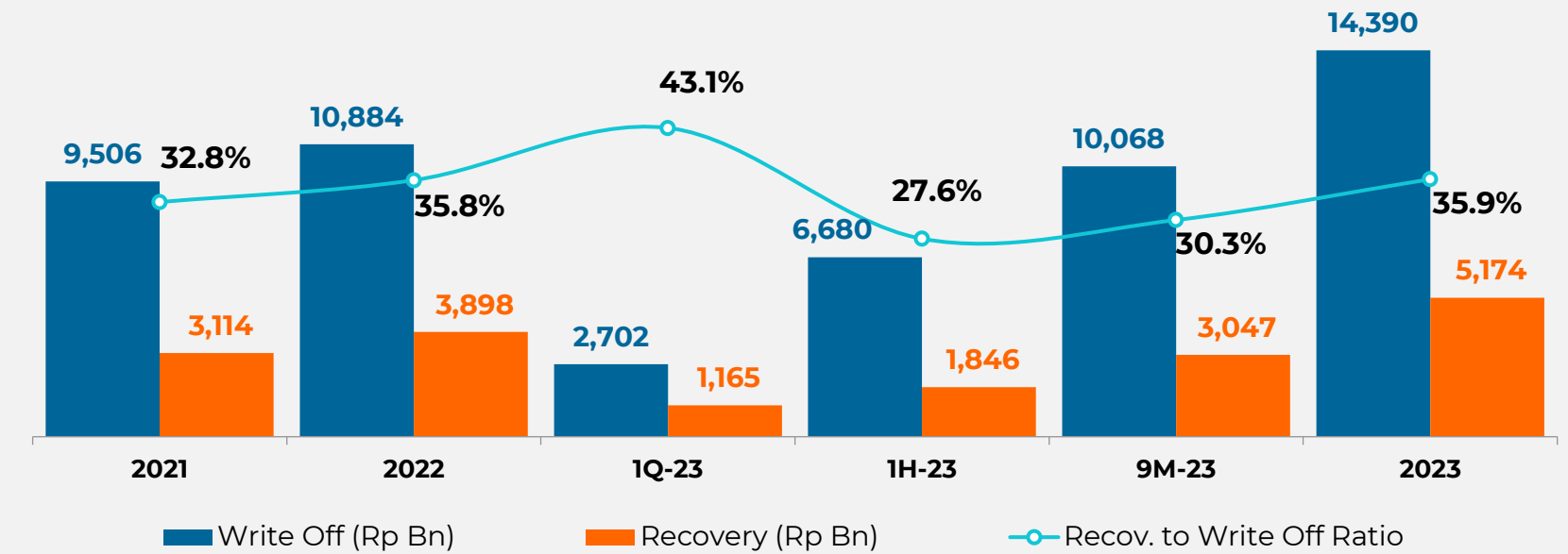
SPECIAL MENTION LOAN BY SEGMENT – BANK ONLY

SEGMENT	JUN-22	SEP-22	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23
Corporate	5,3%	5,0%	4,3%	4,3%	4,5%	4,9%	6,4%
Medium	6,5%	5,8%	4,2%	6,5%	6,0%	5,9%	4,9%
Small	2,5%	2,8%	2,0%	4,3%	4,0%	3,8%	2,6%
Consumer	2,4%	2,3%	1,7%	2,7%	2,6%	2,8%	2,1%
Total SML- %	4.6%	4.3%	3.5%	4.4%	4.4%	4.5%	4.9%
Total SML- IDR Bn	28,136	26,589	22,606	27,702	28,130	30,106	33,812

NON-PERFORMING LOAN BY SEGMENT – BANK ONLY

SEGMENT	JUN-22	SEP-22	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23
Corporate	2,4%	2,3%	2,1%	2,1%	1,2%	1,0%	0,9%
Medium	6,6%	6,5%	6,1%	5,9%	5,9%	5,4%	5,6%
Small	2,9%	2,7%	2,6%	2,5%	3,5%	3,9%	3,5%
Consumer	2,1%	1,9%	1,7%	1,8%	1,9%	2,0%	1,7%
Total NPL- %	3.2%	3.0%	2.8%	2.8%	2.5%	2.3%	2.1%
Total NPL- IDR Bn	19,467	18,836	18,031	17,449	15,820	15,091	14,710

WRITE OFF & RECOVERY – BANK ONLY



WRITE OFF & RECOVERY BY SEGMENT –BANK ONLY

YEAR	WRITE OFF (IDR Bn)				
	CORP	MEDIUM	SMALL	CONS	TOTAL
2021	3,516	2,277	2,004	1,709	9,506
2022	1,122	4,972	3,116	1,674	10,884
1Q-23	-	1,108	1,271	322	2,702
1H-23	1,240	2,214	2,272	954	6,680
9M-23	1,677	3,393	3,486	1,512	10,068
2023	2,964	4,417	4,996	2,013	14,390

YEAR	RECOVERY (IDR Bn)				
	CORP	MEDIUM	SMALL	CONS	TOTAL
2021	572	635	1,266	641	3,114
2022	1,107	786	1,165	841	3,898
1Q-23	501	231	270	163	1,165
1H-23	656	449	397	344	1,846
9M-23	911	891	644	601	3,047
2023	1,296	1,534	1,374	970	5,174

Our Aspiration for 2024

FY23 Aspiration

FY23 Realization

FY24 Aspiration



**Loan
Growth
(% YoY)**

7.0 - 9.0%**7.6%****9.0 - 11.0%**

**Net
Interest
Margin**
bank only

≥4.6%**4.6%****≥4.5%**

**Credit
Cost**
bank only

<1.5%**1.4%****<1.4%**



Digital Initiatives

We're triumphing

on every customer touch points

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

**IDR 1,216 Tn
Transaction in 2023**

Surpassing ATMs' as dominant banking channel for customers

BNI
mobile
banking

**IDR 59.9 Tn
Trx volume in 2023**

+185,697 Agents to tap the unbanked segments

BNI
agen46

**IDR 2.26 Tn
Trx volume in 2023**

With 11.9 million cards in circulations

TapCash
GO

**IDR 87 Tn
Acquiring trx in 2023**

Empowering 240,000+ Merchants with simple & low-cost QRIS solution

BNI
merchant

QRIS

**IDR 6,926 Tn
Transaction value**

A solid digital solutions for business banking clients

BNI
Direct

E-channel Supports

ATM

IDR 631 Tn Trx Volume
13,390 ATMs

Internet
Banking

IDR 29.5 Tn Trx Volume
2.2 million users

SMS
Banking

IDR 16.8 Tn Trx Volume
12.7 million users

BNI Open API Ecosystem

**4,000++ Partners
280 API Services**

Best in class – open banking ecosystem

BNI
SMART CITY

tokopedia

Link Aja!

Xpert

Grab

PayLater

Poised to be the Main Banking Channel for Customers



**A FRESH NEW LOOK
LAUNCHED IN
SEPTEMBER 2023**

Download on the
App Store
Ratings*

4,7/5,0
★★★★★

GET IT ON
Google Play
Ratings*

4,6/5,0
★★★★★



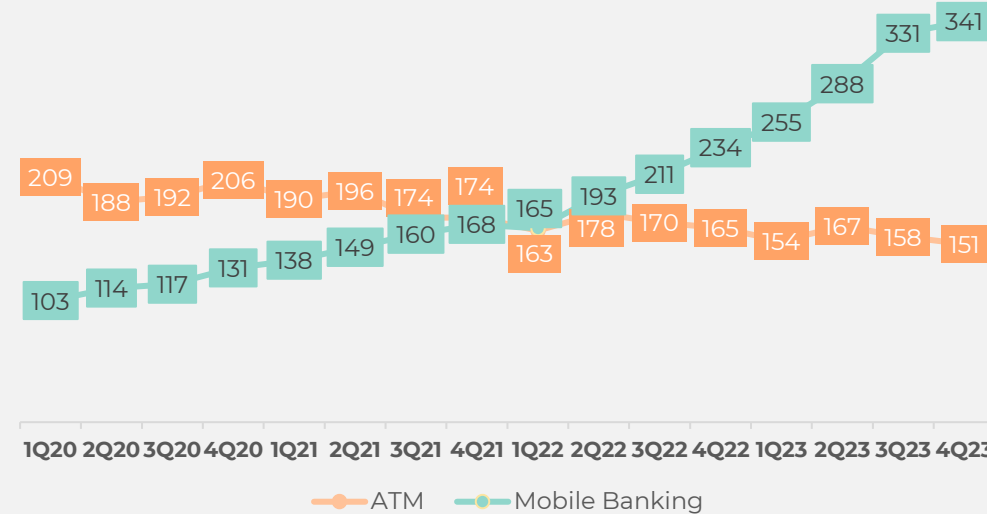
The **1st** overall E-Banking
and **1st** Phone Banking in the
National Banking Industry



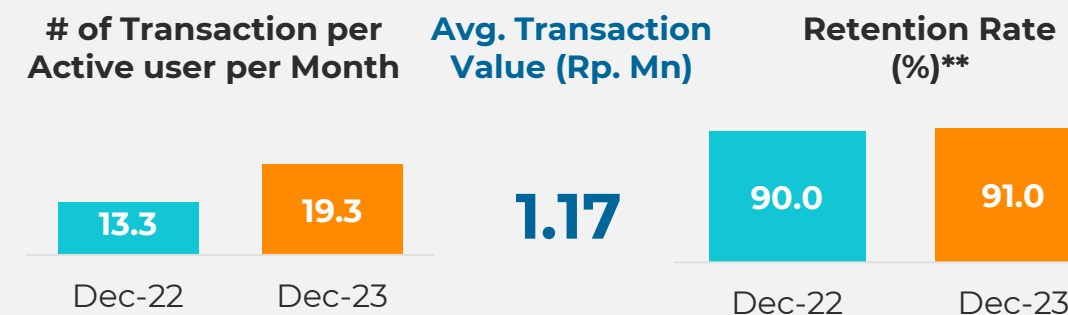
Best Product and Business
Model of BNI Mobile
Banking Innovation

MOBILE APPS TRANSACTION VALUE HAS SURPASSED ATM'S

Quarterly Transaction Value (Rp. Tn)

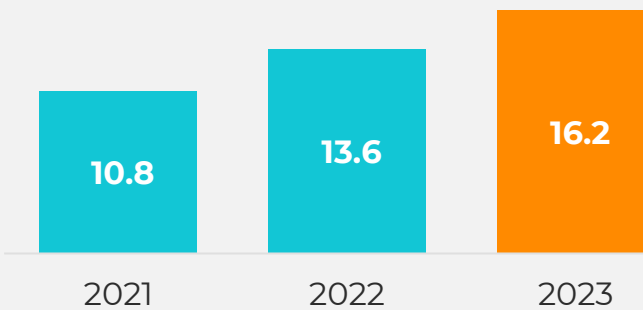


BEST-IN-CLASS MOBILE BANKING APP LEADS TO MORE STICKY USERS



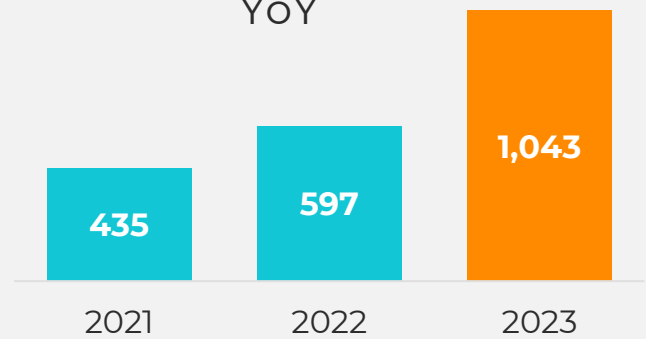
REGISTERED USERS (in Mn)

▲ **19.1 %**
YoY



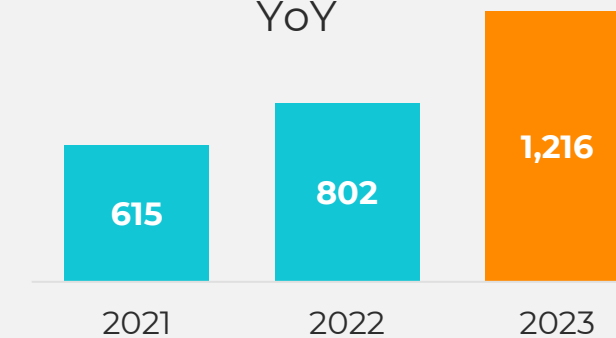
TRANSACTION FREQUENCY (in Mn)

▲ **74.7 %**
YoY



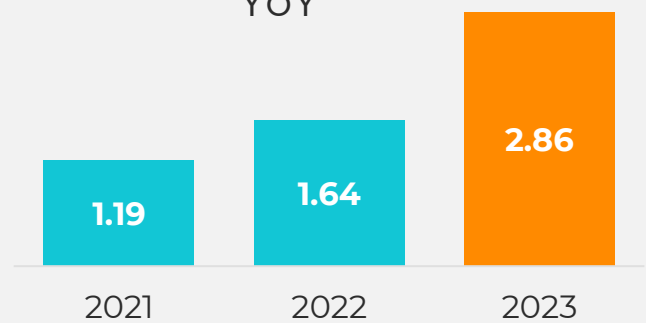
TRANSACTION VALUE (in IDR Tn)

▲ **51.6 %**
YoY



AVERAGE DAILY MOBILE BANKING TRANSACTION FREQUENCY (in Mn)

▲ **74.4 %**
YoY



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

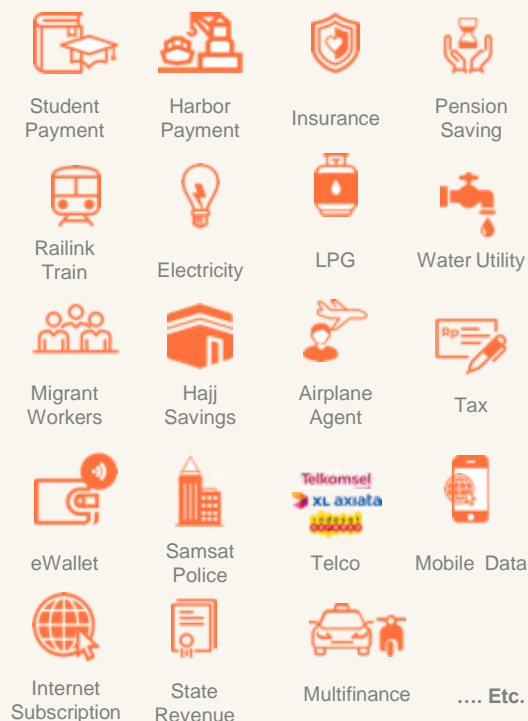
*Data as of 31 December 2023

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

BNI Mobile Banking Super Apps Ecosystem

One Stop Comprehensive Financial Solutions for Everyday Needs

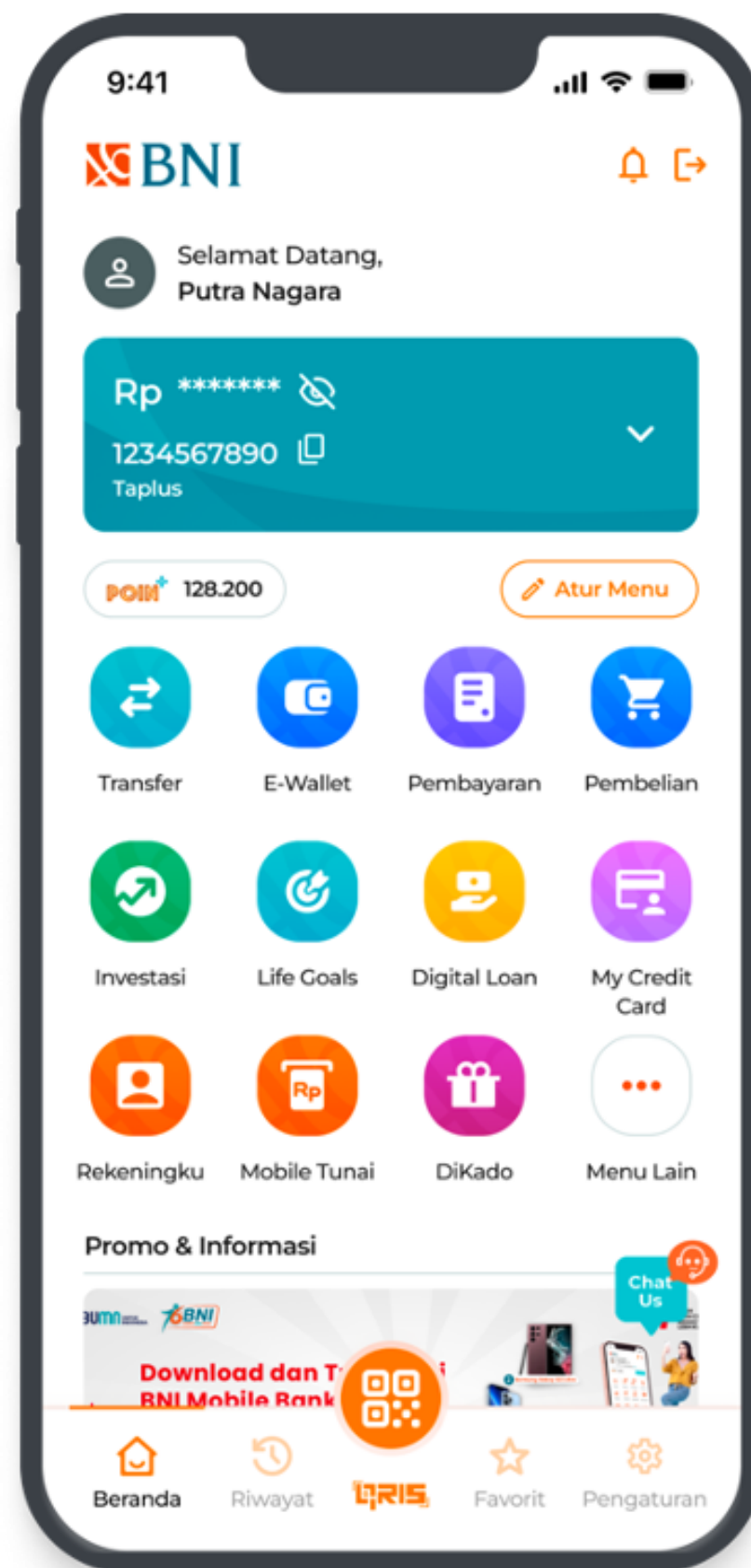
with more than 6,500 Billers



Value Added Services



Providing services beyond transactions



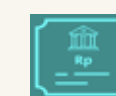
We are accelerating digital services beyond transactions

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

ALL IN ONE DIGITAL WEALTH MANAGEMENT



Mutual Funds



Saving Bond
Retail & Secondary Bond



FX Transactions and Remittance Transfer



Investment Portfolio



BNI Sekuritas



BNI Asset Management



BNI Life

DIGITAL LOAN & CREDIT CARD



Source of Fund Credit Card



My Credit Card



Kartu Kredit Indonesia



Consumer Loan

EXPERIENCE & ENGAGEMENT



Deeper Analysis Customer Behavior



Secure, Resilient, Reliable



Robust Business Process



Fast Integration with Open Ecosystem



Human Centric Design

DIGITAL LIFESTYLE



Voucher Games



Voucher Streaming



eVoucher



Phone & Data Package

Leading Transport Company

KCIC (Whoosh) Taxi

Leading Flight Operator

Booking Airlines *

Event

tiket skyavenue
tiket Java Jazz

PERSONAL FINANCIAL MANAGEMENT



Life Goals



Spending Tracking *



History Transaction



Budgeting *



Consolidated Statement

BRANCH ACTIVITIES



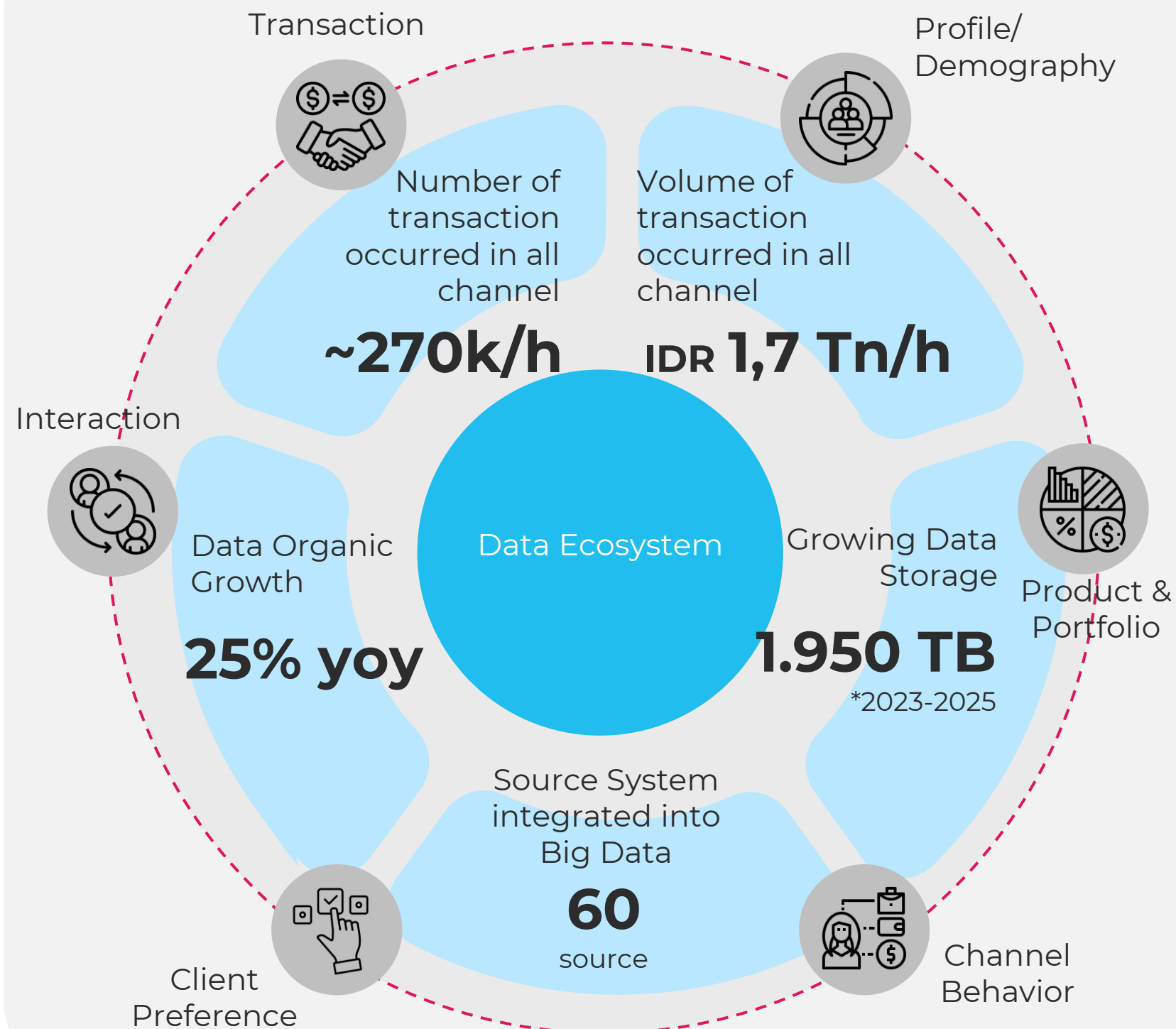
Seamless Digital Account Opening



Debit Card Request & Delivery

Leveraging AI to enhance customer journey and engagement

Our data-rich environment provides unique opportunities



Powered Data With AI



Discover untapped potential of priority groups

- » Identify & evaluating the performance of customer-related activities within a business
- » Analyzing individual **user behaviors and preferences**
- » Identifying **trend and market shift**



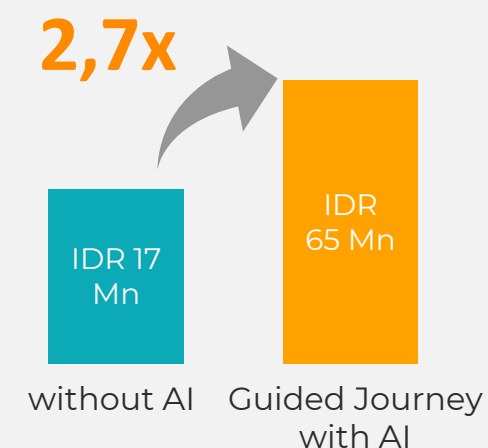
Personalized and targeted recommendation

- » Provide AI-generated customers **churn propensity** score
- » **Clustering customers** into a quadrant based on their potential and churn propensity
- » Deliver **tailor-made recommendations** based on customers preferences and behavior (next best offer)

Positive impact on the customer journey and engagement

Positive result in mobile banking engagement

Users with **AI-generated personalization programs** have an average savings balance 2,7x higher

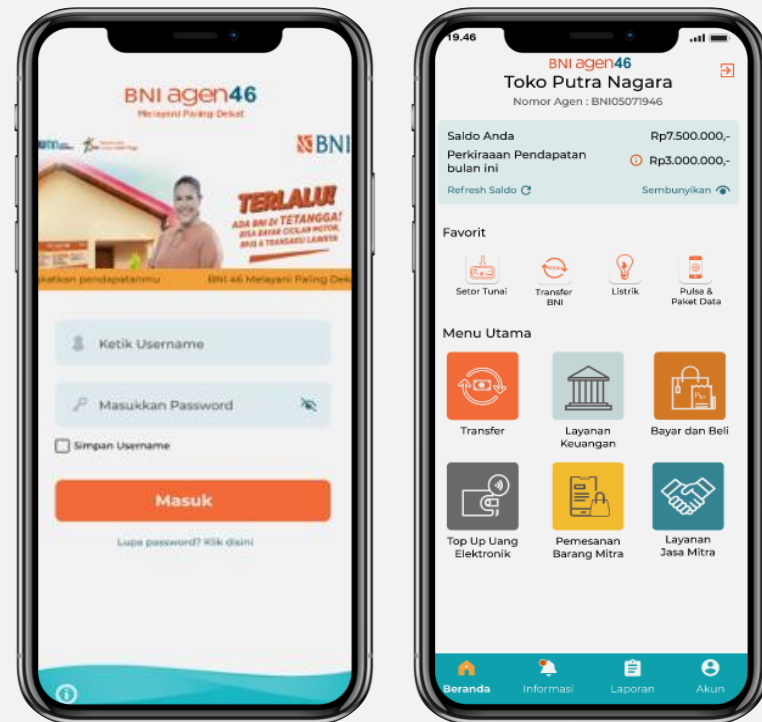


Presenting Opportunities from Wholesale Client

- Supplier & Buyer Potential
- Customer Performance Tracker for Credit Assessment
- Winback Outflow Transaction to Non-BNI
- Directing Customer Retention
- Cross-Selling Personalize Recommendation

Branchless Banking

EMPOWERING AGENTS WITH POWERFUL MOBILE AGENT APP



User Friendly



Plenty Bill payment Services



Realtime Sharing Fee for Agents



Financial Report Transaction



More Additional Features, Promo & Information



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



Online Account Opening, Cash Withdrawal & Deposit

SOLID CONTRIBUTION TO FINANCIAL INCLUSION



185K Agents
+12,6% yoy

Spread Across:

6 Thousand Districts

34 Thousand Villages

INCLUSIVE SERVICES

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

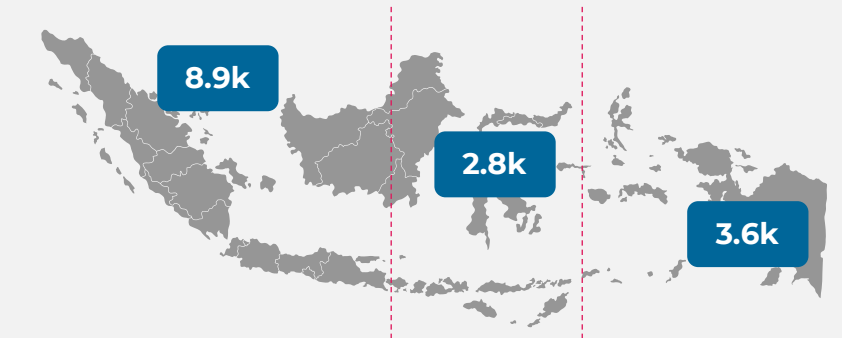
BNI AGEN46 IMPROVES THE QUALITY OF LIFE AND PRODUCTIVITY OF MSMEs



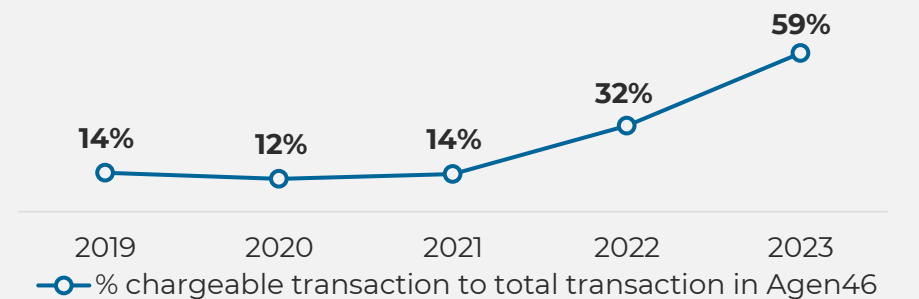
Grocery store, bundled with all-in-one financial services of Agen46

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

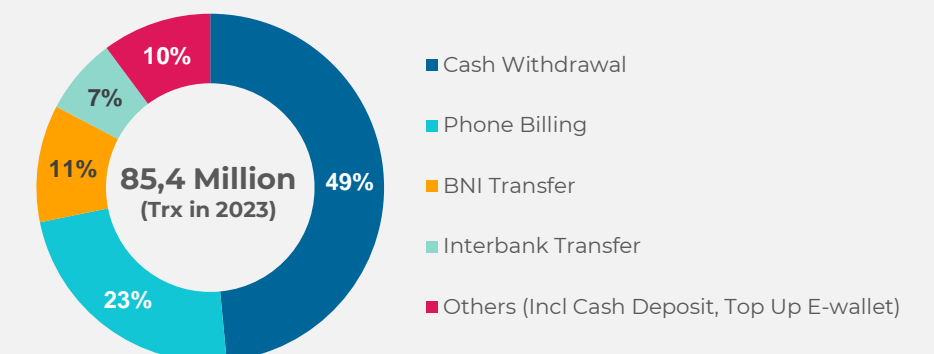
> 15.5K AGENTS ARE LOCATED IN FRONTIER, REMOTE AND DISADVANTAGED AREAS



CHARGEABLE TRANSACTIONS AT AGENTS CONTINUES TO INCREASE AS LITERACY IMPROVES



TRANSACTIONS AT AGEN46 BY TYPE

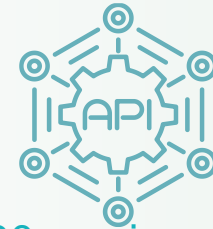


Harnessing the power of open banking



BNI OPEN API

digitalservices.bni.co.id



BNI API 280 services (approved by regulator), **the most** compared to peers

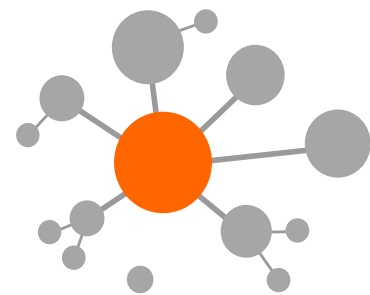


Utilized by **4.000++** partners



Recognized Globally

WE OPTIMIZE ALL THREE POSSIBLE ROLES IN EVERY ECOSYSTEM



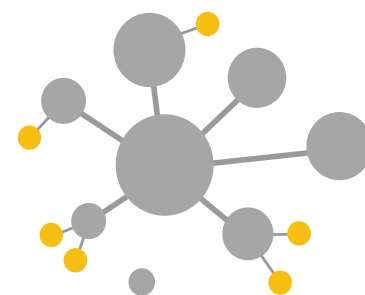
Presenting comprehensive offer of the ecosystem through a platform

Providing integrated holistic solutions, such as government, education, health, commerce



Using 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 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 documents valued 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

AMPLE ROOM FOR GROWTH

- Strong penetration rate in Corporate clients: **75%** of total transaction value comes from Corporate Clients
- Corporate Clients' transaction value increased by **16%** YoY



Payment Management



Collection Management



Liquidity Management



Value Chain Management



Open Banking Solution

#USER (in 000)

▲ **16.1 %**
YoY

126.7

2022

147.1

2023

TRANSACTION VALUE (in IDR Tn)

▲ **12.3%**
YoY

6,168

2022

6,926

2023

#TRANSACTION (in Mn)

▲ **44.2%**
YoY

764

2022

1,102

2023

BNIDIRECT WEB & MOBILE



API SERVICES



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

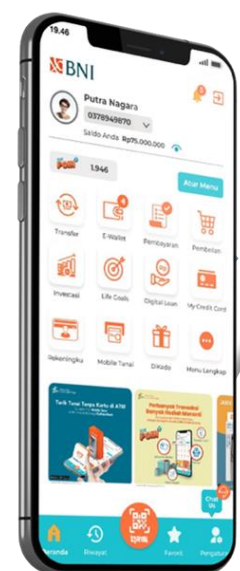
ONLINE BANK GUARANTEE



FINANCIAL SUPPLY CHAIN MANAGEMENT



Spur Innovation for the clients' convenience



Providing exceptional new features for business banking clients' comfort

BNIDirect
Digital Corporate Services
In making transactions



Comprehensive digital solutions



Leading features of BNIDirect



Collection Management

Collecting payments from clients/buyers through a pooling account



e-FX

Forex transactions



e-Tax

Tax payments made easier

AMPLE ROOM FOR GROWTH



Online Account Opening

Opening of BNI's Current Account digitally



Giro Multi Currency

Multiple currencies within one current account



BNIDirect KCLN

Making transactions using BNIDirect, anywhere in the world

UPCOMING CAPABILITIES



Single sign on



Financial dashboard



Online onboarding



Investment



Chatbot



Lite Version

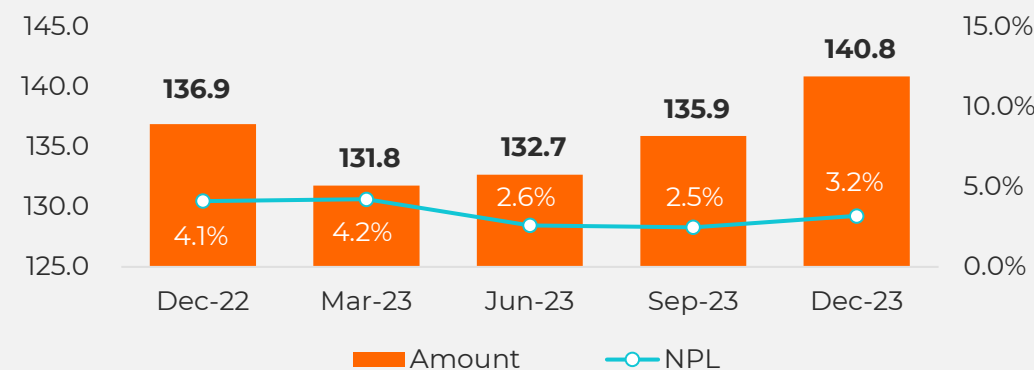


Business & Consumer Banking

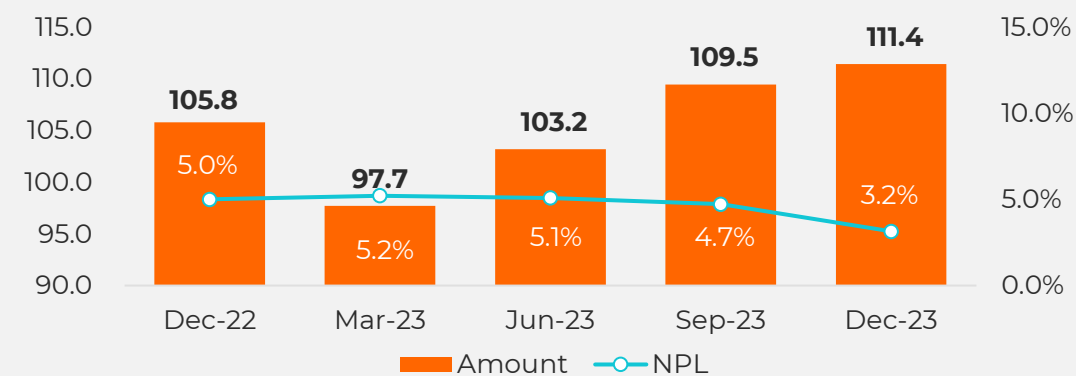
High quality growth on business banking

BUSINESS BANKING (IDR Tn)	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	GROWTH (%)		COMP (%)	NPL (%)				
						QoQ	YoY		DEC-22	MAR-23	JUN-23	SEP-23	DEC-23
Manufacturing	136.9	131.8	132.7	135.9	140.8	3.6	2.9	25.1	4.1	4.2	2.6	2.5	3.2
Trading, Resto & Hotel	105.8	97.7	103.2	109.5	111.4	1.8	5.3	19.8	5.0	5.2	5.1	4.7	3.2
Agriculture	54.4	54.8	53.9	55.0	56.0	1.7	2.9	10.0	1.9	1.1	1.4	1.5	1.5
Business Services	44.7	45.2	46.3	48.3	47.5	-1.7	6.2	8.5	2.3	2.4	2.2	1.5	2.3
Infrastructure	54.4	54.9	56.6	54.7	54.5	-0.4	0.1	9.7	2.9	2.0	2.0	2.0	1.6
Transport, Warehouse & Communications	48.4	46.7	49.7	46.8	50.2	7.2	3.9	8.9	2.0	2.0	1.7	1.7	1.8
Social Services	23.9	22.9	23.3	24.0	25.5	6.2	7.0	4.5	1.1	1.4	1.9	1.7	1.6
Natural Resources	39.4	37.2	38.7	38.7	44.8	15.8	13.8	8.0	1.2	1.2	1.2	0.3	0.4
Electricity, Gas & Water	23.0	23.8	22.1	28.9	27.6	-4.5	20.1	4.9	1.0	0.9	1.1	0.8	0.9
Others	1.9	1.5	2.9	2.7	3.2	19.5	67.1	0.6	1.4	1.7	0.8	0.1	0.1
TOTAL	532.7	516.4	529.5	544.5	561.6	3.1	5.4	100.0	3.1	3.0	2.6	2.3	2.2

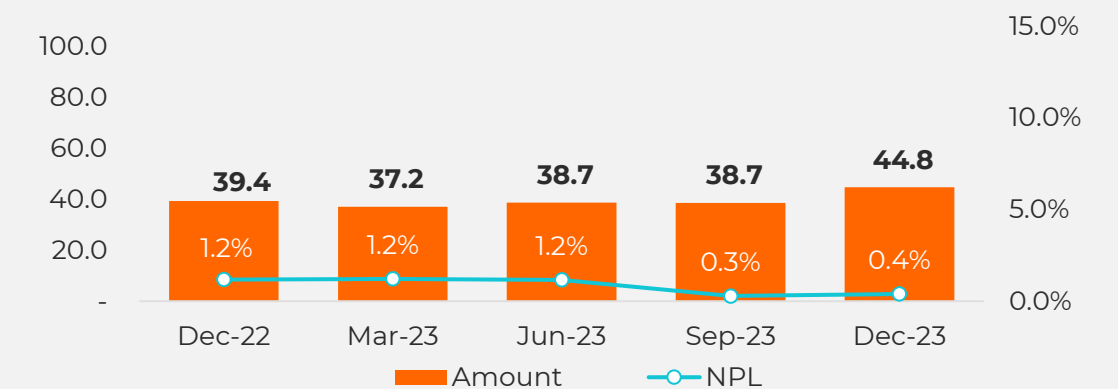
MANUFACTURE



TRADING, RESTAURANT & HOTEL



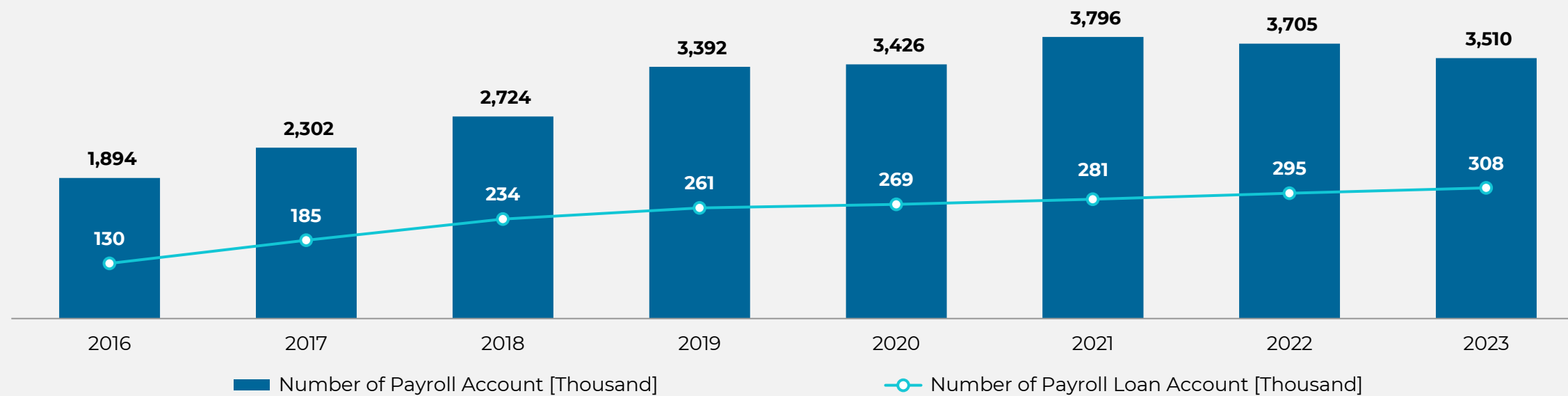
NATURAL RESOURCES



Consumer Business

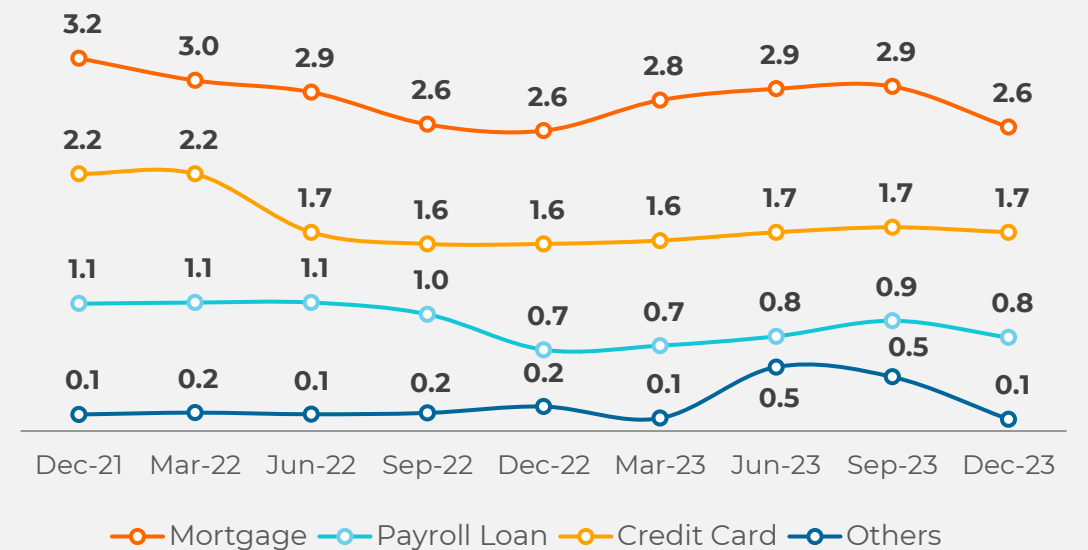
PRODUCT (IDR Tn)	DEC-22	MAR-23	JUN-23	SEP-23	DEC-23	GROWTH YOY	COMP (%)	NPL (%)	
								DEC-22	DEC-23
Mortgage	53.5	54.5	55.3	56.5	58.5	9,3	47,0	2,6	2,6
Personal Loan	43.1	44.5	46.0	48.3	50.6	17,4	40,6	0,7	0,8
Credit Card	12.3	12.9	13.1	13.5	14.0	13,3	11,2	1,6	1,7
Others	0.7	0.9	1.0	1.2	1.4	105,0	1,2	2,2	0,1
Total	109.6	112.9	115.4	119.5	124.5	13,6	100,0	1,7	1,7

AMPLE ROOM FOR GROWTH FOR PERSONAL LOAN

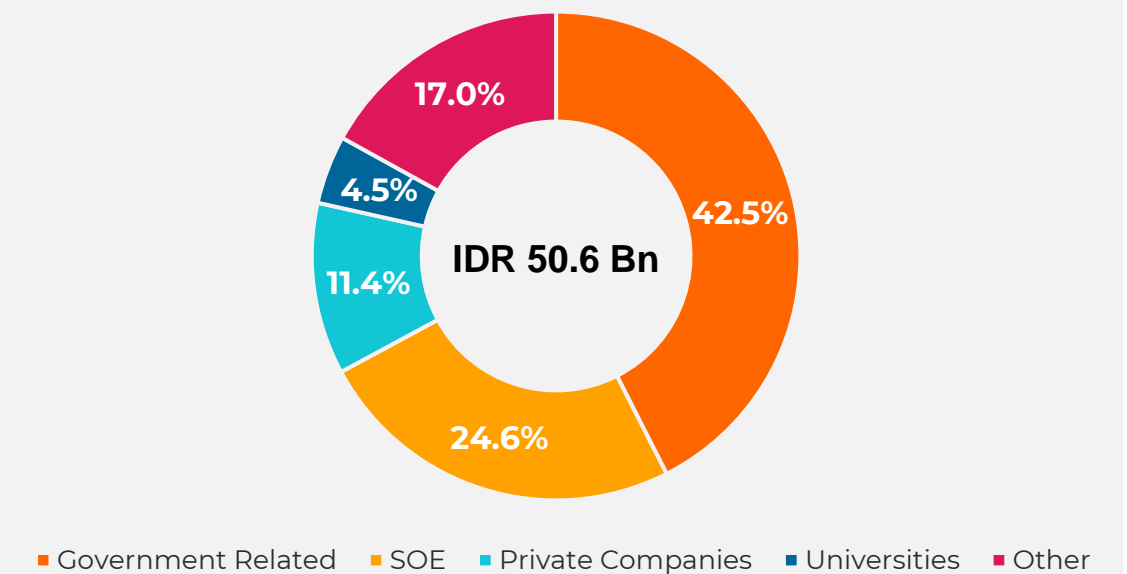


.. Personal loan as main driver of growth focused on selected institutions based on the captive market ..

NPL MOVEMENT - %



PERSONAL LOAN DEBTORS COMPOSITION DEC-23



Well-established brand and strong consumer banking franchise



MARKET SHARE IN KEY PRODUCTS



Mortgages
8.4%

TOP-3



Personal Loan
12.8%

TOP-4



Credit Card
14.9%

TOP-3



Extensive Domestic
Network



Lifetime Banking Partner
Proposition



Advisory & proximity



IT & digitalization



ESG

Best In Class ESG

Five Pillars of Sustainability, Aligning Business to UN SDGs

BNI FOR INDONESIA

Environmental preservation, improvement of social welfare, and community economic empowerment



BNI FOR CUSTOMERS

Establishing partnerships with customers while paying attention to ESG



BNI FOR THE ENVIRONMENT

Reduce environmental impact and embrace green business opportunities



BNI FOR THE COMMUNITY

Community Empowerment



BNI FOR EMPLOYEES

Providing the best conditions for employees as a place of pride for work and accomplishment.



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



BNI is making good progress on its ESG ambition

- Strengthening ESG Governance by establishing an ESG Committee and dedicated ESG Work Unit
- MSCI ESG rating increased to “A” since November 2021
- Adapting International ESG Reporting Standards
- Won Gold Rank in Asia Sustainability Reporting Rating (ASRRAT) 2023 by National Center for Sustainability Reporting (NCSR)



We support solutions to address climate change

- Responsible financing to sustainable business activities including green portfolio amounted to Rp181.1 Tn or 26% of total loan
- Commitment to participate in the climate action is reflected by conducting an initial phase of Climate Risk Stress Testing (CRST) and to complete the comprehensive stress test by 2024.
- Conducting GHG Emission Calculation
- Pioneer in the banking industry in Promoting Electric Vehicles and its ecosystem
- Specialized desk for sustainable finance in Corporate Segment
- Green Office Culture (BNI Go Green)





Responsible Business Operations


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


BNI ESG Framework


ENVIRONMENT

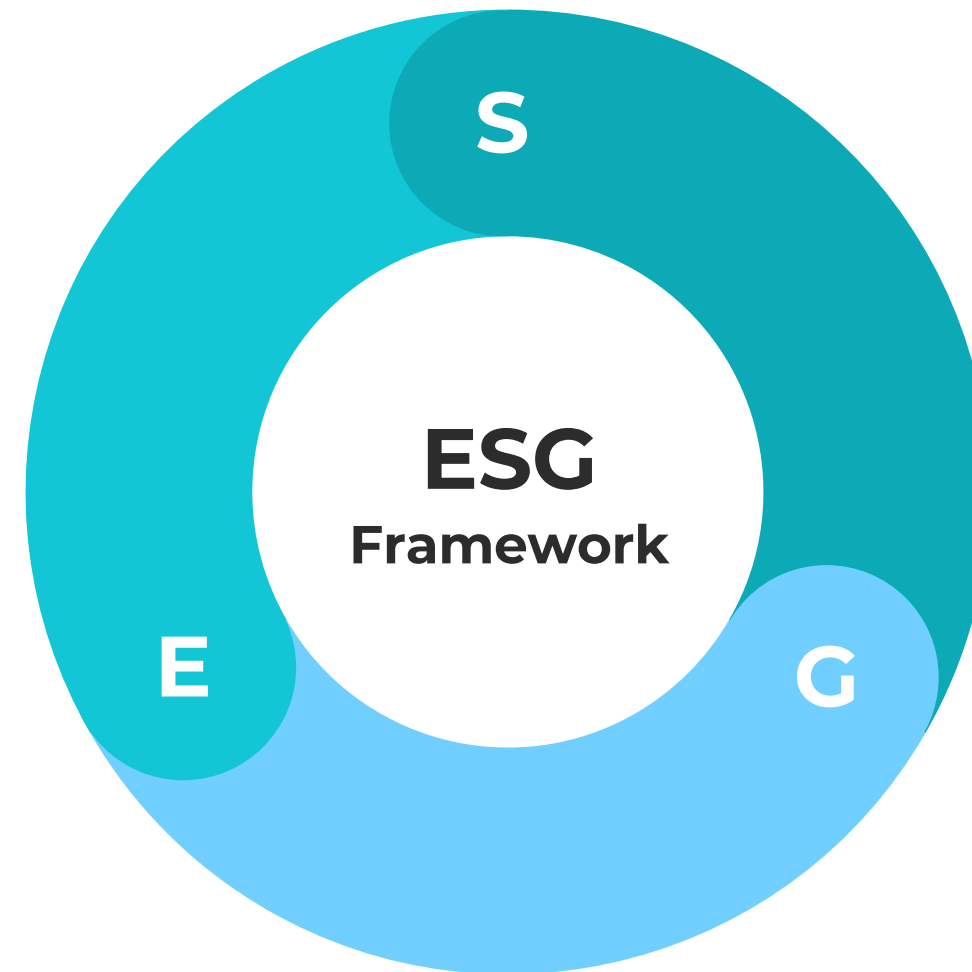
 Adoption of TCFD (Task Force on Climate-Related Financial Disclosure) guidelines for climate risk management.

 Achieving Operation NZE (*Net Zero Emission*) by **2028** and Financing NZE by **2060**


 Governance reinforcement in ESG loans


 Increasing employee's awareness & capabilities


 Sharpening ESG disclosure




SOCIAL


 Increasing employee engagement

 Employee capability enhancement

 Strengthening customer data and financial protection

GOVERNANCE

 Increasing diversity in Board level

 Strengthening Board's engagement on ESG

Short term focus

- Strengthening infrastructure
- Establishing Net Zero Emission roadmap and Carbon Budget

Medium term focus

- Strengthening debtors' Risk Acceptance Criteria (RAC)
- Strengthening infrastructure for climate change risk management
- strengthening Board's engagement on ESG
- Optimizing data loss prevention

Long term focus

Implementation of climate change risk management in bank operations

Use of proceeds of 2022 Green Bond issuances



HIGHLIGHT OF THE ISSUANCE

Issued Date

21 June 2022

Amount

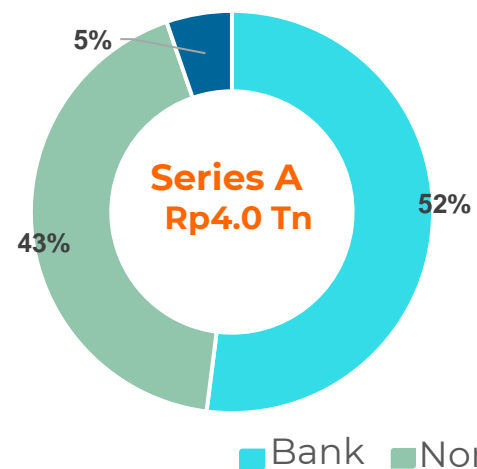
IDR 5.0 Tn

Rating

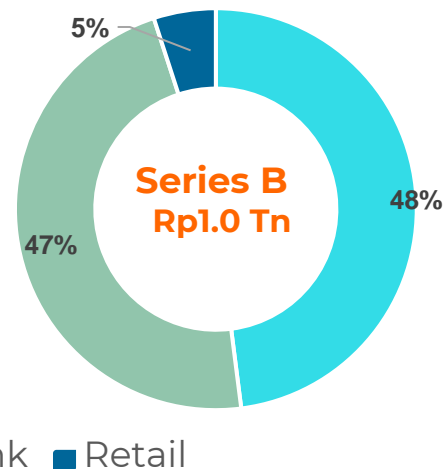
Id(AAA) from Pefindo

GREEN BOND INVESTORS BY CATEGORY

Tenure : 3 years



Tenure : 5 years



■ Bank ■ Non Bank ■ Retail



GREEN BOND FRAMEWORK

Proceeds will be used exclusively to finance/refinance assets directly related to "Eligible Green Projects" in accordance with the Green Bond Principles (related to 10 categories of green investment):



Renewable Energy



Energy Efficiency



Waste to Energy and Waste Management



Sustainable Natural Resources and Land Use



Terrestrial and Aquatic Biodiversity Conservation



Sustainable Transportation



Climate Change Adaptation



Sustainable Water and Wastewater Management



Sustainable Agriculture



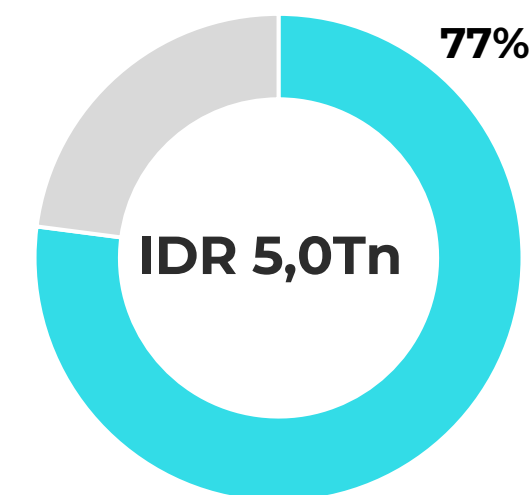
Green Buildings

SUSTAINALYTICS OPINION ON GREEN BOND FRAMEWORK

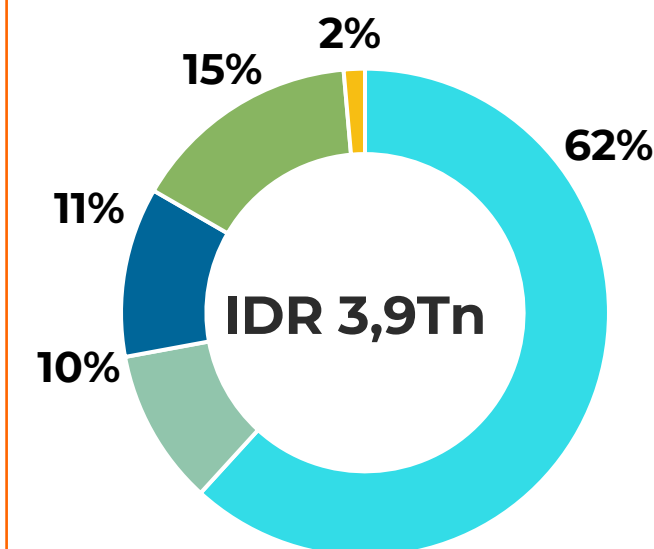
"BNI is adequately positioned to issue green bonds and that the Framework is robust, transparent, and in alignment with the four core components of the Green Bond Principles 2021"



USE OF PROCEED



77% of proceeds have been disbursed according to green bond project selection criteria and BNI ESG Committee review.



Sectorial distribution of the proceeds

■ Sustainable Transportation
■ Green Building
■ Renewable Energy
■ Waste to energy and waste management
■ Sustainable Natural Resources and Land Use

Source: BNI Green Bond Report 2023

<https://www.bni.co.id/Portals/1/BNI/Perusahaan/ESG/Docs/BNI-Green-Bond-Report-2023.pdf>

Environmental & social impacts of eligible assets financed by the issued Green Bonds

Categories

Projects

Environmental Impact

Alignment with SDGs



Renewable Energy

Solar Power Plant

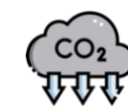


3,037.99 (tCO2eq/year)
Avoided GHG Emission per year



3,106.2 MWh
Energy Produced per year

Mini-Hydro Power Plants (MHPP)

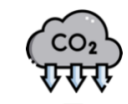


26,686 (tCO2eq/year)
Avoided GHG Emission per year



25,415 MWh
Energy Produced per year

Biogas Power Plants



24,863 (tCO2eq/year)
Avoided GHG Emission per year

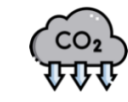


25,834 MWh
Energy Produced per year



Sustainable Transportation

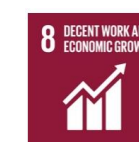
The Jabodebek electric powered Light Rail Transit (LRT)



109,823 (tCO2eq/year)
Avoided GHG Emission per year

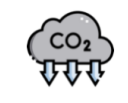


1,568,897 GJ
Energy Saving per year



Green Buildings

Commercial & Office Building with Gold Rating certificate from the Green Building Council Indonesia (GBCI)



69,339 (tCO2eq/year)
Avoided GHG Emission per year



Waste to energy and waste Management

Various projects on paper, plastic, metal ash, aluminum, and waste recycle



150,410 (Ton/year)
Total raw materials recycled



Sustainable Natural Resources & Land Use

Forest Concession Projects



314,387 (Ha)
Number of hectares protected and/certified



Promoting Sustainability Linked Loan (SLL) On Top of Sustainable Portfolio

SUSTAINABLE PORTFOLIO IDR181.1 Tn OR 26% OF TOTAL LOAN (BANK ONLY)

Socioeconomic Advancement and Empowerment



Rp 113.2 Tn

Through financing and empowerment of micro and SME.



Pollution Prevention

Rp 3.9 Tn



Renewable Energy

Rp 10.2 Tn

Financing to hydro, solar & biogas power plant



Others

(Sustainable water and wastewater management, etc.)

Rp 27.2 Tn



Environmentally sustainable management of living natural resources and land use

Rp 26.6 Tn

70% of our palm oil portfolio in corporate segment are already ISPO/RSPO certified

WE CONTINUE TO PUSH OURSELVES IN GLOBAL SUSTAINABILITY AGENDA BY INTRODUCING SUSTAINABILITY LINKED LOAN (SLL)

Economic sector of the debtor

total loan disbursed under the SLL scheme

Sustainability Performance Targets (SPT)



Poultry & Agri-Food Manufacture



Cement Manufacture



Steel Manufacture

~ USD 298 mio in total

Minimizing the impact of water pollution.

Achieving specific CO2 emissions.

Improvement of ESG scoring on annual basis

- Sustainability-linked loans (SLL) are starting to gain more interest
- SLL encourages borrowers to achieve ambitious Sustainability Performance Targets (SPT)

* sustainable portfolio is loan to business sectors that meet the requirements of The Sustainable Business Activities Category (KKUB) of OJK

Sector Guides of Responsible Financing

BNI CREDIT POLICY

NO EXPOSURE IN



Prohibited by the government



Illegal logging



Forced labor, child exploitation, human rights violation



Violating the rights of local community



Destroying world heritage sites



Narcotics productions & trading



Weapons



Gambling & money laundering



Politically Exposed Person (PEP)



Trading protected animals

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)

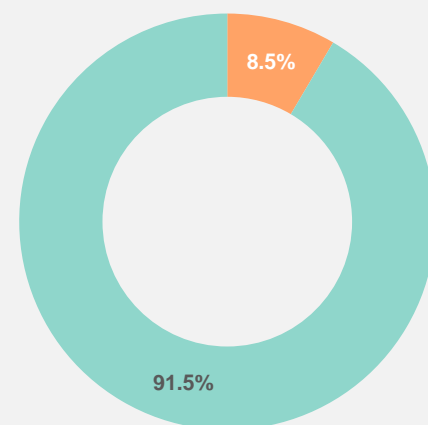


We require new palm oil debtors to have RSPO or ISPO, and request customers to achieve full RSPO certification within a timeframe in order to expand their target market.

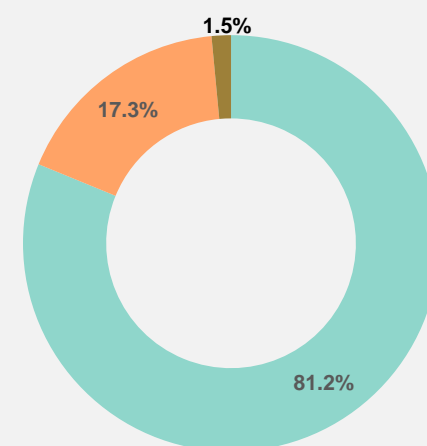


For Medium segment, requirement for ISPO is applied as affirmative covenant, the fulfilment of which will be monitored regularly by RM and become subject to periodic internal audit

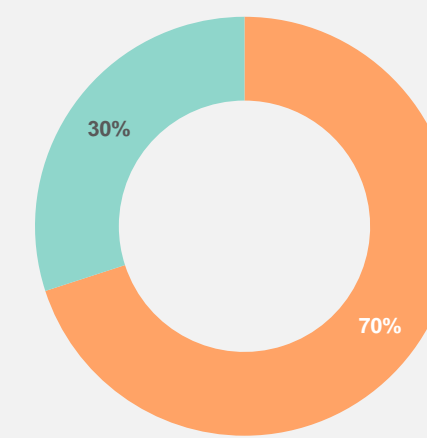
% PALM OIL TO TOTAL LOAN (BANK ONLY)



PALM OIL LOAN BREAKDOWN



% PALM OIL PORTFOLIO WITH RSPO AND/ OR ISPO



Palm Oil

Plantation

Refinery & Palm Oil Mill

Trading

RSPO and/ or ISPO Certified

In the certification process

COAL

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



Financing to coal mining is strictly for Top Tier Corporates with good ESG practices



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

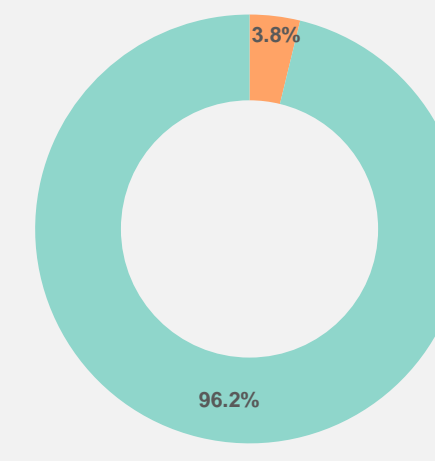


Debtors have at least a Blue PROPER (Environmental Performance Rating) from the Ministry of Environment Life and Forestry



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

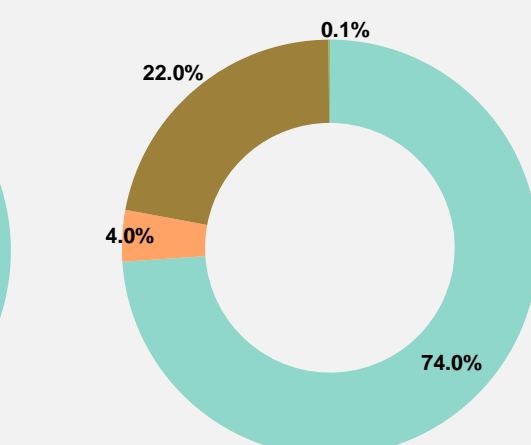
% COAL TO TOTAL LOAN (BANK ONLY)



Coal

others

COAL LOAN BREAKDOWN



Coal Mining

Trading

Equipment Suppliers

Briquette Industry

* sustainable portfolio is loan to business sectors that meet the requirements of The Sustainable Business Activities Category (KKUB) of OJK

Promoting Sustainability Linked Loan (SLL) On Top of Sustainable Portfolio

TOP MANAGEMENT

The Board of Commissioners



6 out of 11 are independent commissioners

 Audit Committee  Risk Monitoring Committee

 Nomination & Remuneration Committee  Integrated Governance Committee

All Committees under BOC are chaired by an independent commissioner

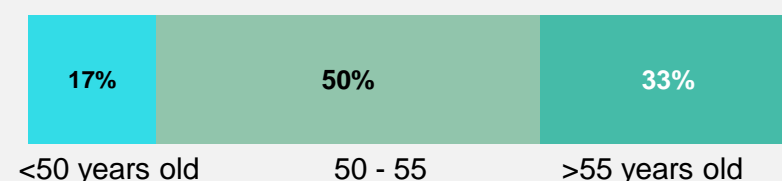
The Board of Directors

All BOD members are independent from the controlling shareholder

BNi fosters and supports the principles of diversity, equality and non-discrimination



25% (3 out of 12) BOD are female



distribution by age by 2023

GOOD CORPORATE GOVERNANCE PRACTICES

One share, one vote

Protection of minority shareholders and initiatives to foster their involvement

ISO 37001:2016

Concerning Anti Bribery Management System

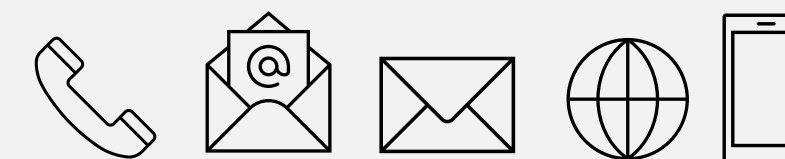
Predicate as a “Leadership in Corporate Governance”

Based on the 2022 ASEAN Corporate Governance Scorecard (ACGS) standard from the Indonesia Institute for Corporate Directorship (IICD), improved from “Very Good”

BNi Code of Ethics

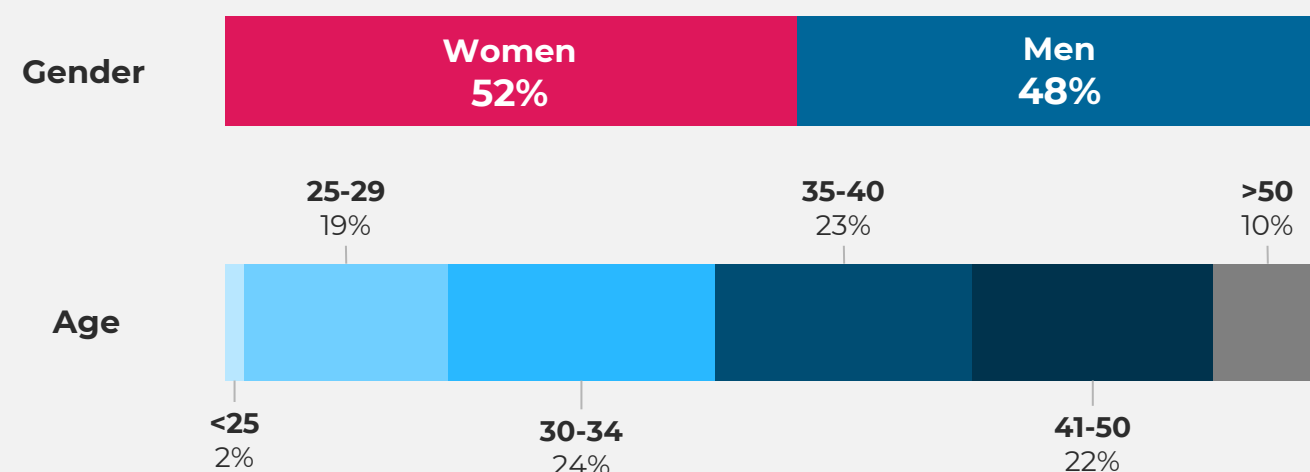
Annual Declaration
Training/Socialization

Whistleblowing System



Embodying Sustainability Culture

EMPLOYEE DIVERSITY



EMPOWERING WOMEN IN TOP MANAGEMENT



Note:

1. Top Management defines as AVP, VP, SVP, EVP, and SEVP Level
2. All figures stated as of Dec 2023 with the total number of full-time employees: 27.570
3. The recruitment, compensation, and career advancement policies of the bank make no distinctions based on ethnicity, religion, race, gender, or physical disability.

WE CONTINUE TO PUSH OURSELVES IN GLOBAL SUSTAINABILITY AGENDA BY INTRODUCING SUSTAINABILITY LINKED LOAN (SLL)



2,723 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 Bike2Work Affinity Card

Collaborating with biker community for go green cycling campaign.



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 Amex Vibe Card

Targeting youth segment, With card using recycled materials

GREEN OFFICE CULTURE

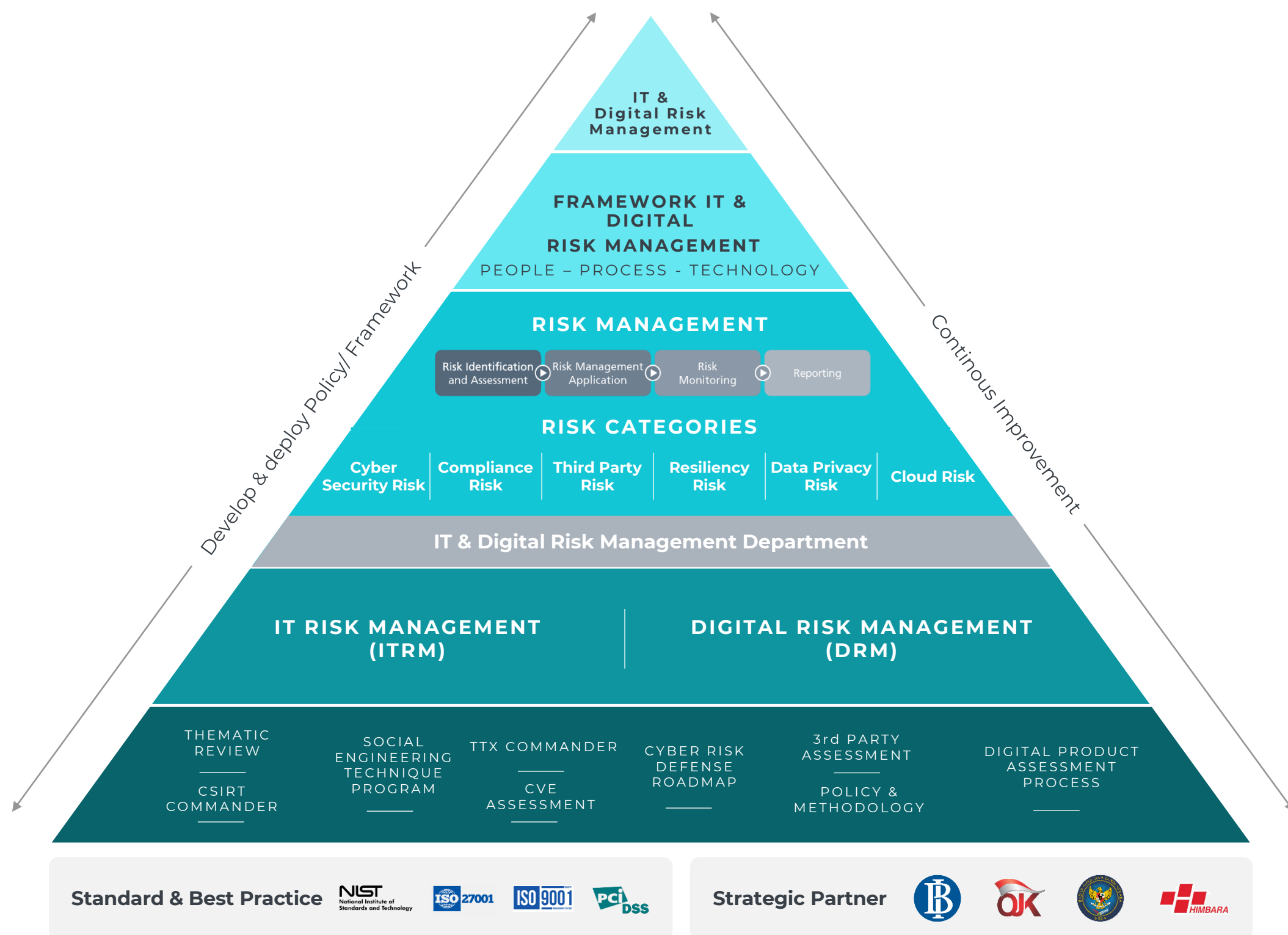


- Green Building Certification by the Green Building Council Indonesia (GBCI) with Gold Certification for Menara BNI and Platinum Certification for Plaza BNI
- Wastewater management systems in 2 HQ buildings (Menara BNI & Plaza BNI) equivalent to 40% of its total yearly water consumption
- Solar panel installation for the emergency exit in Plaza BNI
- Adopting a paperless office administration system (E-Office)

BNIgogreen

- Green campaign through various media

As a systemic bank, BNI put heavy emphasis on IT & Digital Risk Management



IT & DIGITAL RISK MANAGEMENT FRAMEWORK



PEOPLE

Security Policy
Security Awareness to employees & customers
Attack Simulation
Dedicated Cybersecurity Staff



PROCESS

Security Assessment
Cybersecurity Operation & Threat Management
Attack Simulation
Threat Intelligence



TECHNOLOGY

Cybersecurity & Data Protections

Multi-layer security on the **infrastructure and network** (firewall, IPS, WAF, Database Monitoring, multisite datacenter, DRC), **Application** (Multi-factor Authentication, Encryption, Secure software development life cycle, Mobile Application protection), **end-point protection** (DLP, Antivirus, USB Port blocking, etc) and **secure data transmission mechanism** (GFX, Secure File Transfer Protocol (SFTP), **Virtual Private Network (VPN)**, **Hypertext Transfer Protocol Secure (HTTPS)** to protect the customer data from cyber threat.

User Access Management

Identity access management (IAM), Single-sign on (SSO), Privileged access management (PAM), Active directory for end-point.

External Recognition of Our Best-in-Class ESG Practices

MSCI ESG RATING

MSCI
ESG RATINGS

CCC	B	BB	BBB	A	AA	AAA
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Last Update:
26 December 2023

SUSTAINAYTICS

ESG Risk Rating

21.4 Medium Risk

Negl.	Low	Med.	High	Severe
0-10	10-20	20-30	30-40	40+

Ranking

INDUSTRY GROUP
Banks

281 out of 1026

UNIVERSE
Global Universe

5,329 out of 15,906

Last Update:
28 September 2023

ASIA SUSTAINABILITY REPORT RATING 2023



Gold Rank
6 November 2023

CNBC INDONESIA AWARDS 2023



Best Bank with ESG-Driven GCG Commitment
13 December 2023

SRI (KEHATI) INDEX Constituent of Sustainable Investment



Period:
1 Dec 2023 – 31 May 2024

IDX ESG LEADER INDEX 1 of 30 Public Company Listed



IDX ESG star-listed companies:
<https://esg.idx.co.id/>
Period:
1 Dec 2023 – 31 May 2024

CORPORATE GOVERNANCE PERCEPTION INDEX (CGPI) AWARD 2023



The Most Trusted Company
20 December 2023

THE 14TH IICD CORPORATE GOVERNANCE AWARD 2023



The Best Overall in Category Big Cap Public Listed Company
18 September 2023

* Based on the 2022 ASEAN Corporate Governance Scorecard (ACGS) standard from the Indonesia Institute for Corporate Directorship (IICD)



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

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

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 – FINANCE DIRECTOR (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 – RISK MANAGEMENT DIRECTOR



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

EDUCATION

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

SILVANO WINSTON RUMANTIR – WHOLESALE & INTERNATIONAL BANKING DIRECTOR



- Corporate & International Banking Director, PT. Bank Negara Indonesia (Persero) Tbk (2020-2023)
- MD – Finance and Strategy, PT. Bank Mandiri (Persero) Tbk (2019 – 2020)
- SEVP Corporate Banking, PT. Bank Mandiri (Persero) Tbk (2019)

EDUCATION

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

PUTRAMA WAHJU SETYAWAN – RETAIL BANKING DIRECTOR



- Treasury Director, PT. Bank Negara Indonesia (Persero) Tbk (2022-2023)
- President Director PT Jaminan Kredit Indonesia (2020 – 2022)
- Director of Treasury and International PT Bank Negara Indonesia (Persero) Tbk (2020)
- Director of Corporate Banking PT Bank Negara Indonesia (Persero) Tbk (2018 – 2020)

EDUCATION

- Master Degree in Accounting Management, Gadjah Mada University Yogyakarta (1996)
- Bachelor's Degree in Forestry Gadjah Mada University Yogyakarta (1994)

Board of Director



SIS APIK WIJAYANTO – ENTERPRISE & COMMERCIAL BANKING DIRECTOR

- Institutional Banking Director, PT. Bank Negara Indonesia (Persero) Tbk (2020-2023)
- 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

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



MUHAMMAD IQBAL – INSTITUTIONAL BANKING DIRECTOR

- Enterprise & Commercial Banking Director, PT. Bank Negara Indonesia (Persero) Tbk (2020-2023)
- 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

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



CORINA LEYLA KARNALIES – DIGITAL & INTEGRATED TRANSACTION BANKING DIRECTOR

- Consumer Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2020-2023)
- General Manager of Data Management Division, PT Bank Negara Indonesia (Persero) Tbk (2019)
- General Manager of Consumer Product Management, PT Bank Negara Indonesia (Persero) Tbk (2018)

EDUCATION

- Bachelor's degree in Physic from University of Indonesia



RONNY VENIR – NETWORK & SERVICES DIRECTOR

- SEVP Network, PT Bank Negara Indonesia (Persero) Tbk (2019 – 2020)
- SEVP Medium Business PT Bank Negara Indonesia (Persero) Tbk (2018 – 2019)

EDUCATION

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



MUCHAROM – HUMAN CAPITAL & COMPLIANCE DIRECTOR

- Corporate Secretary, PT Bank Negara Indonesia (Persero) Tbk (2020 - 2022)
- Head of Strategic Planning Division, PT Bank Negara Indonesia (Persero) Tbk (2017 - 2020)
- Head of Policy Governance Division, PT Bank Negara Indonesia (Persero) Tbk (2016 - 2017)

EDUCATION

- Master's Degree of Management – International Business, Gadjah Mada University
- Bachelor Degree Economy and Development Study, Gadjah Mada University



TOTO PRASETIO – TECHNOLOGY & OPERATIONS DIRECTOR

- SEVP Information Technology PT Bank Mandiri (Persero) Tbk (2019 - 2022)
- Group Head IT Application Support PT Bank Mandiri (Persero) Tbk (2017 - 2019)
- Head of IT Project Management PT Bank Mega Tbk (2015-2017)

EDUCATION

- Master's Degree Mechanical Engineering, University of Stuttgart
- Bachelor Degree Mechanical Engineering, University of Stuttgart

Board of Commissioner



PRADJOTO

PRESIDENT COMMISSIONER/INDEPENDENT COMMISSIONER*

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

EDUCATION

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

**)Waiting for Fit & Proper Test*



Pahala Nugraha Mansury

VICE PRESIDENT COMMISSIONER*

- Vice Minister of Foreign Affairs (2023 – present)
- Vice President Commissioner, PT. Pertamina (Persero) (2021 – 2023)
- Vice Minister of State-Owned Enterprise (2020 – 2023)

EDUCATION

- MBA of Finance & Accounting Major, NYU Stern School of Business (1999)
- Bachelor's degree in Accounting, University of Indonesia (1994)

**)Waiting for Fit & Proper Test*



SIGIT WIDYAWAN – INDEPENDENT COMMISSIONER

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

EDUCATION

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



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

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



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

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



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

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

Board of Commissioner



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)



FADLANSYAH LUBIS – COMMISSIONER

- Deputy Cabinet Secretary, Cabinet Secretariat of the Republic of Indonesia (2021 - present)
- Deputy for Political, Legal and Security Affairs, Cabinet Secretariat of the Republic of Indonesia (2015 - 2021)
- Expert Staff for Law and International Relations, Cabinet Secretariat of the Republic of Indonesia (2014 - 2015)

EDUCATION

- Doctoral Degree of Law, Gadjah Mada University
- Magister Degree Law Faculty, University of Wellington, New Zealand
- Bachelor Degree of Law, Padjadjaran University, Bandung



ASKOLANI – COMMISSIONER

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

EDUCATION

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



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

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



ROBERTUS BILITEA –COMMISSIONER

- President Director, PT Bahana Pembinaan Usaha Indonesia Persero (2020 – present)
- Independent Commissioner, PT Bank Mandiri (Persero) Tbk (2019 – 2020)
- Executive Director, Deposit Insurance Agency (LPS) (2012 – 2020)

EDUCATION

- Bachelor Degree of Law, University of Krisnadwipayana
- Magister Degree of Business Law, University of Padjadjaran

Network and Distribution

BRANCHLESS BANKING

2023	185,697
2022	164,979
2021	157,632
2020	152,762

ATM

2023	13,390
2022	16,125
2021	16,385
2020	18,230

COMMERCIAL BUSINESS CENTER

2023	19
2022	23
2021	23
2020	33

SME BUSINESS CENTER (SBE)

2023	26
2022	27
2021	27
2020	25

CONSUMER LOAN CENTER (SKK)

2023	12
2022	12
2021	12
2020	12

OUTLETS (KC, KCP, KK)

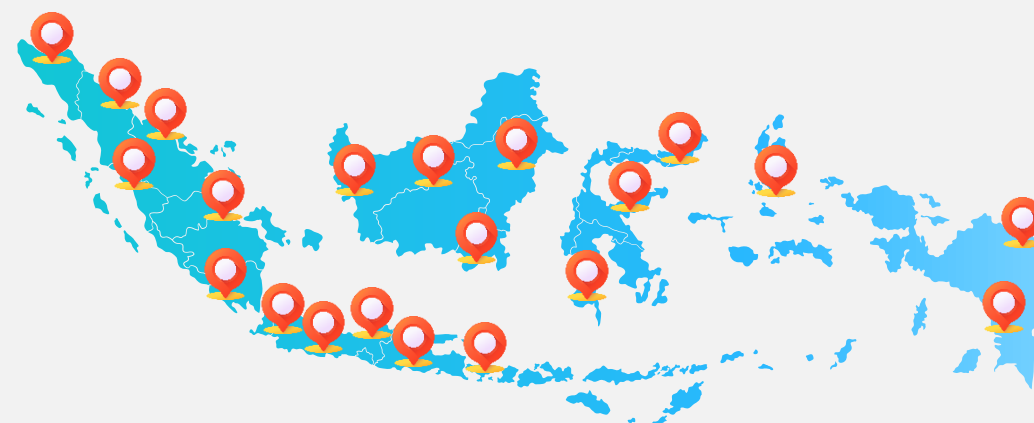
2023	1,781
2022	1,808
2021	1,854
2020	1,889

EMPLOYEE

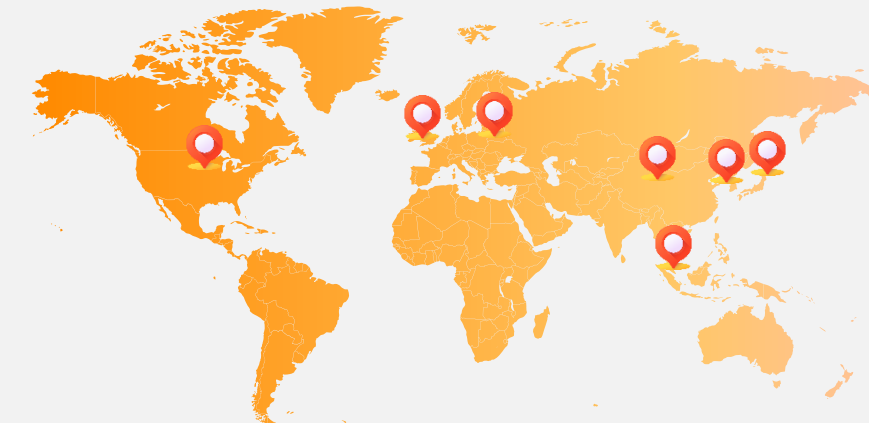
2023	27,570
2022	27,170
2021	27,177
2020	27,202

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
Amsterdam	May 2022



INDIVIDUAL CUSTOMER HIGHLIGHTS

69.1 million
FUNDING ACCOUNTS

23.6 million
REGULAR SAVING ACCOUNTS

2.0 million
CREDIT CARDS

238,264
MORTGAGE COSTUMERS

CORPORATE/SME CUSTOMER HIGHLIGHTS

367,070
BUSINESS BANKING DEBTORS

479
CORPORATE DEBTORS

2,577
MEDIUM LOAN DEBTORS

364,014
SMALL LOAN DEBTORS



E-Banking (Bank Only)

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

E CHANNEL

	2021	2022	2023	YoY (%)
Mobile Banking				
#User (Th)	10,812	13,632	16,277	19.4
#Trx (Mn)	434	597	1,043	74.7
Volume (IDR Tn)	615	802	1,216	51.5
SMS Banking				
#User (Th)	12,258	12,603	12,695	0.7
#Trx (Mn)	704	698	660	-5.4
Volume (IDR Tn)	29	27	17	-38.0
Internet Banking				
#User (Th)	2,129	2,176	2,217	1.9
#Trx (Mn)	23	17	14	-21.3
Volume (IDR Tn)	57	39	30	-24.6
ATM				
#Trx (Mn)	1,533	1,374	1,189	-13.5
Volume (IDR Tn)	560	676	631	-6.7

EXPANDING THE NETWORK OF BANKING SERVICES
TO UNBANKED PEOPLE THROUGH AGEN46

BRANCHLESS BANKING

	2021	2022	2023	YoY (%)
# Agent	157,632	164,979	185,697	12.6
Agent Fund (IDR Bn)	3.548	2.711	3.653	34.7
#Trx (Mn)	146.38	83.02	85.49	3.0
Volume (IDR Tn)	92.31	73.80	59.91	-18.8
#Pandai Account (Th)	19,761	20,005	20,024	0.1
Pandai Fund (IDR Bn)	1,387	920	1,120	21.7

RELIABLE TRANSACTION PLATFORM TO SUPPORT
THE CASHLESS SOCIETY

ELECTRONIC MONEY & ACQUIRING

	2021	2022	2023	YoY (%)
BNI Tap Cash				
#Card (Th)	8,368	9,710	11,948	23.0
#Trx (Mn)	38	57	93	63.8
Volume (IDR Tn)	1.0	1.5	2.3	47.6
Acquiring (EDC + QRIS + Online Merchant)				
#Trx (Mn)	79	115	189	64.4
Volume (IDR Tn)	69	82	87	6.4

A one-stop shop for lifetime finance and business needs

LIFE INSURANCE

% BNI Ownership

60,0%

Empowering customer with Life Insurance Services

Rank in Industry

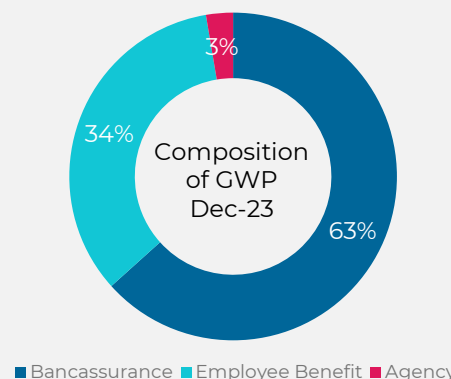
#11

(in form of Gross Written Premium)

Large customer base for Bancassurance and Employee Benefits business.

Top Product

Life Insurance with Endowment Benefit (Solusi Series, Hy End Pro, and Steady Protection)



■ Bancassurance ■ Employee Benefit ■ Agency

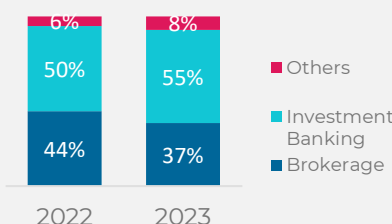
SECURITIES

% BNI Ownership

75,0%

Respected investment banking and securities brokerage services

Revenue Mix



BNI
Sekuritas

Formed on March 22, 2021, to expand BNI Sekuritas proposition as a regional player capable of providing banking and capital market services in global financial markets.

Rank #4

Investment Banking Revenue

Landmark transactions in 2023

Barito Renewables

AMMAN

INVESTMENT MANAGER

% BNI Ownership

99,9% (through BNI Sekuritas)

Strong Value Proposition as an Investment Manager that focuses on index mutual funds, environmentally friendly and fixed income.

Rank #6

Asset Under Management

5,8%

AUM Market Share

Rank #2

Market share of Index Mutual Fund

27

APERD Partnership

VENTURE CAPITAL

% BNI Ownership

99,9%

Catalyst between BNI's business groups and start-ups.

- Founded on April 2022
- Obtained OJK license on January 2023

BNV Top Investee

KECILIN.ID **rukita**

DIGITAL FIRST SME BANK

% BNI Ownership

63,9%

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

hibank
A MEMBER OF BNI GROUP

18 May 2022
Officially acquired PT Bank Mayora

17 May 2023
Rebranding as **hibank** to support the vision of becoming Indonesia's Leading MSME Digital Bank.

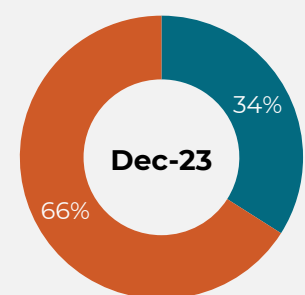


Total Deposit
▲ 37% YoY
(Rp6.9 T → Rp9.5 T)



Total Loan
▲ 90% YoY
(Rp3.2 T → Rp6.0 T)

Loan Portfolio Mix (%)



■ SME ■ Non SME



Number of Clients
~ 91 K CIF

CONSUMER FINANCE

% BNI Ownership

99,9%

New Car Financing franchise, emerges as a market contender

BNI
finance



Dealer Partnership
722 Dealer



No of outlet
30 Outlets

68%

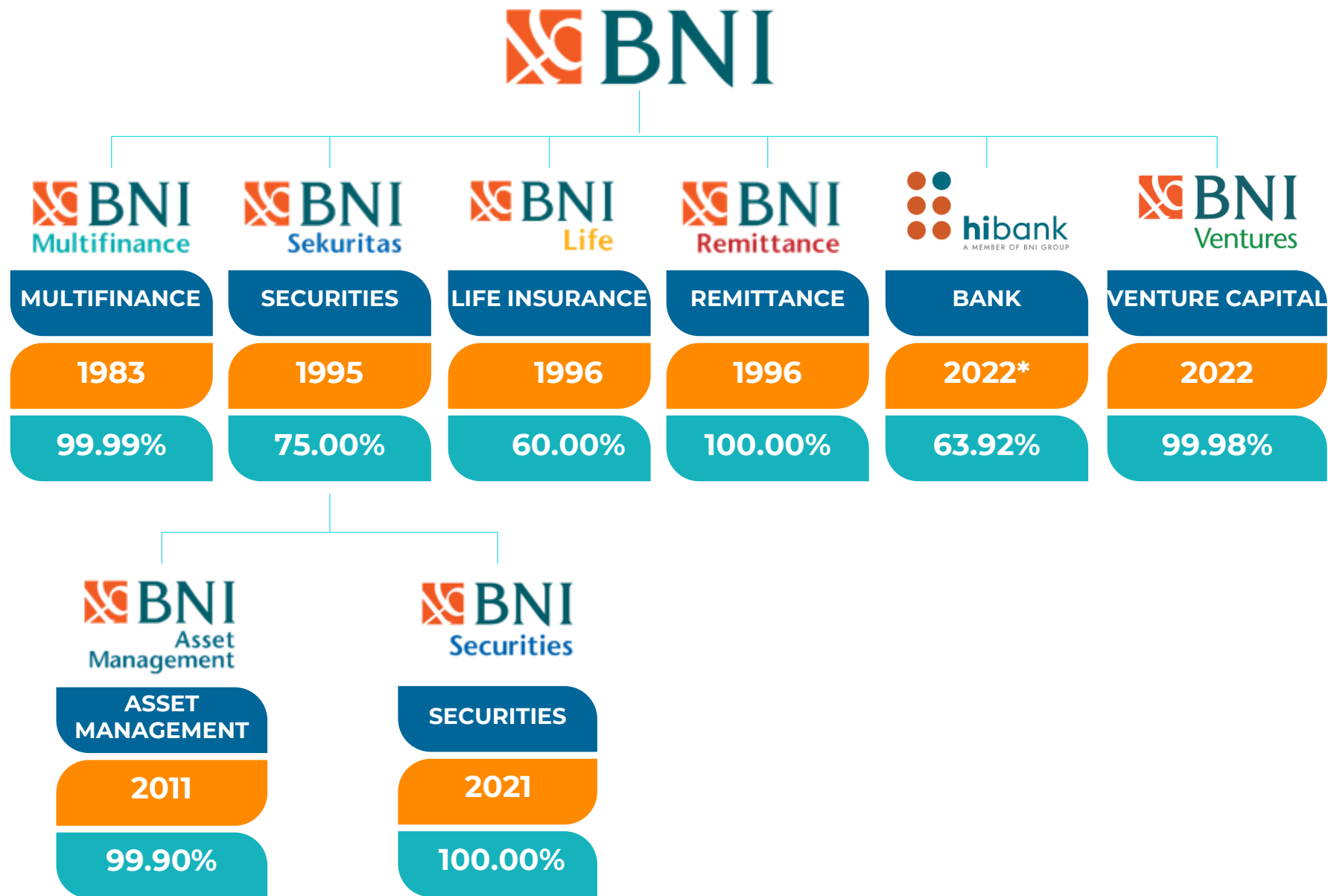
financing portfolio with a tenor of 4 -5 years

Consumer financing's share of total financing

26,5% → 81,5%
(Dec '22) (Dec '23)

Subsidiaries Contribution to BNI Group

GROUP STRUCTURE

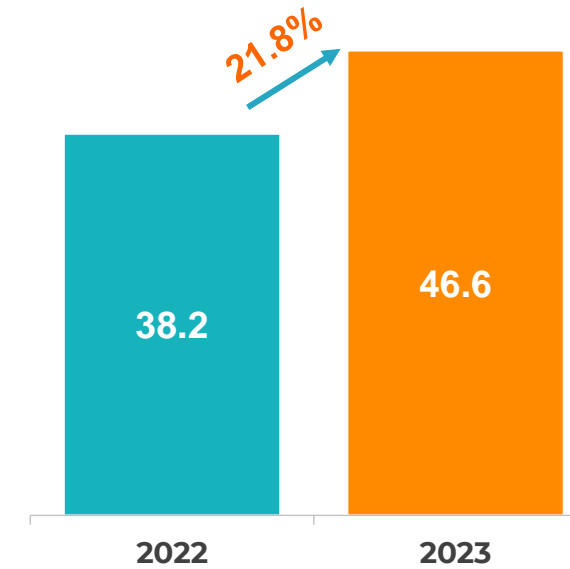


■ Year of establishment ■ Shares ownership

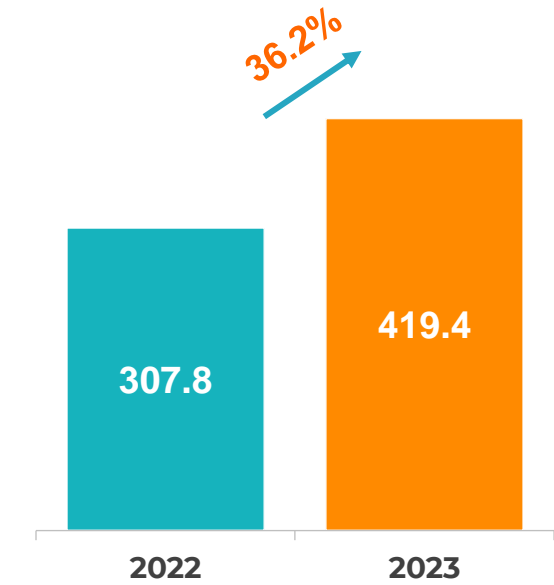
Note: as of February 2021, the financial summary (report) is excluded BNI Syariah as a consolidated calculation.

* Year of acquisition

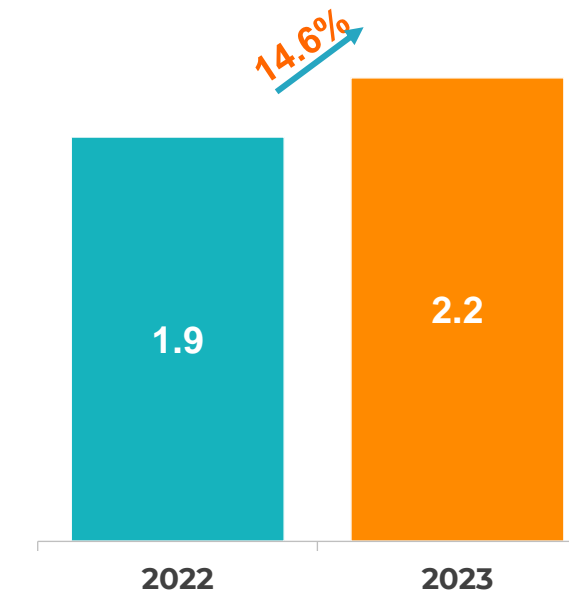
TOTAL ASSET (IDR Tn)



NET PROFIT (IDR Bn)



TOTAL SUBS CONTRIBUTION (IDR Tn)

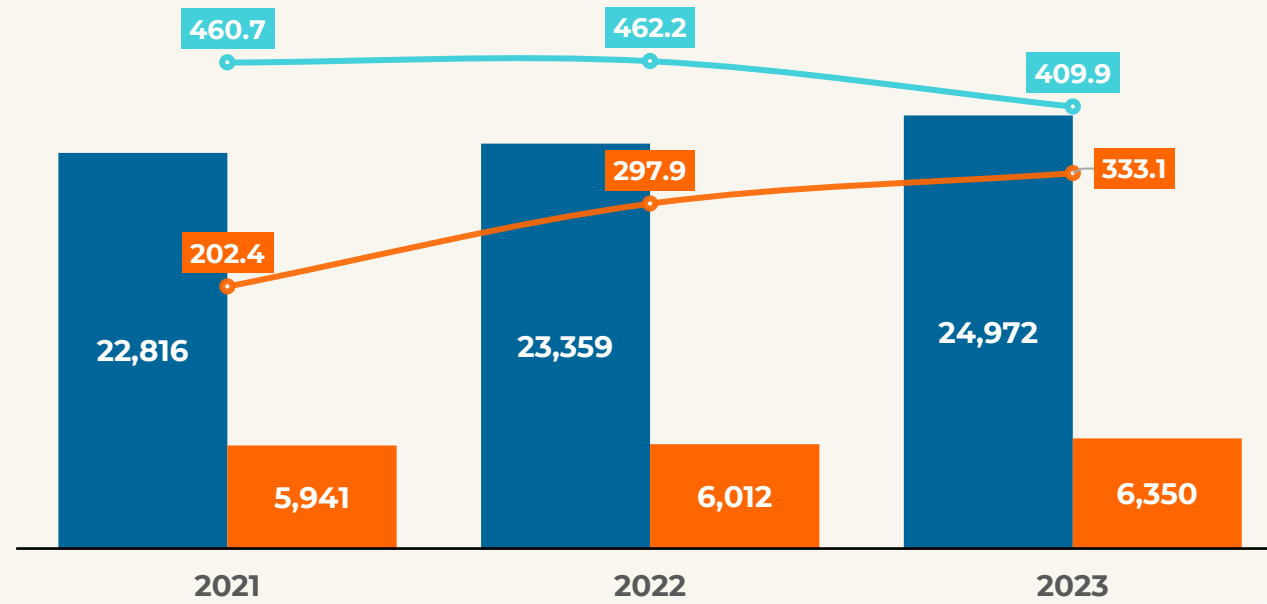


Note:

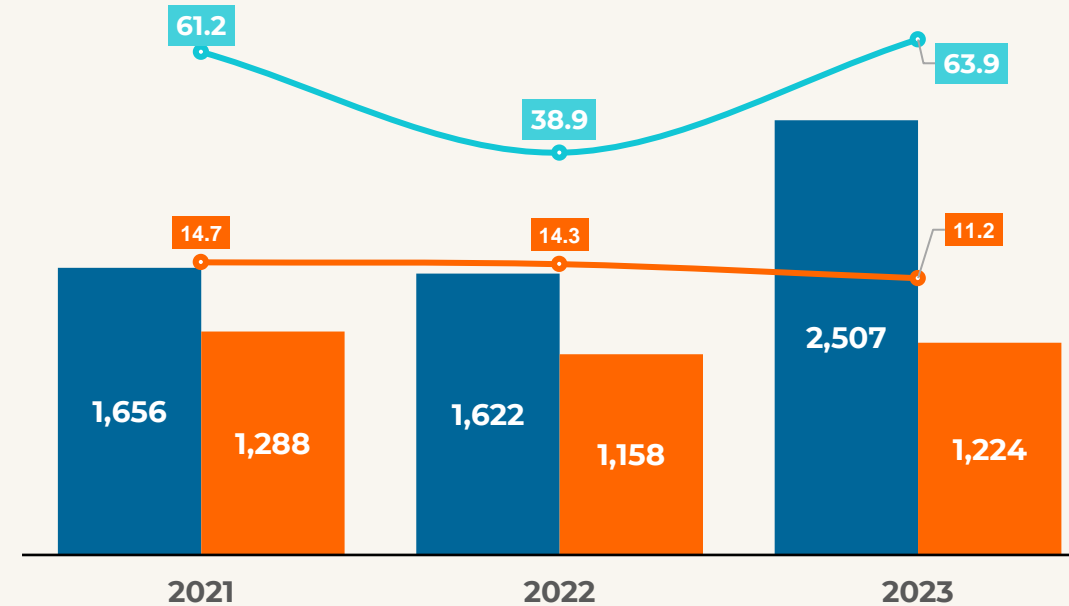
- Data Unaudited
- Total Contribution consist of Net Profit + Fee Income + Share Investments
- Fee Income : Contribution of subsidiaries which is directly recorded as FBI in BNI (parent company)

Subsidiaries Highlighted Performances

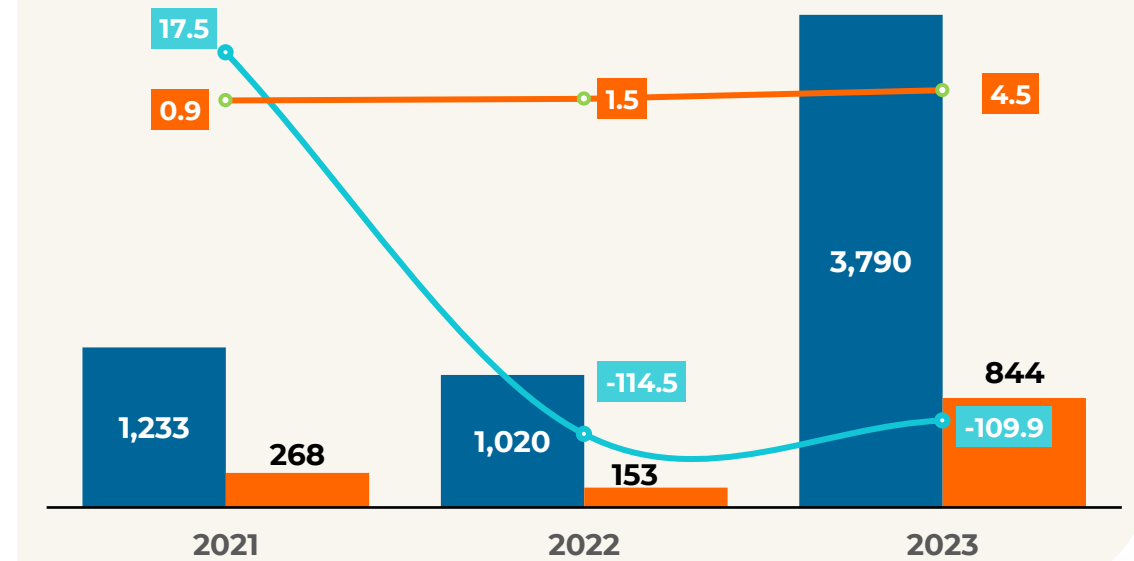
BNI LIFE INSURANCE



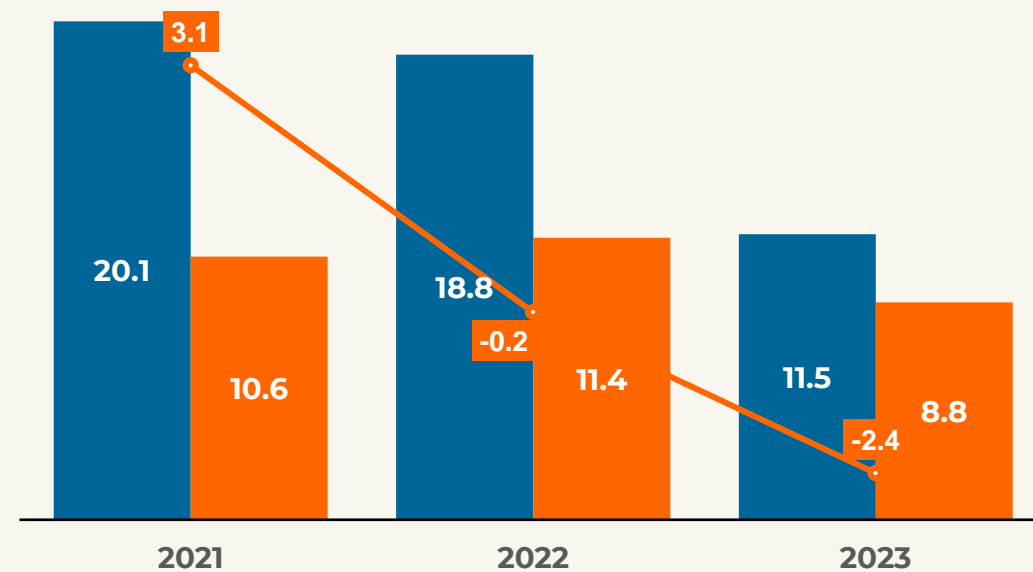
BNI SECURITIES CONSOLIDATED



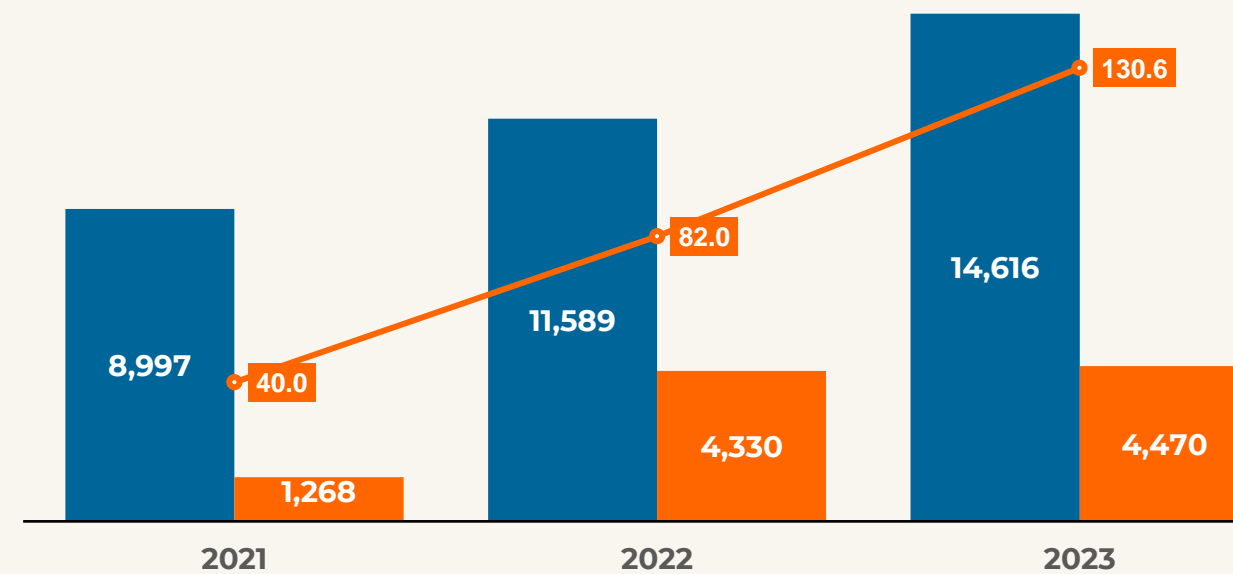
BNI MULTIFINANCE



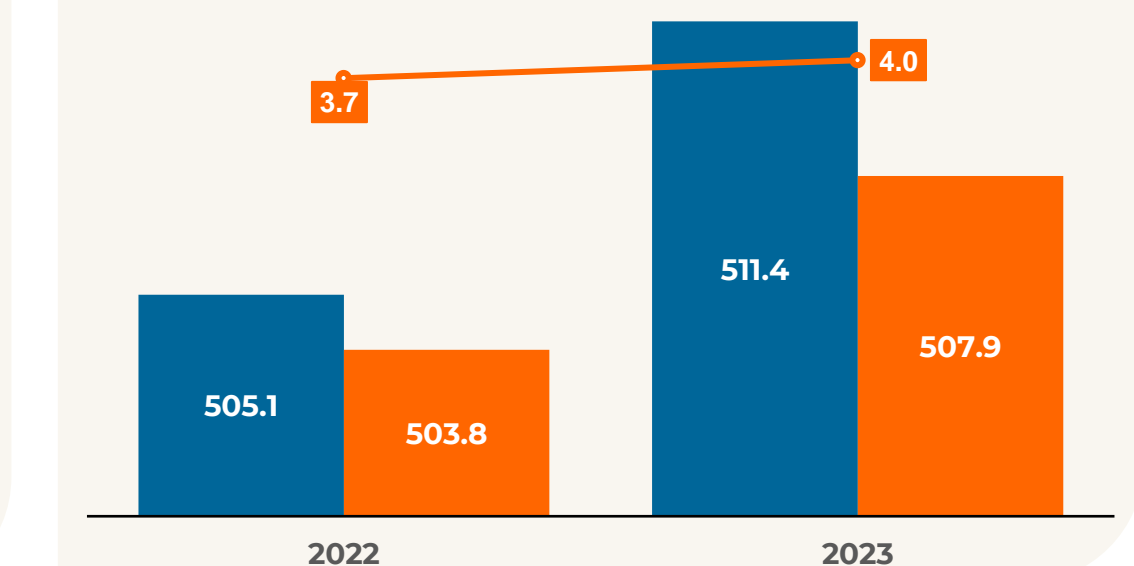
BNI REMITTANCE LTD



HIBANK

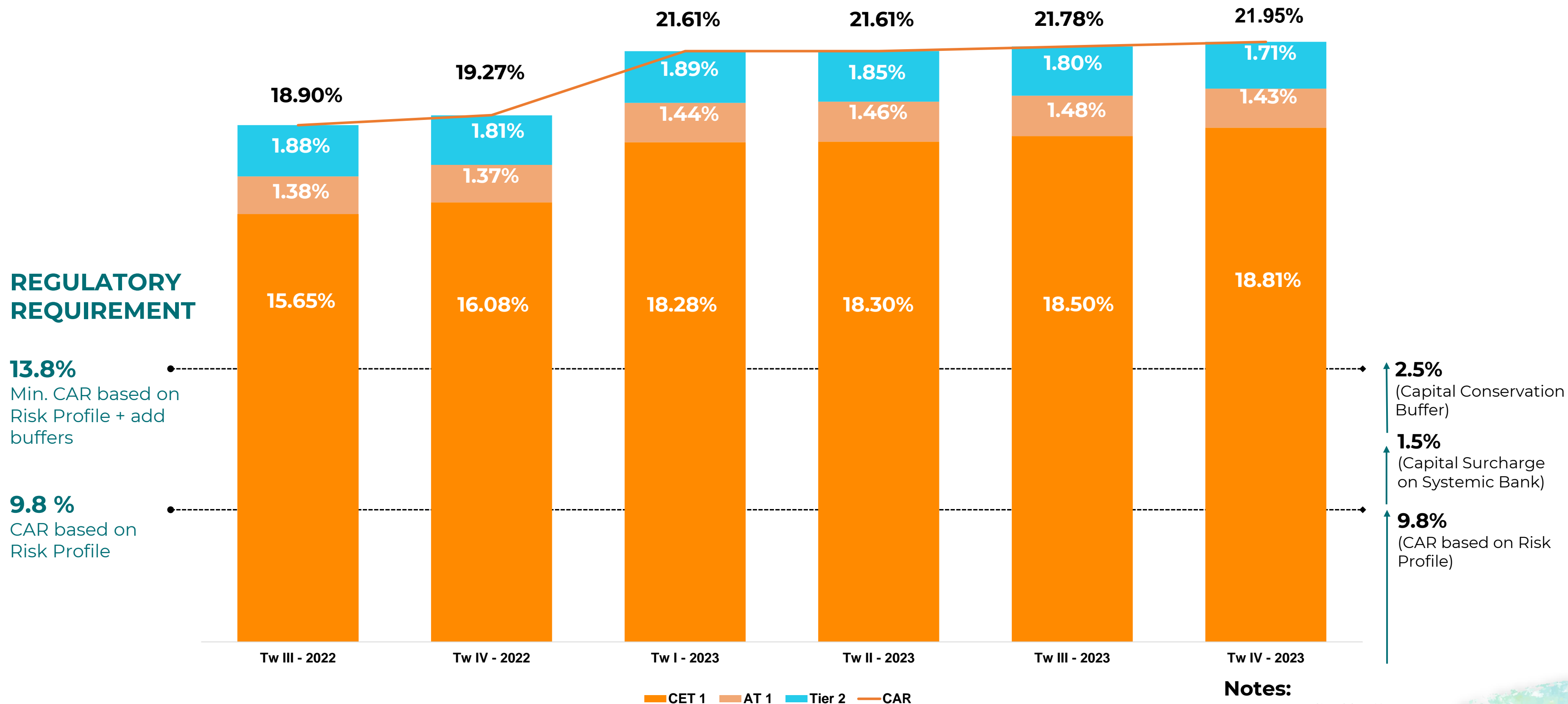


BNI VENTURES



Note:
- Data Unaudited

Capital Ratios are Well Above Minimum Requirement (Bank Only)



BASEL 3 Capital Requirement and BNI Capital Realization

BBNI CAPITAL REALIZATION

		2021	2022	2023
a	Add On based on Bank's Risk Profile	1.80%	1.80%	1.80%
b	Minimum Common Equity Tier 1 Capital	4.50%	4.50%	4.50%
c	Tier 1 Capital Minimum	6.00%	6.00%	6.00%
d	Capital Conservation Buffer	0.00%	2.50%	2.50%
e	Countercyclical Buffer (Applied to all bank)	0.00%	0.00%	0.00%
f	Capital Surcharge for DSIB (Bank with systemic risk)	1.50%	1.50%	1.50%
g	Minimum Common Equity Tier 1 + Risk Profile + Additional Buffers	7.80%	10.30%	10.30%
h	Minimum Tier 1 Capital based on Risk Profile + Additional Buffers	9.30%	11.80%	11.80%
i	Minimum CAR + Risk Profile + Additional Buffers	11.30%	13.80%	13.80%

CAPITAL	2021	2022	2023
I Common Equity Tier I Capital (%)			
Minimum Requirement	7.8	10.3	10.3
BNI Realization & Projection	16.4	16.0	18.9
II Tier I Capital (%)			
Minimum Requirement	9.3	11.8	11.8
BNI Realization & Projection	17.7	17.5	20.2
III Total CAR Based on Risk Profile + Add Buffers (%)			
	9.8	9.8	9.8
1. BNI Risk Profile (Rating 2 Sound)	0	2.5	2.5
2. Capital Conservation Buffer	0	0	0
3. Countercyclical Buffer 0% - 2.5%	1.5	1.5	1.5
4. Capital Surcharge for DSIB Bucket			
Minimum Requirement (%)	11.3	13.8	13.8
CAR BNI Realization (%)	19.7	19.3	22.0

RISK WEIGHTED ASSET (BANK ONLY – Rp Tn)

	2021	2022	2023
RWA - Credit Risk	547.2	586.2	609.2
RWA - Market Risk	1.7	2.2	2.8
RWA - Operational Risk	87.3	93.0	35.0
Total RWA	636.2	681.4	647.0
Total Capital	125.6	131.3	142.0
CAR - %	19.7	19.3	22.0

Breakdown Yield Earning Asset & Interest Bearing Liabilities (bank only)

BREAKDOWN EARNING ASSET	2022		2023		GROWTH YoY	
	Amount (IDR Tn)	Yield	Amount (IDR Tn)	Yield	Amount	Yield
Loan	642.9	7.5%	687.9	7.8%	7.0%	0.3%
Non Loan	248.2	4.0%	263.2	5.5%	6.0%	1.6%
Marketable Securities	139.9	4.4%	150.7	4.5%	7.7%	0.2%
Placement	65.3	2.2%	75.4	4.3%	15.4%	2.1%
Acceptance and other receivables	43.0	5.5%	37.1	11.2%	-13.6%	5.6%
Total Earning Assets	891.1	6.5%	951.1	7.1%	6.7%	0.7%

BREAKDOWN INTEREST BEARING LIABILITIES	2022		2023		GROWTH YoY	
	Amount (IDR Tn)	CoF	Amount (IDR Tn)	CoF	Amount	CoF
Third Party Fund	762.4	1.5%	801.7	2.2%	5.2%	0.7%
Current Account	313.6	1.4%	343.1	2.0%	9.4%	0.6%
Savings	241.9	0.6%	231.0	0.6%	-4.5%	0.0%
Time Deposit	206.9	2.6%	227.6	4.1%	10.0%	1.4%
Borrowings & Repo	33.1	3.6%	36.7	7.9%	10.8%	4.3%
MS Issued	22.2	4.7%	21.9	4.7%	-1.3%	0.0%
Total Interest Bearing Liabilities	817.7	1.9%	860.3	2.9%	5.2%	1.0%

BNI Shares & Rating

Fitch Rating

Long Term Foreign Currency
Long Term Local Currency
Short Term Foreign Currency
Viability Rating
National Long Term Rating
National Short Term Rating

BBB-
BBB-/Stable
F3
bb+
AA+/Stable
F1+

Standard & Poor's

Outlook
Long Term Foreign Issuer Credit
Long Term Local Issuer Credit
Short Term Foreign Issuer Credit
Short Term Local Issuer Credit

Stable
BBB
BBB
A-2
A-2

Moody's

Outlook
Foreign Long Term Bank Deposits
Local Long Term Bank Deposits
Baseline Credit Assessment
Adjusted Baseline Credit Assessment
Counterparty Risk Assessment

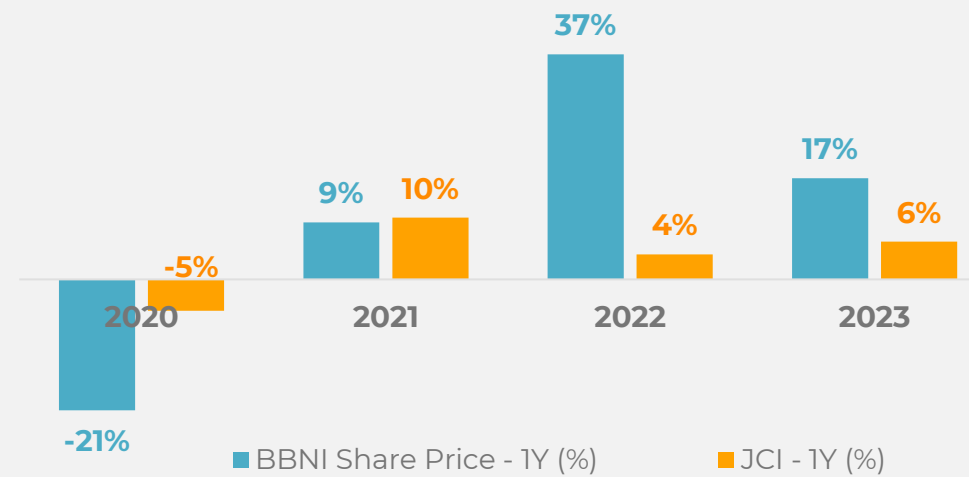
Stable
Baa2
Baa2
Baa3
Baa3
Baa2/p-2

Pefindo

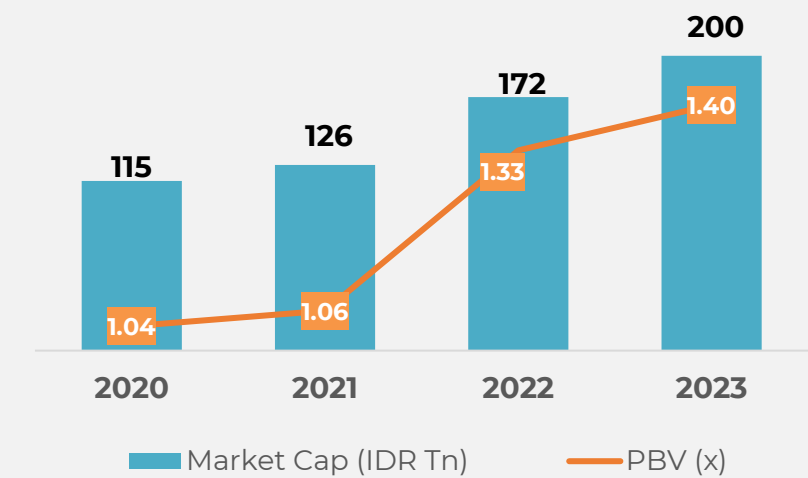
Corporate Rating

AAA/Stable

Historical Share Price Performance Versus JCI – YoY trend



Market Cap Movement & PBV

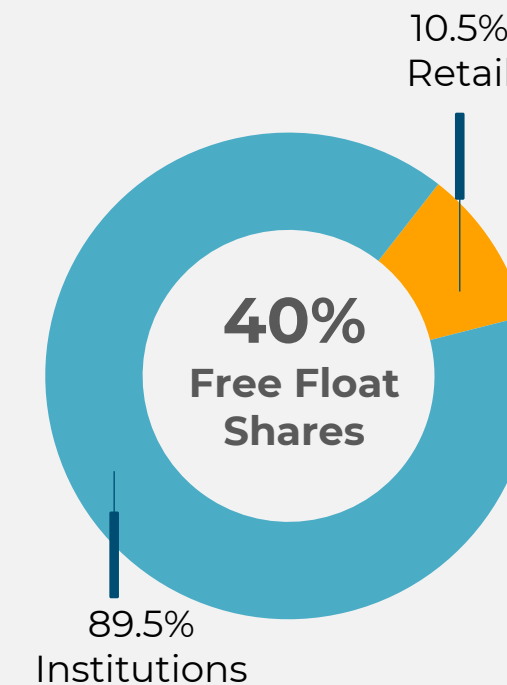


Diversified shareholder base

Breakdown of shares ownership

Ownerships	Dec 22	Dec 23
Government RI	60.0%	60.0%
Public - Domestic	15.2%	13.0%
Public - Foreign	24.8%	27.0%

Issued shares 37,297,312,920 shares



Geographical distribution of free float shares (as of Nov-23)

29.9% Indonesia
24.8% US & Canada
25.8% UK & Europe
9.5% Rest of Asia
7.6% Singapore
2.3% Rest of The World



5 Years Financial Data

5 Years Financial Data (1)

Consolidated Balance Sheet (IDR Bn)	2019	2020	2021	2022	2023
Total Assets	845,605	891,337	964,838	1,029,837	1,086,664
Placement with other banks & BI	47,777	61,329	92,290	51,569	43,794
Marketable Securities [market value]	27,447	29,947	26,053	28,556	37,408
Government Bonds [market value]	81,029	90,661	111,430	121,291	127,100
Loans (gross)	556,771	586,207	582,436	646,188	695,085
Third Party Funds	614,311	679,452	729,169	769,269	810,730
Deposit from other banks	11,926	9,372	14,377	15,245	11,894
Marketable Securities Issued	3,085	3,085	18,751	22,110	21,822
Borrowings	57,236	44,114	32,458	35,654	30,950
Shareholders' Equity	125,004	112,872	126,520	140,198	154,733

Consolidated Profit or Loss (IDR Bn)	2019	2020	2021	2022	2023
Interest Income	58,532	56,173	50,026	54,659	61,472
Interest Expense	(21,930)	(19,021)	(11,779)	(13,338)	(20,196)
Net Interest Income	36,602	37,152	38,247	41,321	41,276
Premium Income Net	1,697	1,471	1,399	1,552	1,659
Fee Based Income	11,358	11,864	13,639	14,820	14,783
Recovery	2,354	1,549	2,581	3,780	5,030
Operating Income	52,012	52,036	55,865	61,472	62,747
Operating Expense	(23,687)	(24,214)	(24,801)	(27,059)	(27,778)
Pre-Provision Income (PPOP)	28,325	27,822	31,064	34,413	34,970
Provisioning Charges	(8,838)	(22,590)	(18,298)	(11,514)	(9,196)
Non-Operational Inc/(Exp)	(118)	(119)	(216)	(212)	(134)
Net Income before tax	19,369	5,113	12,551	22,687	25,641
Net Income	15,384	3,280	10,898	18,312	20,909

5 Years Financial Data (2)

Financial Ratios (%)	2019	2020	2021	2022	2023
LOAN Growth [Consolidated]	8.6	5.3	5.3	10.9	7.6
CASA Ratio [Consolidated]	66.6	68.5	69.4	72.4	71.2
CASA Growth [Consolidated]	9.1	5.6	17.1	10.1	3.6
CAPITAL					
Shareholders equity to total asset	14.8	12.7	13.1	13.6	14.2
Tier I - CAR (include operational risk)	18.7	15.7	17.7	17.5	20.2
Tier II - CAR (include operational risk)	1.1	1.1	2.0	1.8	1.7
Total CAR (credit,market + operational risk)	19.7	16.8	19.7	19.3	22.0
ASSET QUALITY					
Net Non-Performing Loan	1.2	0.9	0.9	0.5	0.6
Gross Non-Performing Loan	2.3	4.3	3.7	2.8	2.1
Credit Cost	1.6	4.1	3.3	1.9	1.4
NPL Coverage	133.5	182.4	233.4	278.3	319.0
RENTABILITY					
Pre-Tax ROAA	2.4	0.5	1.4	2.5	2.6
ROAE*	13.4	2.6	9.4	14.9	15.2
Net Interest Margin	4.9	4.5	4.7	4.8	4.6
EFFICIENCY					
Cost to Income Ratio	43.9	44.2	43.3	42.6	42.9
LIQUIDITY					
Loan to Deposit Ratio	91.5	87.3	79.7	84.2	85.8
DIVIDEND					
Dividend Payout Ratio [%]	25.0	25.0	25.0	40.0	Waiting for AGM Approval

All ratios are bank only, unless stated otherwise

*ROAE with average total equity as denominator ; 16.8% in 2023 if the denominator is Tier 1 Capital as reported to OJK

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Thank You



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