

CORPORATE PRESENTATION

FY-2015

PT Bank Negara Indonesia (Persero) Tbk

< BBNI.IJ >





- ✓ **Corporate Update**
- ✓ **Highlight Result FY2015**
- ✓ **Financial Performance FY-2015**
- ✓ **Business & Consumer Banking**
- ✓ **Appendix**
 - About BNI
 - Macro Economy
 - 5 years Financial Data

EGM January 12, 2016

Appointed

1. Mr. Hartadi A Sarwono as President Commissioner,
2. Mr. Bistok Simbolon as Commissioner
3. Mr. Panji Irawan as Managing Director

Share Buyback

- ✓ Value: Rp. 749,98 billion
- ✓ Volume: 150,5 millions shares.
- ✓ Usage Plan: bonus stock for our employees.

Asset Revaluation

	Nilai Buku sebelum Revaluasi/ <i>Carrying Amount Before Revaluation</i>	Nilai Buku Setelah Revaluasi/ <i>Carrying Amount after Revaluation</i>	Keuntungan (Kerugian) Revaluasi/ <i>Gain (Loss) Revaluation</i>	
Tanah	1,731,909	12,297,409	10,565,500	Land
Bangunan	1,115,110	2,886,536	1,771,426	Buildings
Jumlah	2,847,019	15,183,945	12,336,926	Total

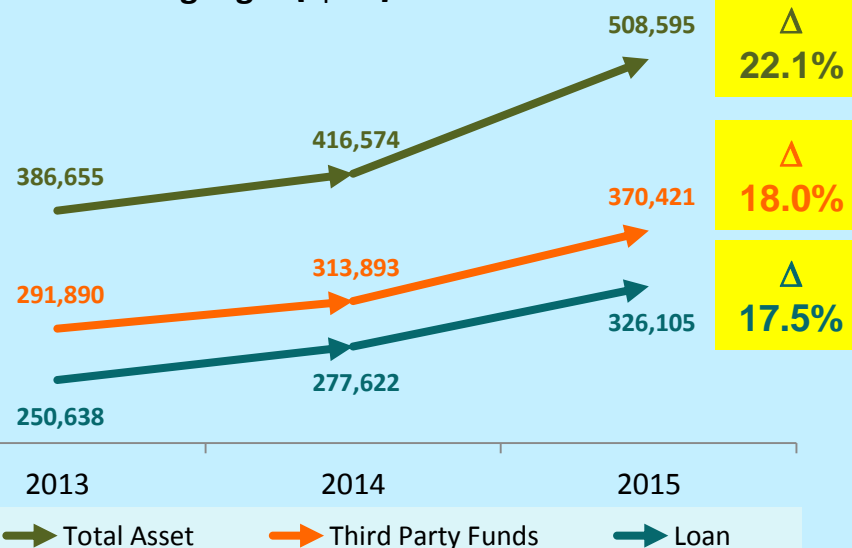
**Final Income Tax
charged to revaluation
increment is Rp 190,1
billion.**

Restructuring Progress

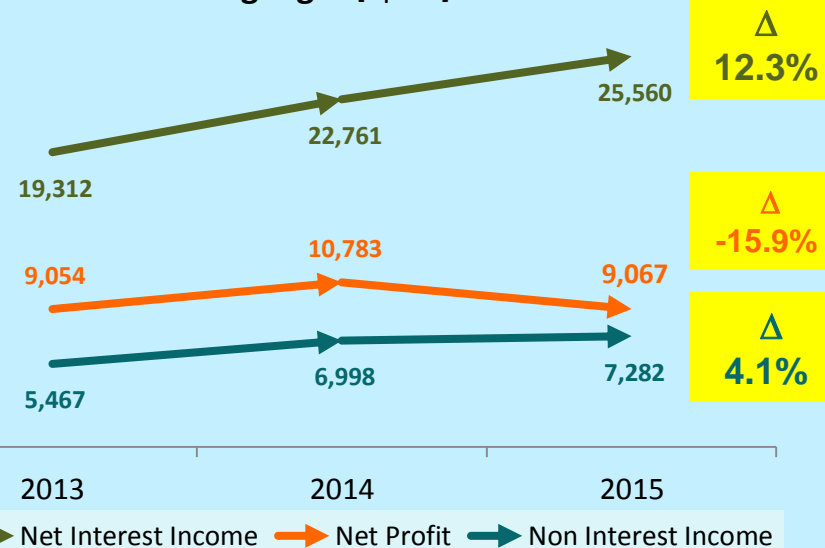
Total loan restructuring in 2015 was Rp 14.4 Trillion and 69,8% maintained in pass category.

Highlight Result FY2015

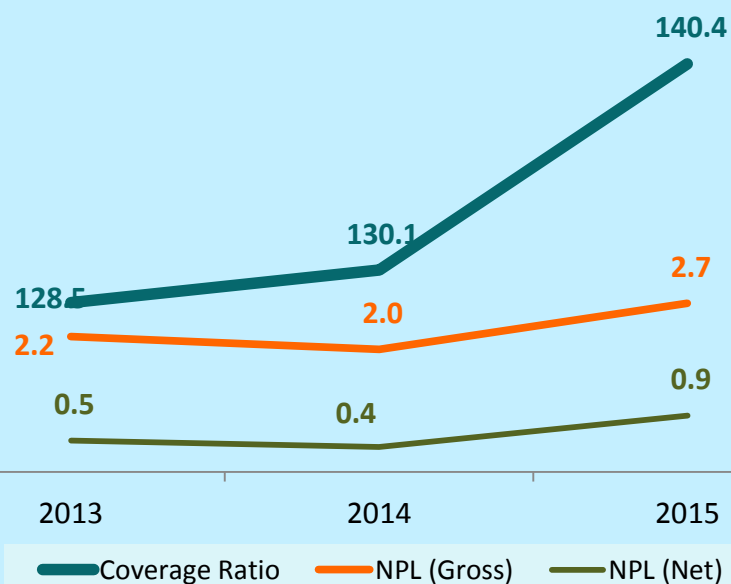
Balance Sheet Highlight [Rp Bn]



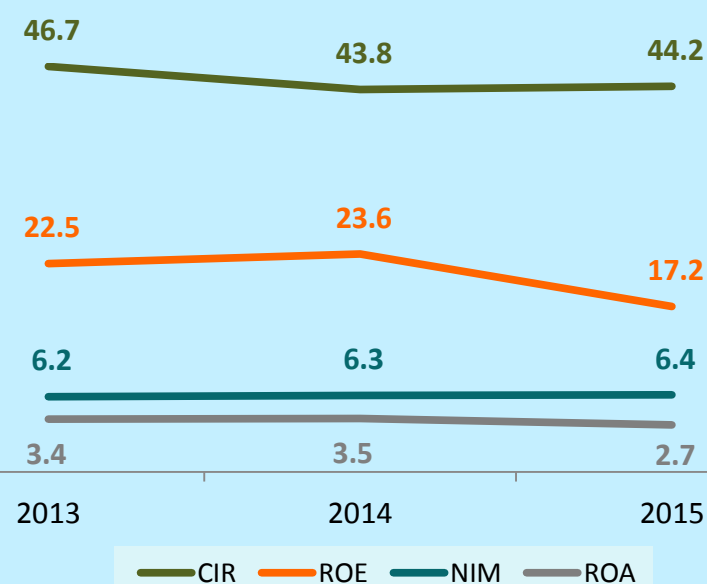
Income Statement Highlight [Rp Bn]

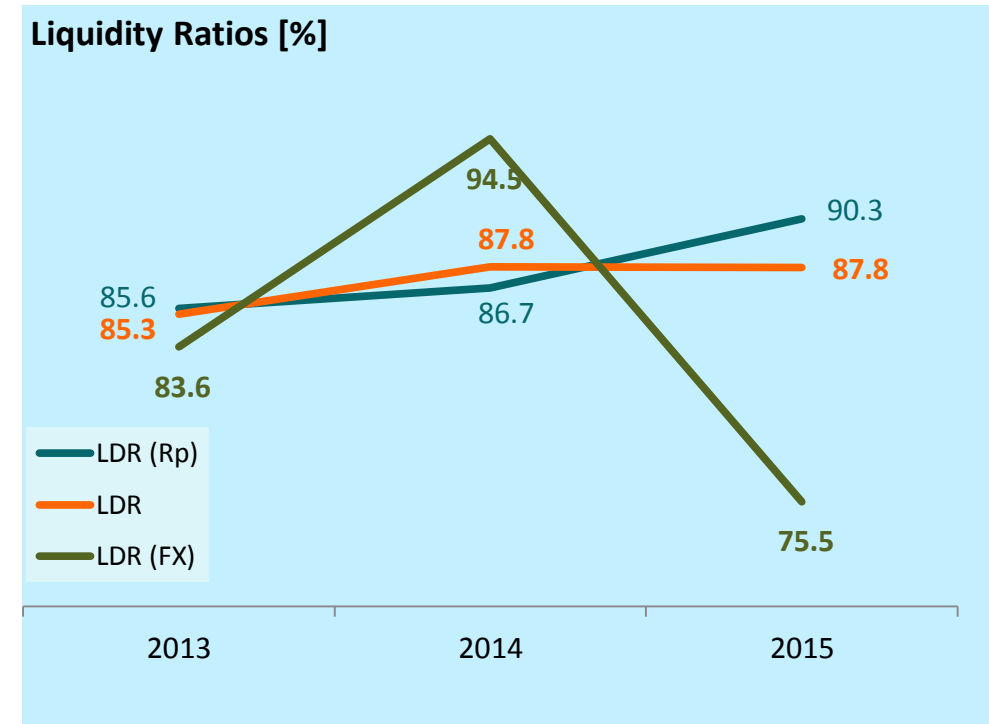
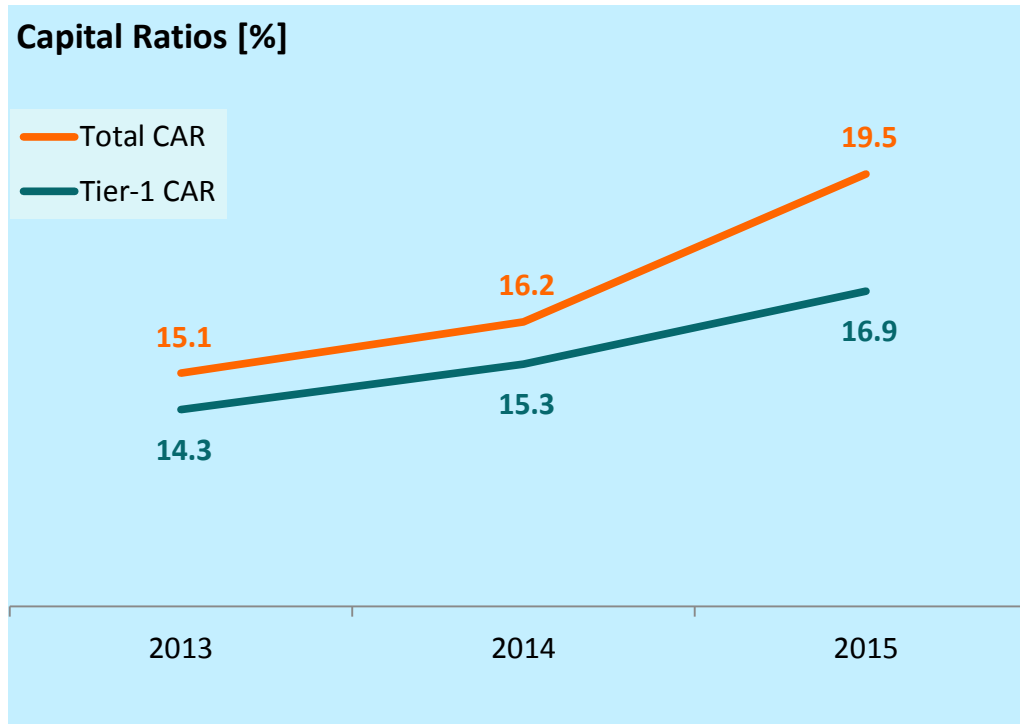


Asset Quality Ratios [%]



Profitability & Efficiency Ratios [%]





Asset Revaluation Increment posted in Tier-1 Capital

Forecast Macro 2016

INDONESIA

- ✓ GDP: 5.0 – 5.5%
- ✓ Inflation: 4.0 – 5.0%
- ✓ USD Exchange: 13.500 – 14.000
- ✓ BI Rate: 7.0 – 7.5%

BANKING SECTOR

- ✓ Loan Growth: 12.0 – 15.0%
- ✓ Deposit Growth: 11.0 – 14.0%

BNI 2016

- ✓ Loan Growth: 16.0 – 18.0%
- ✓ Deposit Growth: 14.0 – 16.0%
- ✓ FBI Growth: 6 – 9%
- ✓ OPEX Growth: 11 – 13%
- ✓ NPL: 2.3 – 2.5%
- ✓ Coverage Ratio: 150 – 155%
- ✓ NIM: minimum 6.0%
- ✓ LDR: 90 – 92%

Growth Driver



Opportunity from many Infrastructure Project



Government commitment to boost economic growth will create opportunity for Bank to participate



Opportunity created from value chain between Business Banking and Consumer.

FINANCIAL PERFORMANCE FY- 2015

Balance Sheet Highlight

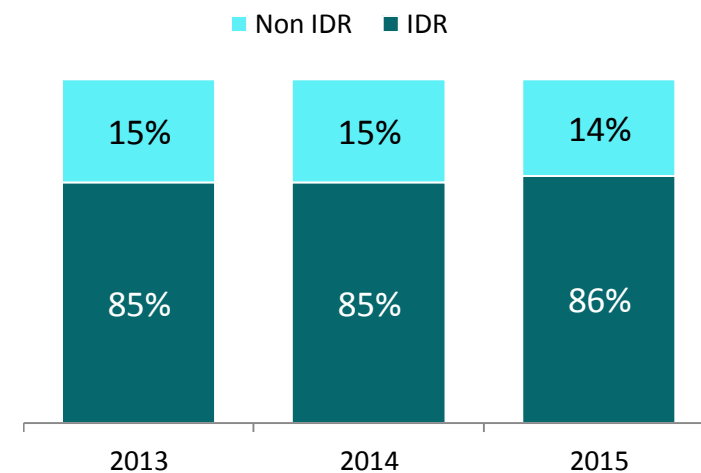
[Rp Billion]	2013	2014	2015	Y.o.Y	
Total Assets	386,655	416,574	508,595	22.1%	↑
Placement with other banks & BI	23,475	14,530	33,417	130.0%	↑
Marketable Securities [market value]	8,528	12,743	9,964	-21.8%	↓
Government Bonds [market value]	44,884	43,830	47,222	7.7%	↑
Loans (gross)	250,638	277,622	326,105	17.5%	↑
Third Party Funds	291,890	313,893	370,421	18.0%	↑
Deposits from other Banks	3,185	3,177	4,698	47.9%	↑
Marketable Securities Issued	6,037	6,158	6,871	11.6%	↑
Borrowings	18,951	11,212	22,524	100.9%	↑
Shareholders' Equity	47,684	61,021	78,438	28.5%	↑

Loan Composition

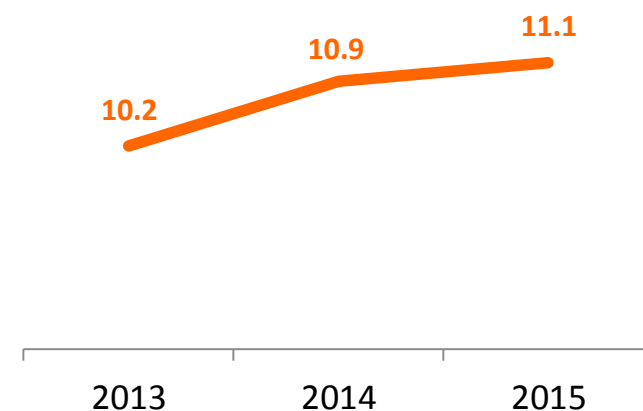
Loan Composition [% Rp Billion]

	Segment	2013	2014	2015	Growth [YoY - %]	Composition [%]
Business Banking	Corporate	68,385	72,874	80.239	10.1%	24.6%
	SOE	43,849	46,841	57.671	23.1%	17.7%
	Medium	30,722	40,324	51.147	26.8%	15.7%
	Small	41,582	40,374	42.076	4.2%	12.9%
	SUBTOTAL	184,538	200,413	231.133	15.3%	70.9%
Consumer	Mortgage	31,733	33,341	34.664	4.0%	10.6%
	Credit Card	5,489	7,777	9.789	25.9%	3.0%
	Other Consumer	10,310	10,906	13.087	20.0%	4.0%
	SUBTOTAL	47,532	52,024	57.540	10.6%	17.6%
	Overseas	7,234	10,082	19.538	93.8%	6.0%
	Subsidiaries	11,334	15,103	17.896	18.5%	5.5%
	TOTAL	250,638	277,622	326.105	17.5%	100.0%

Loan by Currency (%)

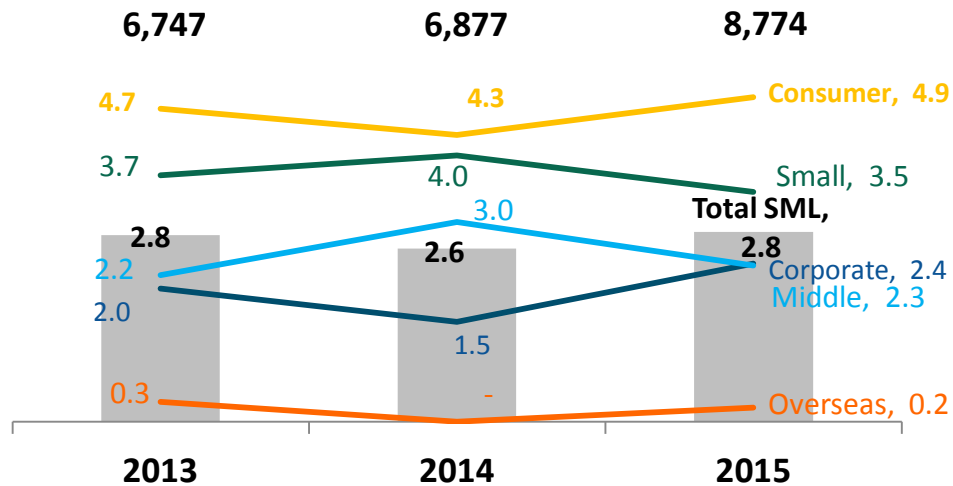


Average Yield on Loan (%) – Bank Only

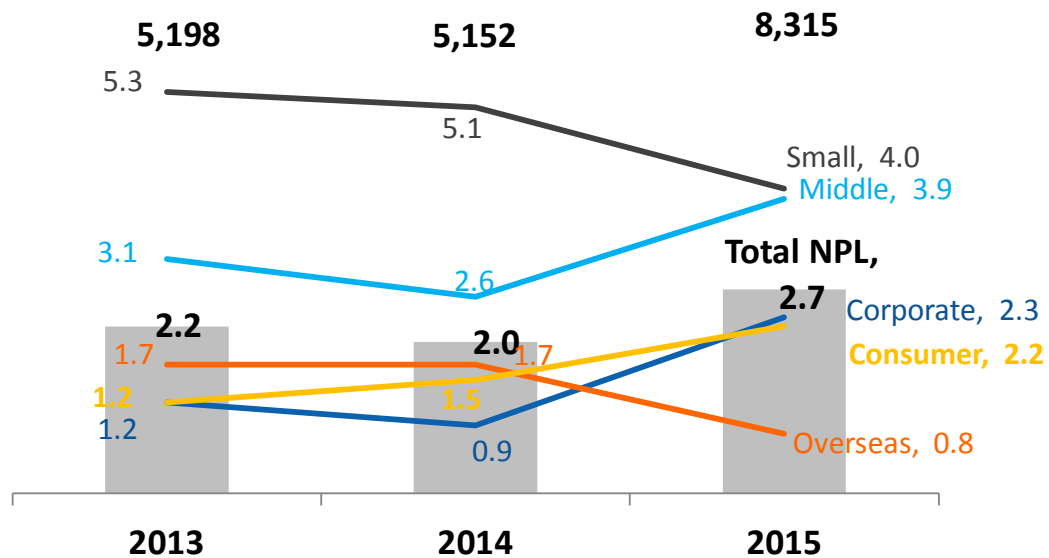


Loan Quality – Bank Only

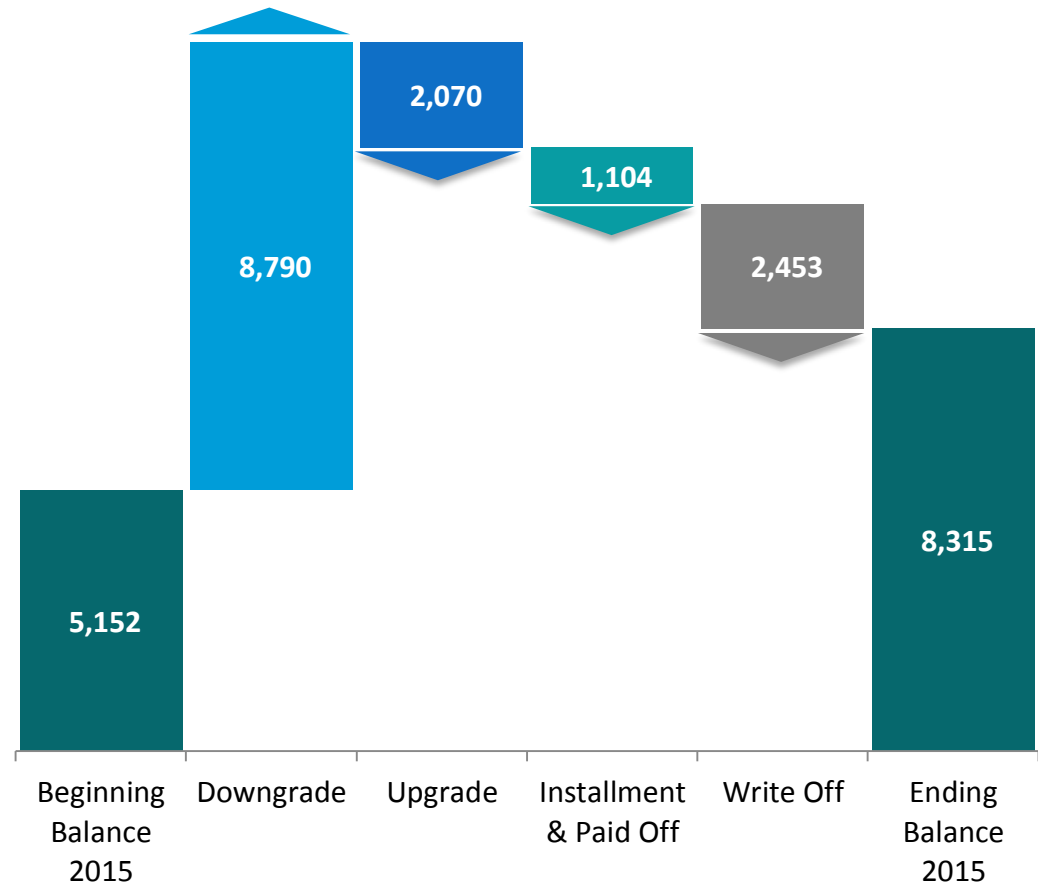
Special Mention by Segment [% , Rp Bn]



NPL by Segment [%]

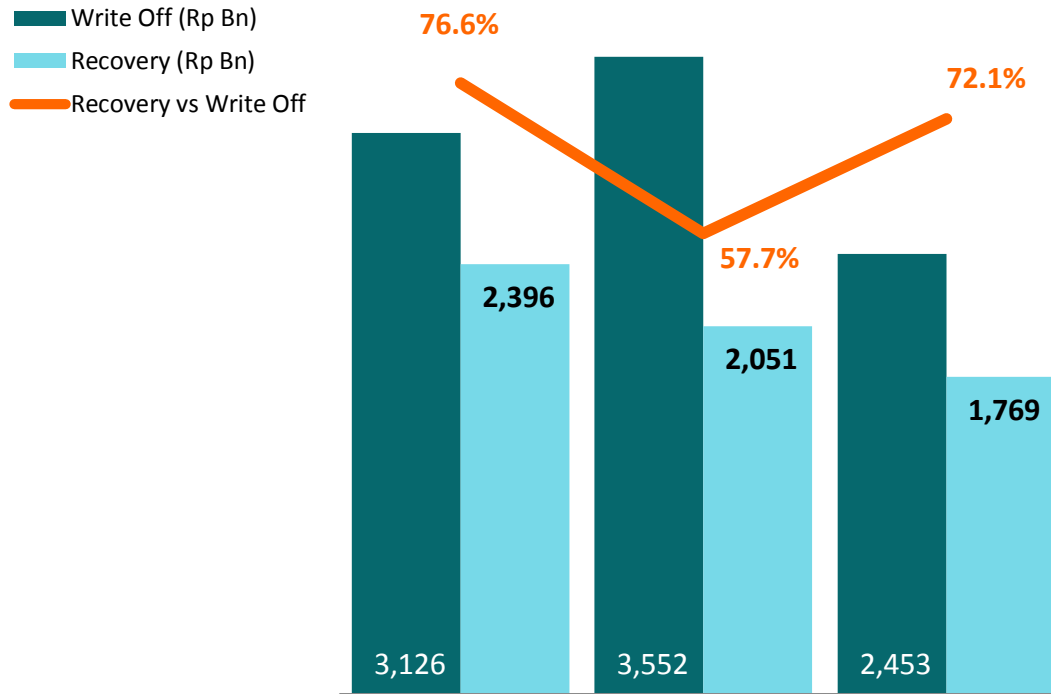


NPL Movement [Rp Bn]



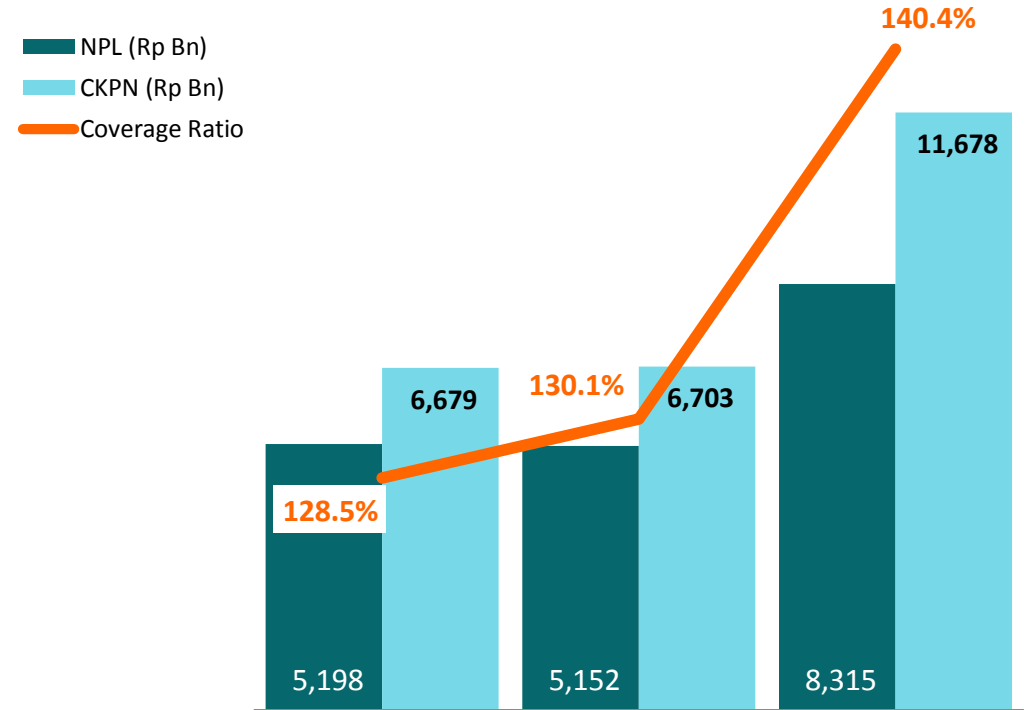
Loan Quality – Bank Only

Write off & Recovery



	2013	2014	2015
Write Off (Rp Bn)	3,126	3,552	2,453
Recovery (Rp Bn)	2,396	2,051	1,769
Write Off / Recovery	76.6%	57.7%	72.1%

Coverage Ratio



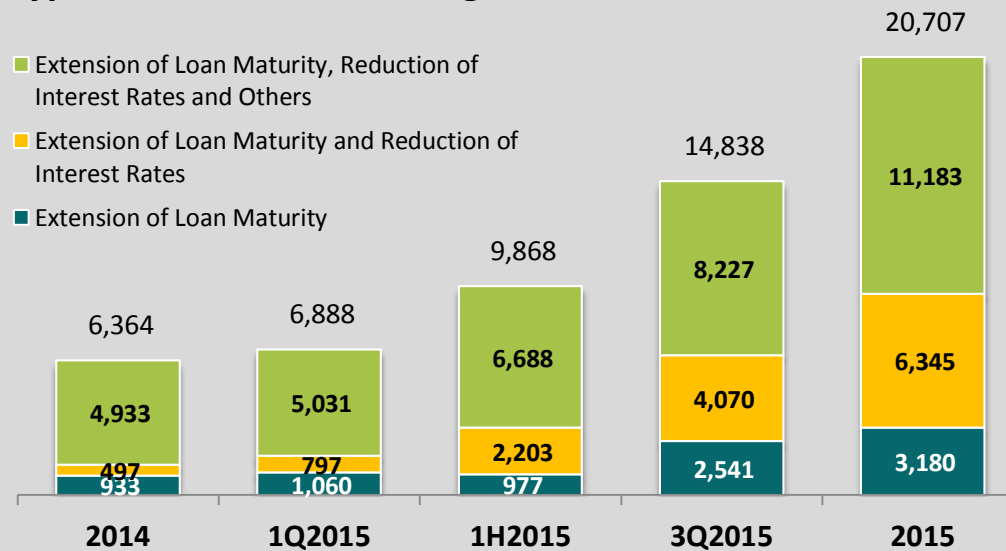
	2013	2014	2015
NPL (Rp Bn)	5,198	5,152	8,315
CKPN (Rp Bn)	6,679	6,703	11,678
Coverage Ratio	128.5%	130.1%	140.4%

Lower write-off encourage discipline and increased responsibility of our loan officers

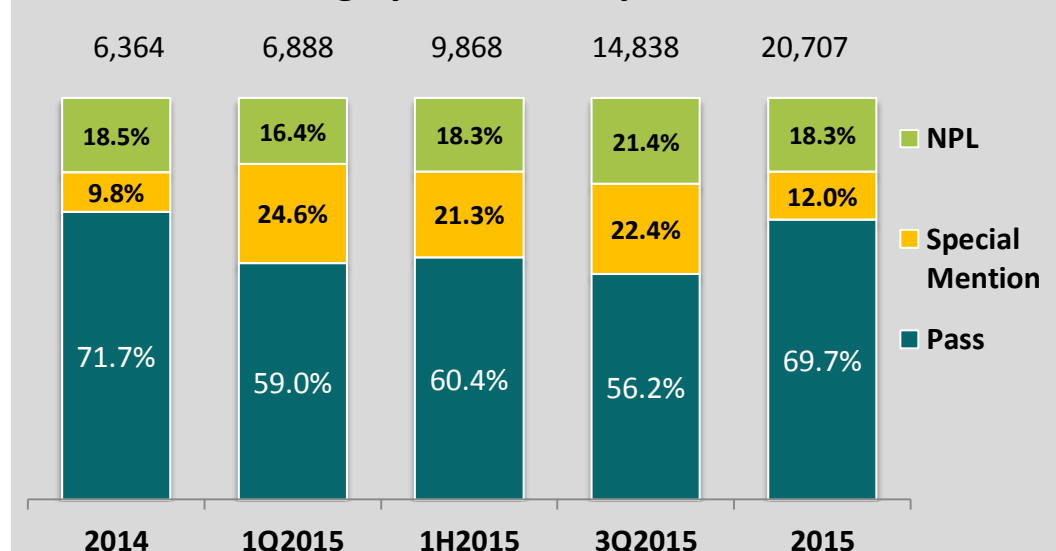
Progress on Loan Restructuring

Type of Loan Restructuring [Rp Bn]

- Extension of Loan Maturity, Reduction of Interest Rates and Others
- Extension of Loan Maturity and Reduction of Interest Rates
- Extension of Loan Maturity

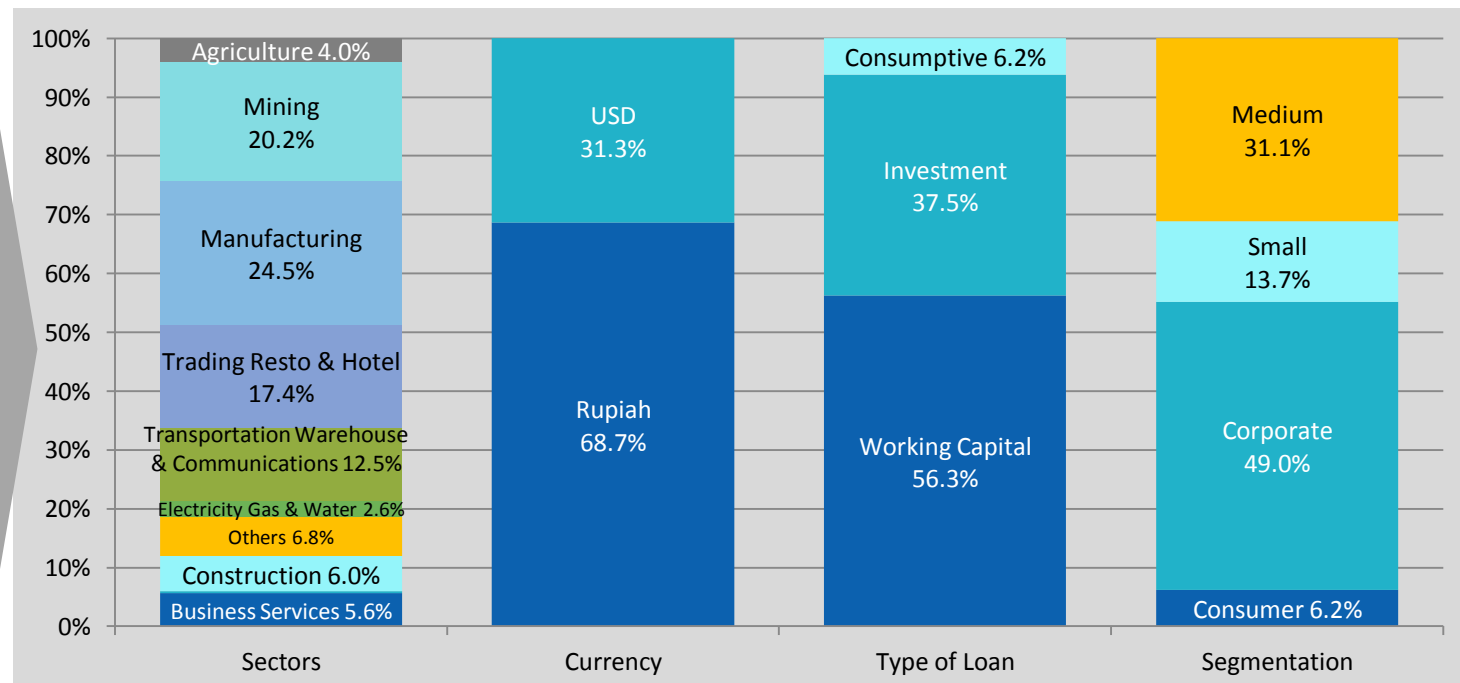


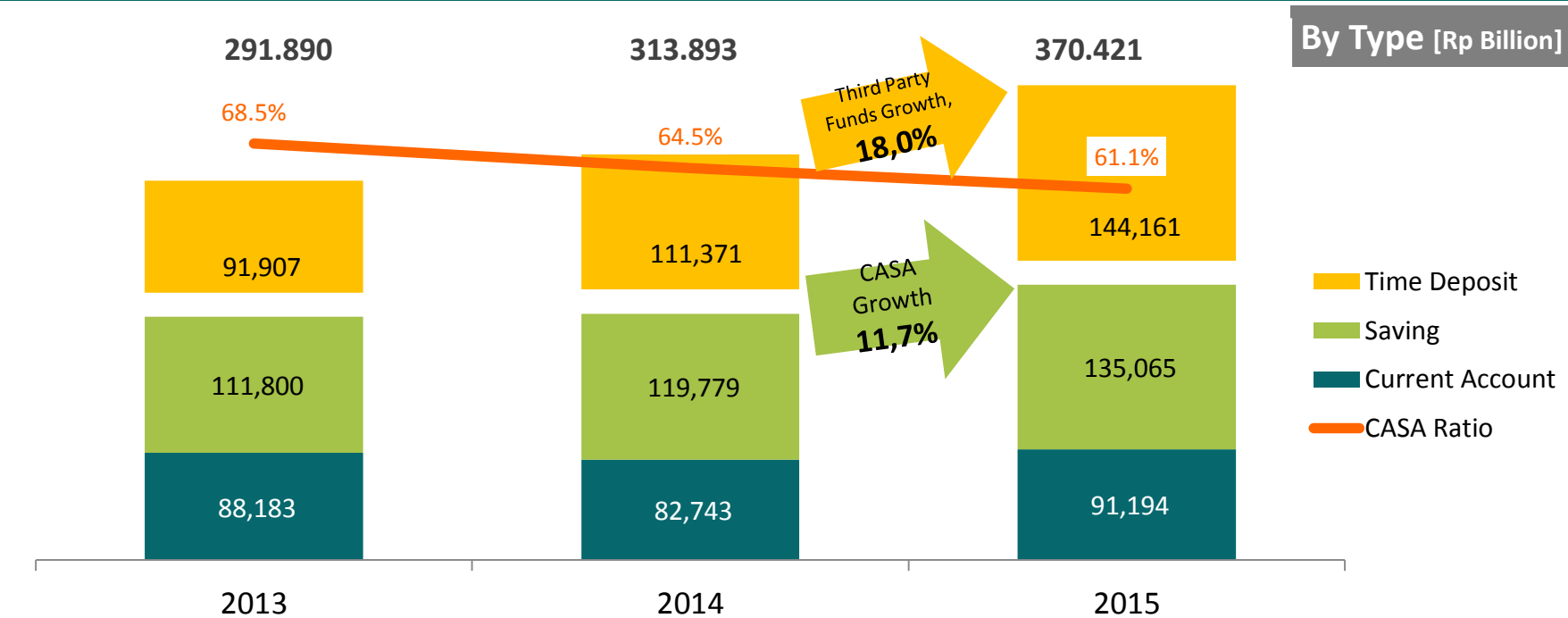
Loan Restructuring by Collectibility [Rp Bn, %]



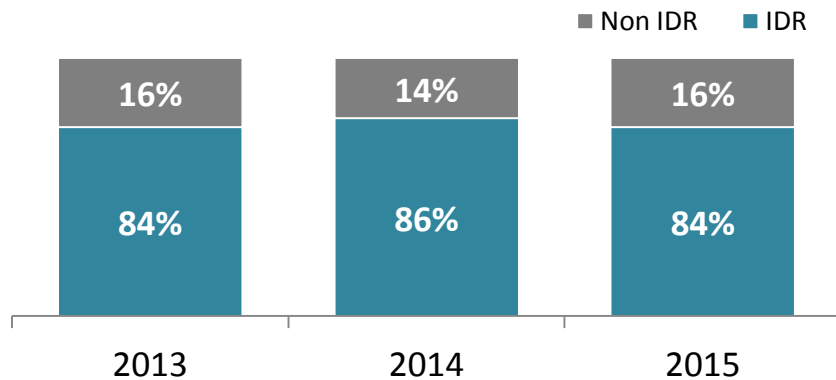
Profile of Restructured Loan [EOY2015]

- ✓ Rp 11,2T or 55,4% is combination of extensions of loan maturity, reduction interest rate & others
- ✓ 69,7% of Restructured Loan is in Pass Category (Cat.1)
- ✓ Manufacturing (24,5%), Mining (20,2%) and Trading, Resto & Hotel (17,4%) are Top-3 dominated sectors
- ✓ Rupiah & Working Capital Loan are majority of our Restructured Loan
- ✓ Corporate and Medium are most dominated segment

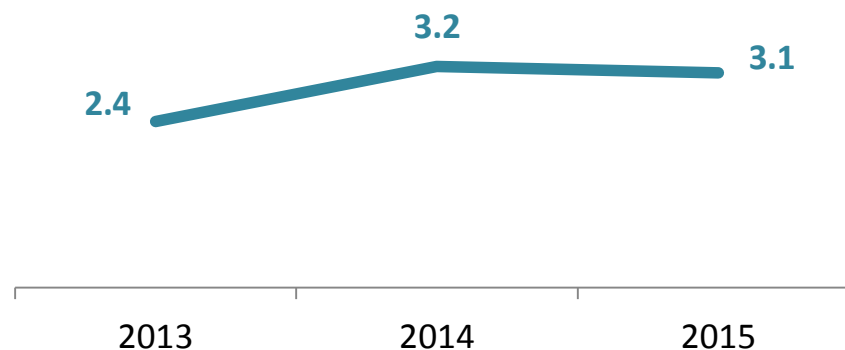




By Currencies (%)



Cost of Fund [%] – Bank Only



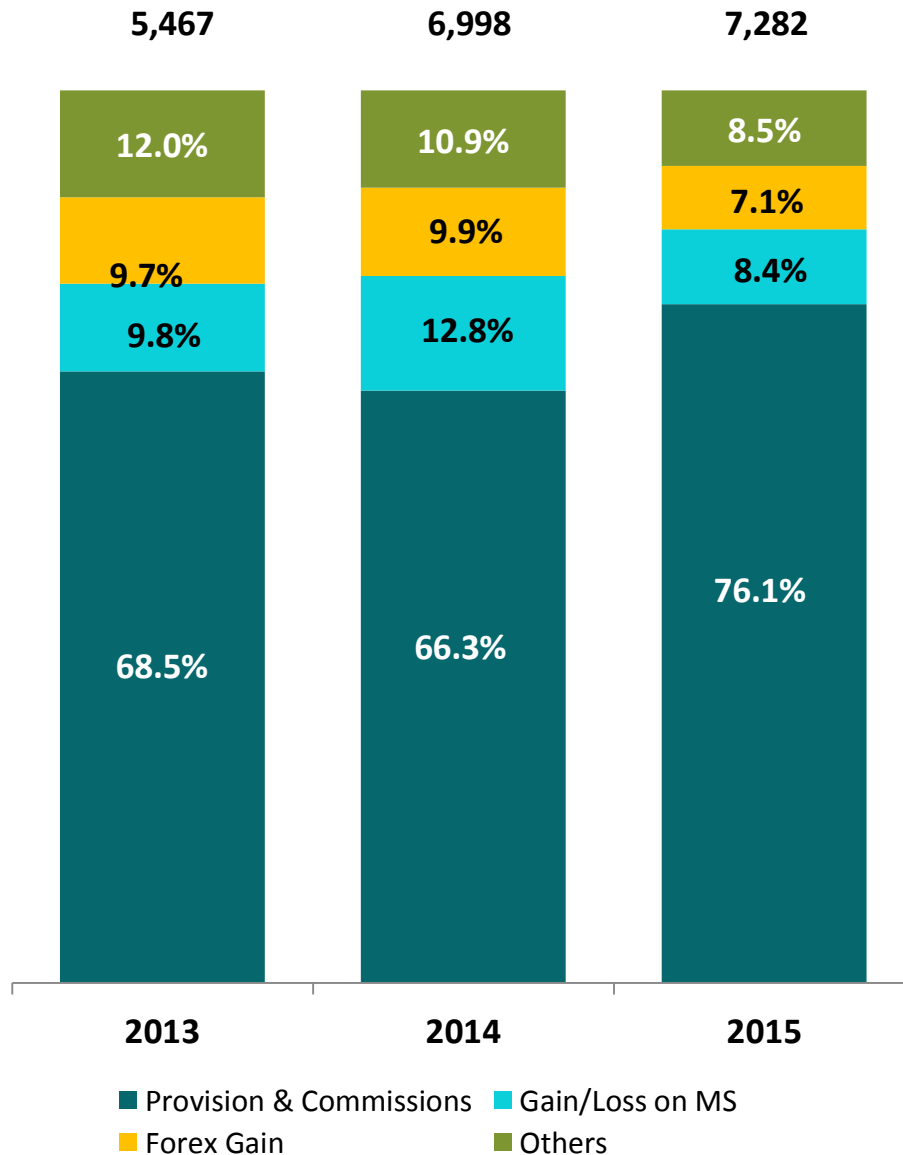
CASA Fund grew 11,7% and Third Party Fund grew 18,0% with lower Cost Of Fund at 3,1%

Profit & Loss Highlight

[Rp Billion]	2013	2014	2015	Y.o.Y	
Interest Income	26,705	33,750	36,895	9.3%	↑
Interest Expense	(7,392)	(10,989)	(11,335)	3.1%	↑
Net Interest Income	19,312	22,761	25,560	12.3%	↑
Premium Income Net	494	132	826	523.3%	↑
Non Interest Income	5,467	6,998	7,282	4.1%	↑
Recovery	2,138	1,856	1,590	-14.3%	↓
Operating Income	27,411	31,748	35,258	11.1%	↑
Operating Expense	(13,485)	(14,760)	(16,510)	11.9%	↑
Pre-Provision Income	13,926	16,988	18,748	10.4%	↑
Provisioning	(2,708)	(3,642)	(7,336)	101.4%	↑
Non Operational Income/(Expense)	59	178	54	-69.7%	↓
Net Income before Tax	11,278	13,524	11,466	-15.2%	↓
Net Income	9,054	10,783	9,067	-15.9%	↓
Net Income Per Share (full amount)	486	578	487	-15.7%	↓

Non Interest Income

Breakdown [Rp Billion, %]

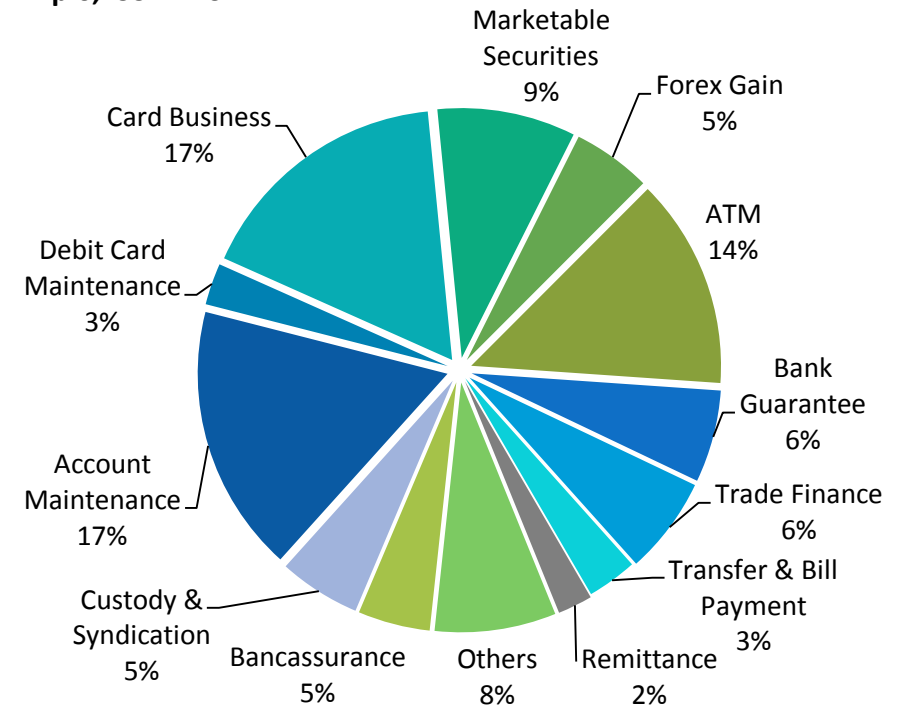


Breakdown Non Interest Income [Rp Billion]

	2013	2014	2015
Recurring Fee	5,245	6,359	6,799
Non Recurring Fee	223	639	483
Total	5,467	6,998	7,282

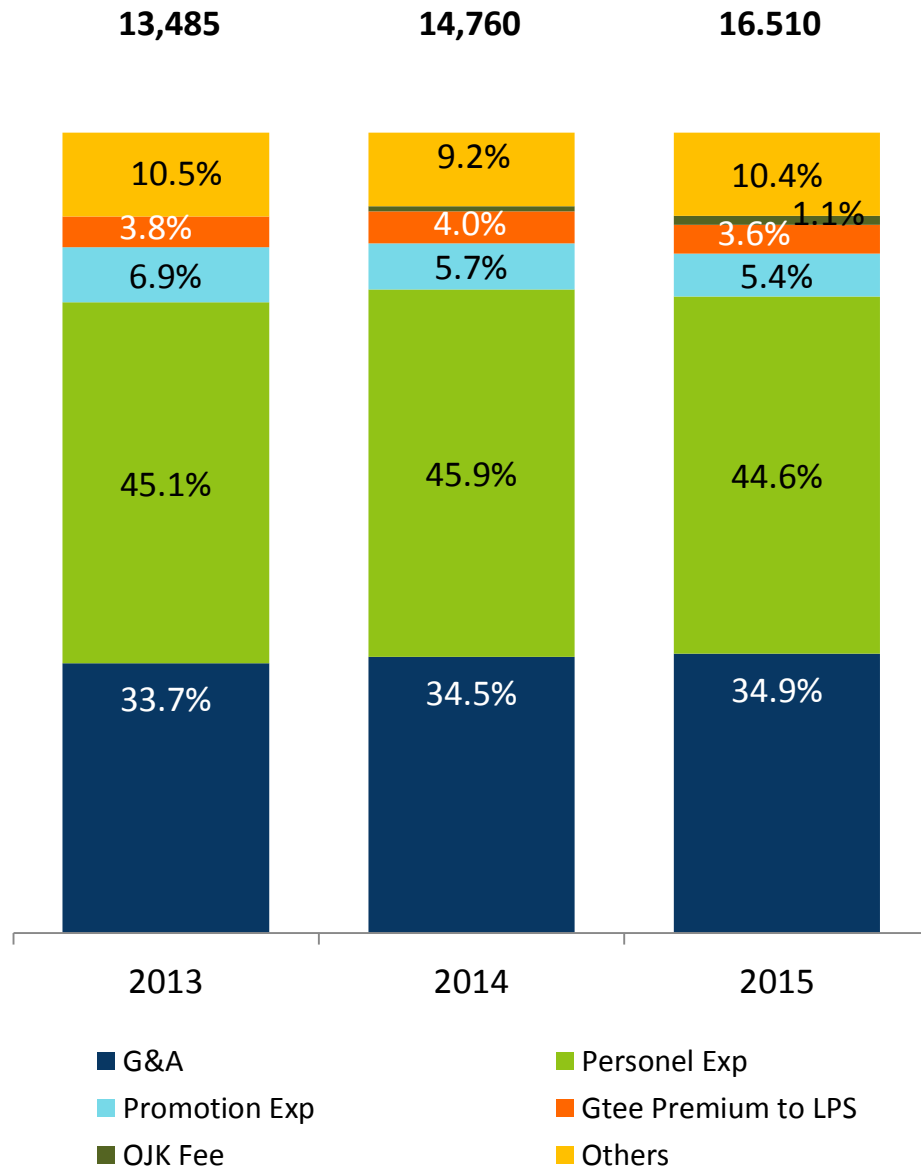
Breakdown recurring fee

Total = Rp 6,799 Billion

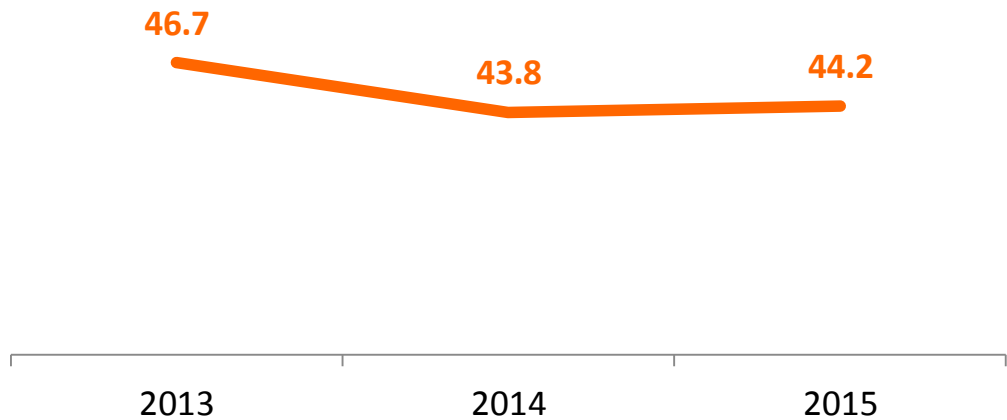


Operating Expense

Key highlights of OPEX [Rp Billion]

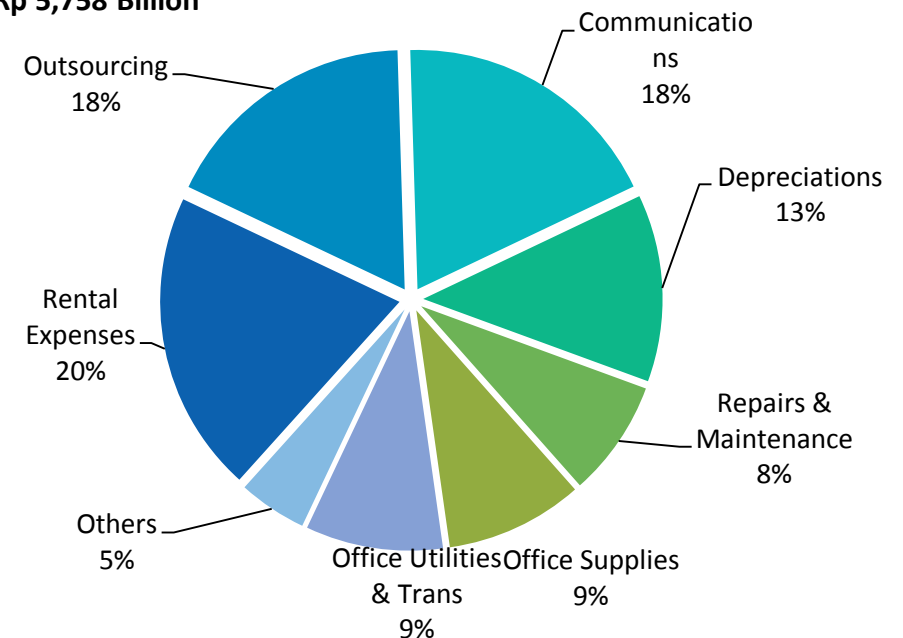


Cost to Income Ratio – Bank Only [%]



Breakdown General & Administrative Expenses

Total = Rp 5,758 Billion

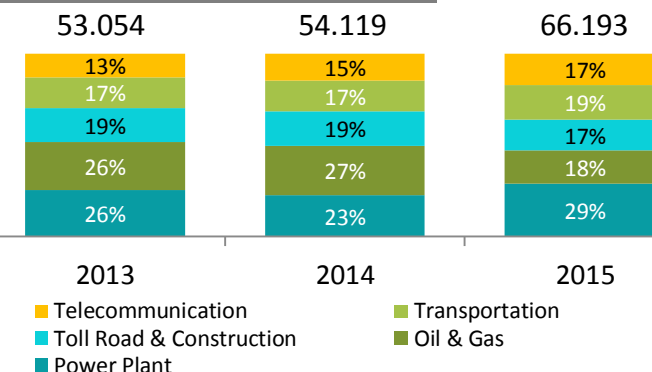


BUSINESS & CONSUMER BANKING

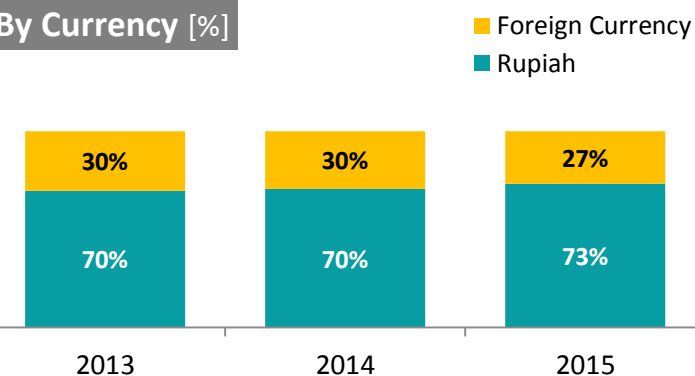
By Sector Economy					
Sectors *) (Rp Billion)	2013	2014	2015	Growth Y.o.Y	Composi tion
Manufacturing	32.412	36.625	50.703	38,4%	32,2%
Trading, Resto & Hotel	8.499	7.462	7.838	5,0%	5,0%
Agriculture	14.288	19.779	23.307	17,8%	14,8%
Business Services	12.715	13.283	13.868	4,4%	8,8%
Transport, Warehouse and Communications	14.652	14.921	17.694	18,6%	11,2%
Construction	2.803	2.477	6.643	168,2%	4,2%
Electricity, Gas and Water	12.346	13.682	17.605	28,7%	11,2%
Mining	14.151	16.435	13.064	-20,5%	8,3%
Social Services	1.054	1.392	1.801	29,4%	1,1%
Others	6.547	3.741	4.922	31,6%	3,1%
Total Corporate & SOE	119.468	129.797	157.446	21,3%	100,0%

*) including Overseas

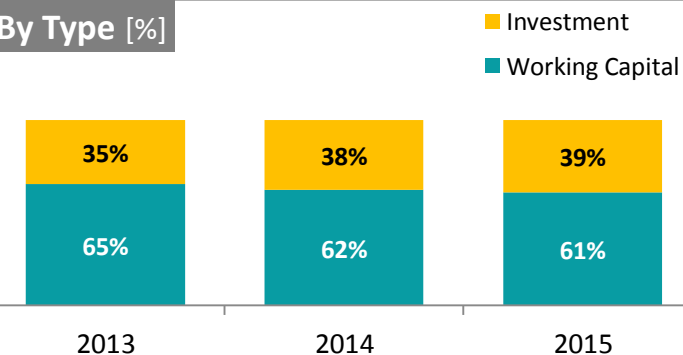
Infrastructure Loan (Rp Billion)



By Currency [%]



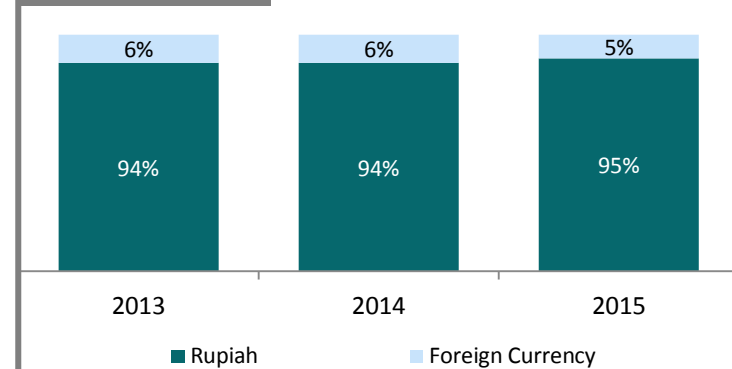
By Type [%]



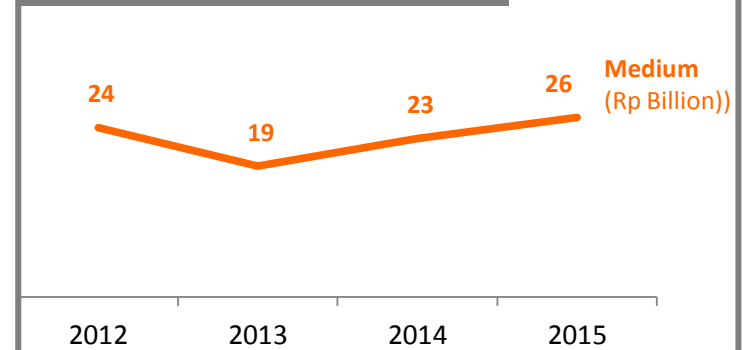
By Sector Economy

Sectors (Rp Billion)	2013	2014	2015	Growth Y.o.Y	Composi tion
Manufacturing	9.376	11.929	14.086	18,1%	27,5%
Trading, Resto & Hotel	7.894	11.196	15.043	34,4%	29,4%
Agriculture	1.486	1.838	2.197	19,5%	4,4%
Business Services	2.270	3.436	5.111	48,8%	10,0%
Transport, Warehouse and Communications	2.899	3.922	4.566	16,4%	8,9%
Construction	4.199	4.625	5.567	20,4%	10,9%
Electricity, Gas and Water	342	462	771	66,9%	1,5%
Mining	1.247	1.670	1.668	-0,1%	3,3%
Social Services	1.009	1.246	2.137	71,5%	4,2%
Total Medium	30.722	40.324	51.147	26,8%	100,0%

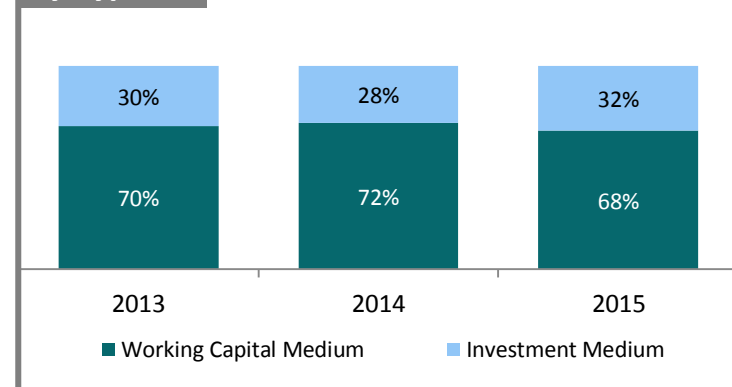
By Currency [%]



Average Balance per Customer



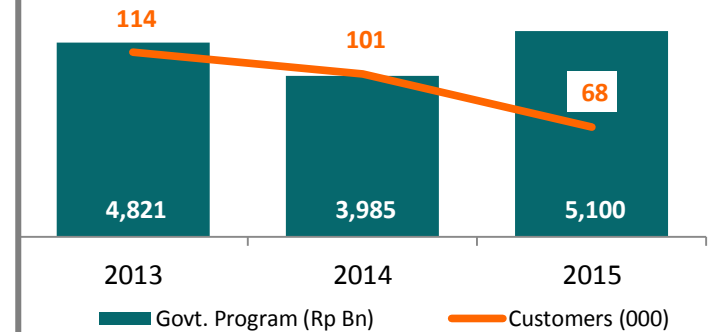
By Type [%]



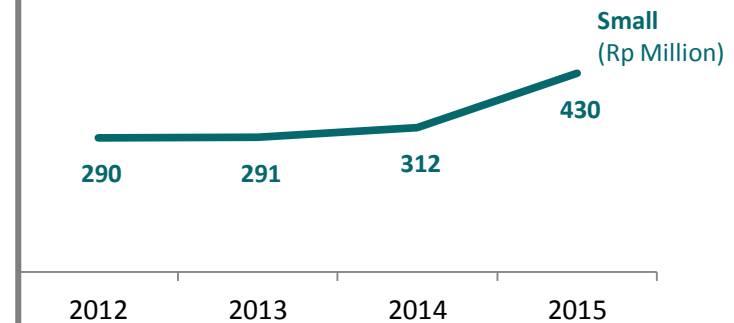
By Sector Economy

Sectors (Rp Billion)	2013	2014	2015	Growth Y.o.Y	Composi tion
Manufacturing	3.826	3.579	3.949	10,3%	9,4%
Trading, Resto & Hotel	22.923	22.744	24.413	7,3%	58,0%
Agriculture	2.816	2.483	2.491	0,3%	5,9%
Business Services	5.205	5.216	5.073	-2,7%	12,1%
Transport, Warehouse and Communications	1.330	1.317	1.339	1,7%	3,2%
Construction	2.613	2.175	2.177	0,1%	5,2%
Electricity, Gas and Water	94	70	53	-24,6%	0,1%
Mining	262	279	249	-10,6%	0,6%
Social Services	2.488	2.484	2.323	-6,5%	5,5%
Others	23	29	9	-69,0%	0,0%
Total Small	41.582	40.375	42.076	4,2%	100,0%

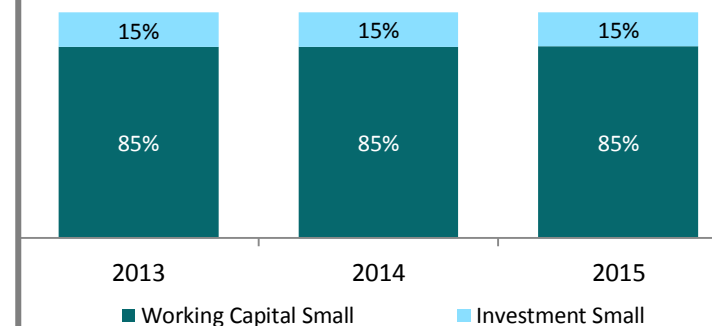
Government Program



Average Balance per Customer

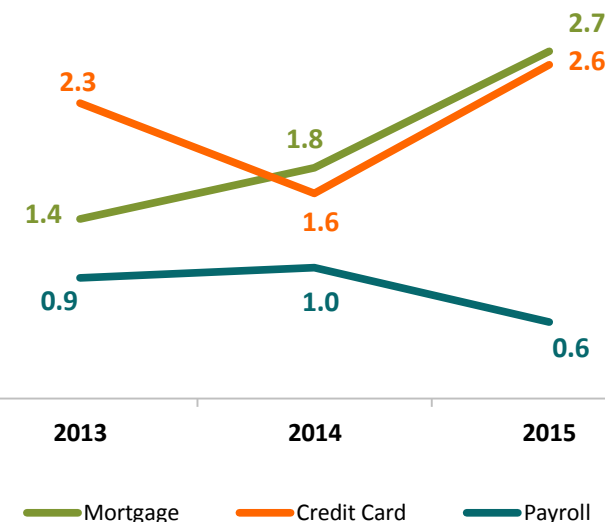


By Type [%]

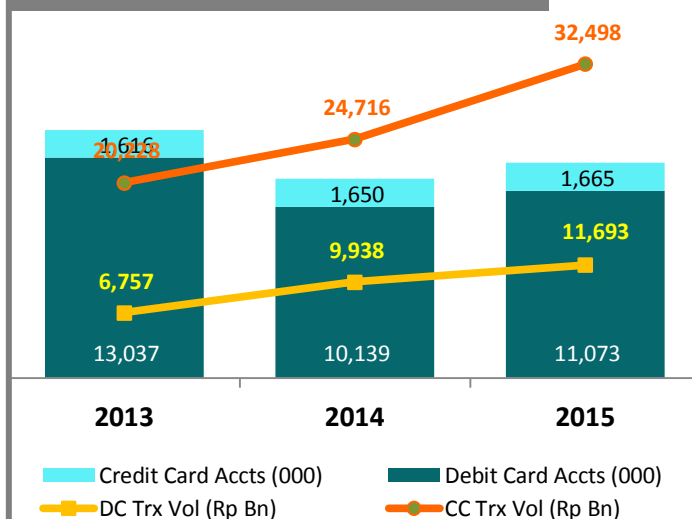


Product (Rp Billion)	2013	2014	2015	GROWTH [YoY - %]	Composition [%]
Mortgage	31,733	33,341	34,664	4.0%	60.2%
Auto Loan	5,821	6,041	5,430	-10.1%	9.4%
Credit Card	5,489	7,777	9,789	25.9%	17.0%
Multi Purpose	138	82	55	-32.5%	0.1%
Cash Collateral	665	576	603	4.6%	1.0%
Payroll	926	1,265	3,929	210.6%	6.8%
Others	2,760	2,942	3,071	4.4%	5.3%
Total Consumer	47,532	52,024	57,540	10.6%	100.0%

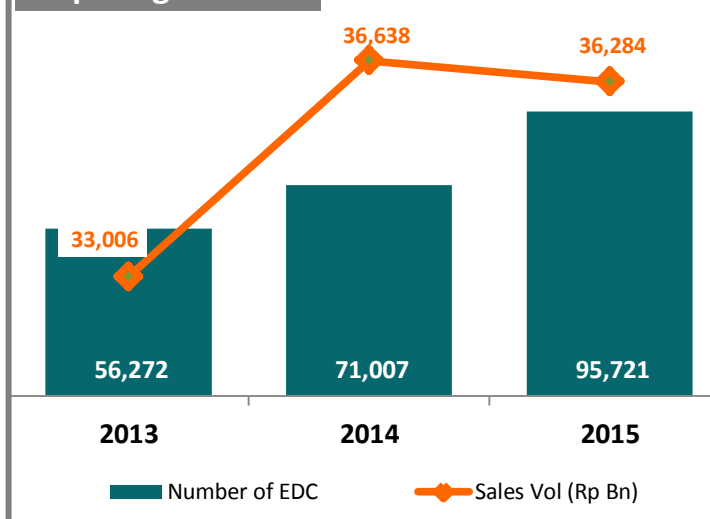
NPL by product (%)



Debit & Credit Cards Performance

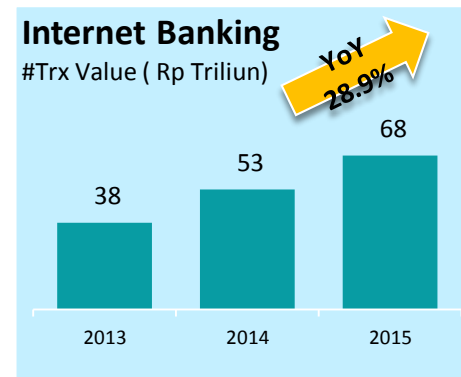
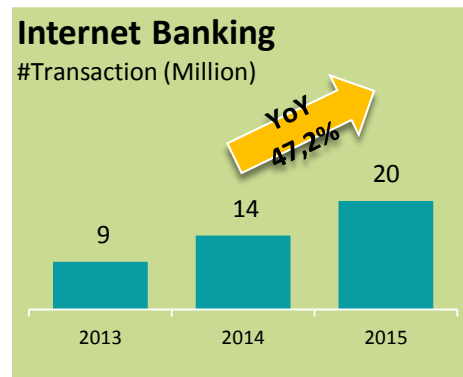
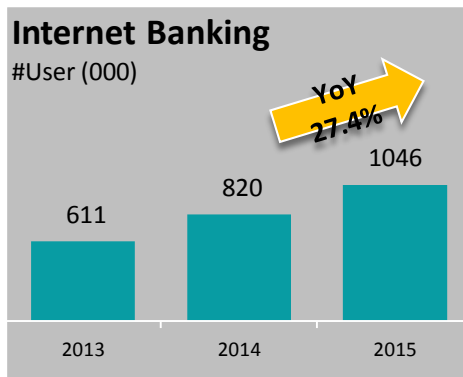
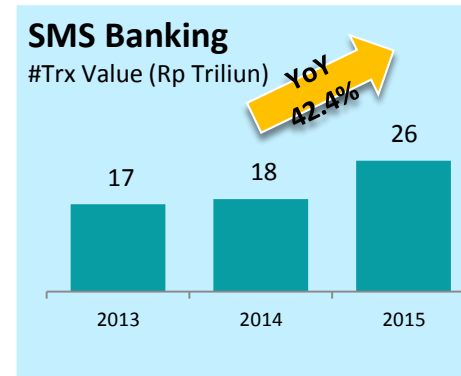
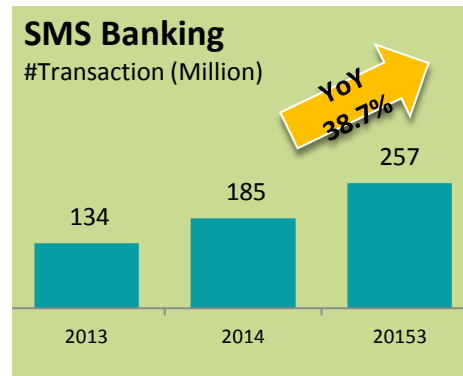
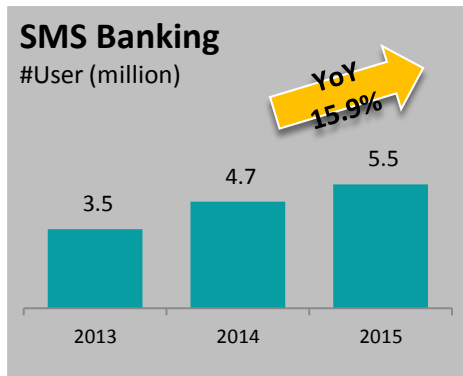
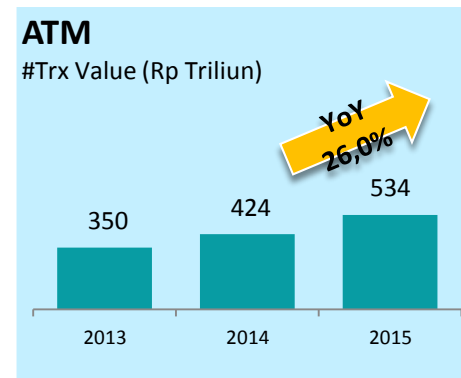
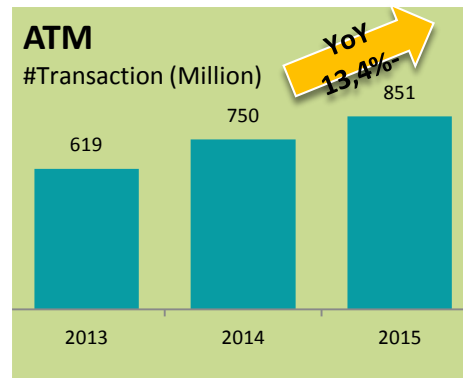
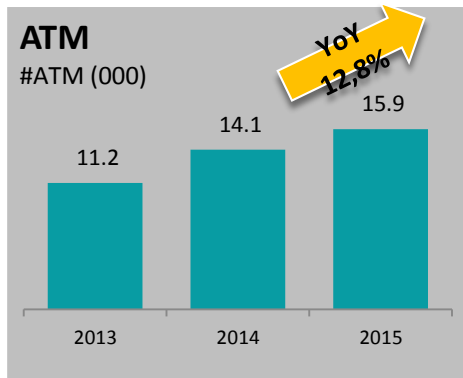


Acquiring Business

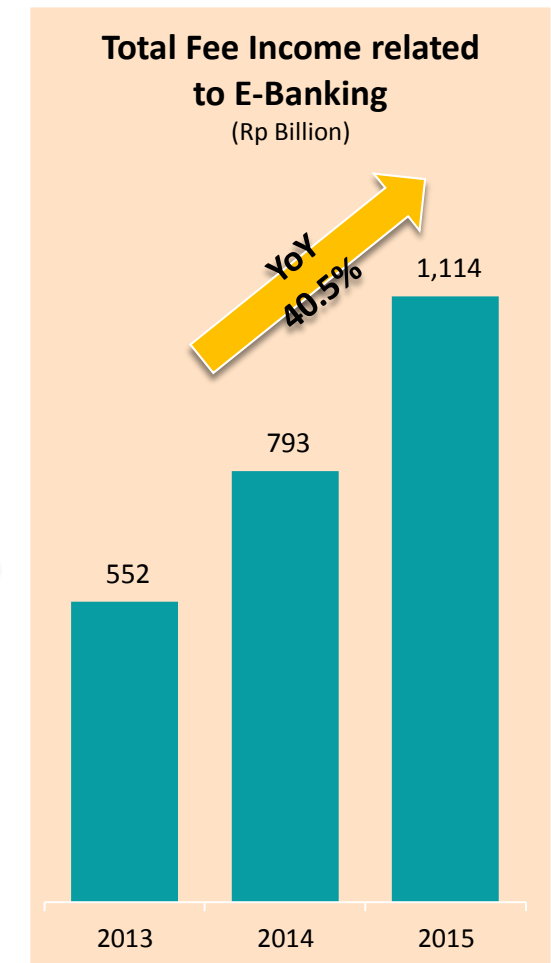


In 2016, Consumer Business will focus on

1. Payroll loan due to lower penetration and many opportunity from payroll through BNI
2. Credit Card and Mortgage
3. Increase transaction volume through e-channel optimization
4. Maintain NIM and NPL



E-Banking fees a significant and growing part of our Non Interest Income



ABOUT BNI



Achmad Baiquni
President Director
Previously: CFO of BRI, MD of BNI



Suprajarto
Vice President Director
Previously: MD of BRI



Rico Budidarmo
MD – Finance & Business Risk [CFO]
Previously: MD of BTN



Herry Sidharta
MD – Corporate Banking
Previously: Director of JAMKRINDO



Adi Sulistyowati
MD – Institutional Relations & Transactional Banking
Previously: GM Network, Region Head



Bob Tyasika Ananta
MD – Planning & Banking Operation
Previously: GM Strategic Planning, GM International Division



Anggoro Eko Cahyo
MD – Consumer Banking
Previously: GM Human Capital, Region Head



Imam Budi Sarjito
MD – Compliance & Enterprise Risk
Previously: GM Enterprise Risk Mgt, Commissioner of BNI Syariah



Sutanto
MD – Retail Banking
Previously: MD of BNI



Panji Irawan *)
MD – Treasury & international
Previously : GH Treasury of PT Bank Mandiri Tbk

Board of Commissioners



Hartadi A. Sarwono *)
President Commissioner
Previously: President Director Lembaga
Pengembangan Perbankan Indonesia



Pradjoto
Vice President Commissioner
Previously: Commissioner of Bank
Mandiri 2005-2015



Daniel Theodore Sparringa
Independent Commissioner
Currently: Lecturer at University of
Airlangga, Surabaya



Zulkifli Zaini
Independent Commissioner
Previously: CEO of Bank Mandiri,
Commissioners of PLN



Anny Ratnawati
Independent Commissioner
Previously: Deputy Ministry of
Finance, 2010-2014



Jos Luhukay
Independent Commissioner
Previously: Vice President Director
of Bank Danamon



Kiagus Ahmad Badaruddin
Commissioner
Currently: Secretary General of
Ministry of Finance



Pataniari Siahaan
Commissioner
Currently: Lecturer at University of
Trisakti



Revrisond Baswir
Commissioner
Currently: Head of Population Economy
Studies, University of Gadjah Mada,
Commissioners of PTPN XI



Bistok Simbolon *)
Commissioner
Currently: Deputy Cabinet Secretary
Republik of Indonesia

*) efektif setelah mendapat keputusan fit and proper test dari OJK

BNI's multiple touch points for individual and corporate customers

Mobile banking

Call Center

ATMs
(16.071)

Outlets
(1833)

Consumer loan
centers
(12)

Small business
centers
(58)

Medium business
centers
(24)



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

Individual customer highlights

- ✓ 17,0 mn deposit accounts
- ✓ 1,7 mn credit cards
- ✓ 163.053 mortgage customers

Corporate/SME customer highlights

- ✓ 392.029 corporate deposit accounts
- ✓ 2.100 corporate borrowers accounts
- ✓ 125.597 SME lending accounts



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

		2007	2015
Fitch Rating	National long term rating Long term foreign & local currency Short term foreign & local currency Individual rating Subordinated debt	AA- (idn) BB/Stable B D BB-	AA+ (idn) BBB-/Stable F3 WD --
Standard & Poor's	Credit rating Long term issuer credit rating Subordinated rating	BB-/Stable/B BB- B	BB/Positive/B BB --
Moody's	Bank Deposits Senior Unsecured Bank Financial Strength Rating Outlook	B1 Ba2 D- Stable	Baa3 Baa3 D+ Stable
Pefindo	Corporate rating / Outlook Bond 1 Subordinated	_{id} AA-/Stable _{id} AA-/Stable _{id} A+/Stable	_{id} AAA/Stable -- --

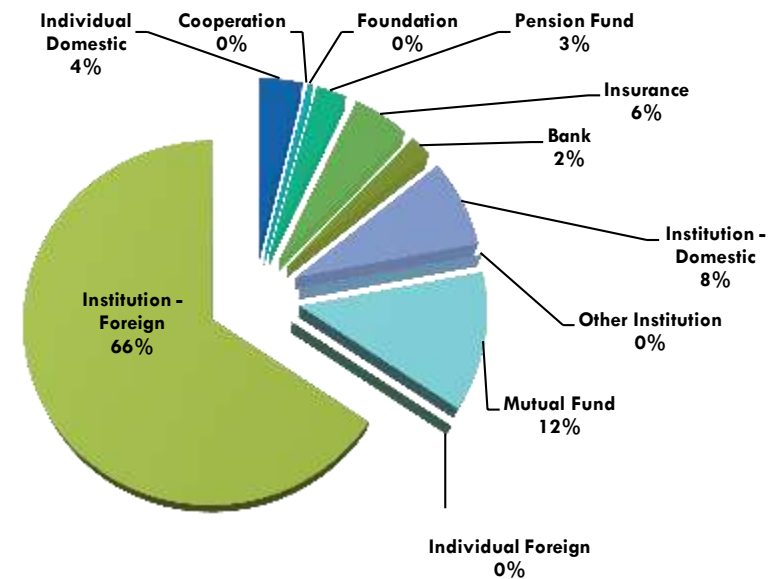
BBNI shares performance



BNI's close price December 30, 2015 (Rp 4,990) was 18.2% lower than December 30, 2014 (Rp 6,100)

- ✓ Issued shares 18.648.656.458 shares
- ✓ Price [December 30, 2015] : Rp 4,990
- ✓ Market Capitalization : Rp. 93.0 trillion [+/- US\$ 6,7 billion]

BNI Public Ownerships [40.00%]



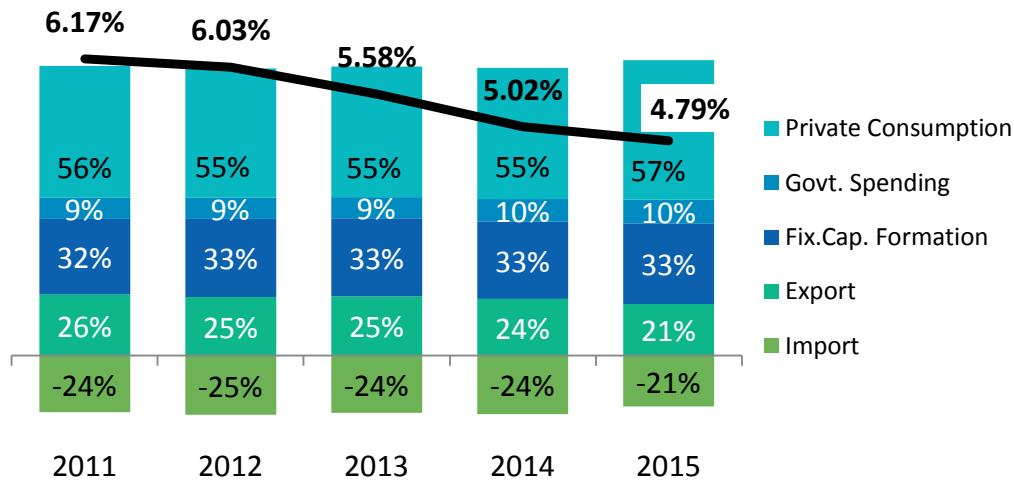
As September, 2015



Ownerships	%
Government RI	60.00%
Public – Domestic	13.78%
Public - Foreign	26.22%

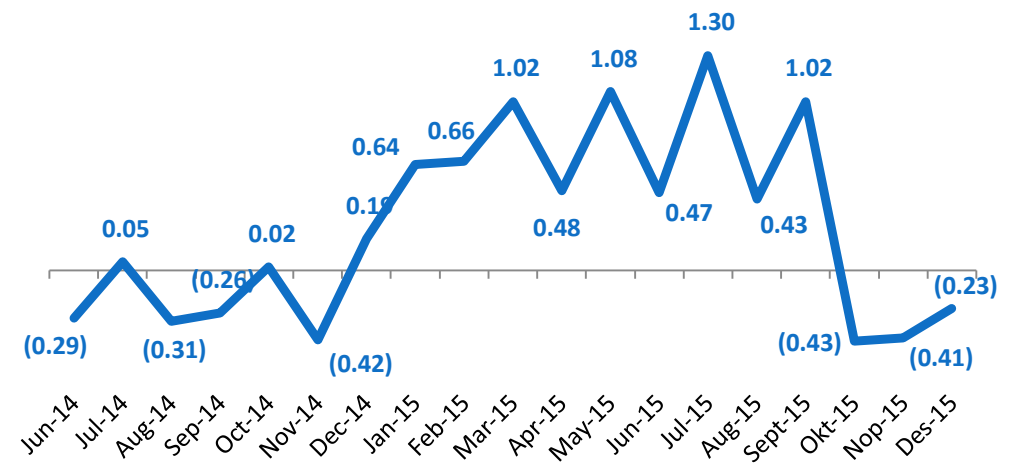
MACRO ECONOMY

GDP Component by Expenditure

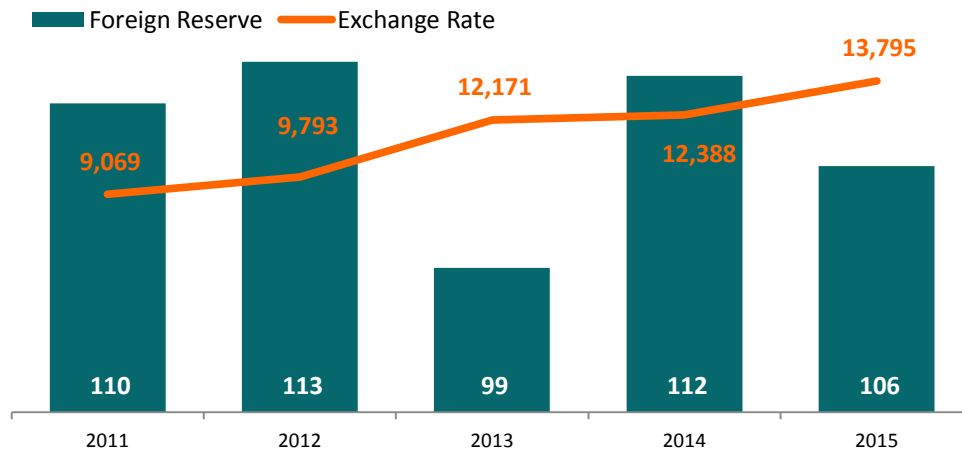


Indonesia Trade Balance

(in USD Billion)

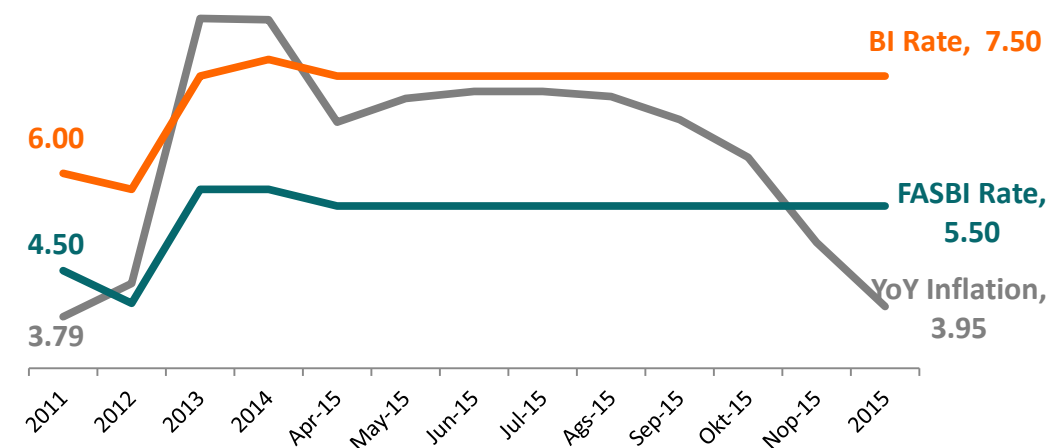


Foreign Reserve (in USD Billion) and Exchange Rate (in IDR/USD)



Interest Rate and Inflation

%YoY



Banking Sector Highlights in IDR Trillion

	Dec-12	Dec-13	Nop-14	Dec-14	Nop-15	YoY Δ	YTD Δ
Total Assets	4,263	4,954	5,511	5,615	6.023	9.3%	7.3%
Total Loan	2,708	3,293	3,597	3,674	3.951	9.8%	7.5%
Total Deposits	3,225	3,664	4,055	4,114	4.367	7.7%	6.4%
NIM	5.49%	4.89%	4.24%	4.23%	5.35%		
NPL	1.87%	1.77%	2.36%	2.20%	2.66%		
LDR	84.0%	89.7%	88.6%	89.4%	90.5%		
CAR	17.4%	18.1%	19.8%	19.4%	21.3%		

Source: Bank Indonesia & BNI estimate

Macro & Banking Assumptions

MACROECONOMIC	2016 BNI VIEW
GDP Growth (%)	5.0 – 5.5
Inflation (%)	4.0 – 5.0
Currency (IDR/USD)	13.000 – 14.000
BI Rate (%)	7.0 – 7.5
BANKING SECTOR	2016 BNI VIEW
Loan Growth (%)	12.0 – 15.0
Deposit Growth (%)	11.0 – 14.0

- ✓ As of Nopember 2015, Indonesia Banking Loan grew at 9.8% yoy, while year to date growth at 7.5%.
- ✓ Deposit growth fell to 7.7% yoy due to the strengthening of Rupiah
- ✓ Industry NPL's as of Nopember 2015 jump to 2.66% from 2.36% in Nopember 2014 last year
- ✓ NIM increase 111 bps to 5.35% in Nopember 2015 compare to Nopember 2014 level (4.24%)

5 YEARS FINANCIAL DATA

Balance Sheet

(Rp Billion) – Cumulative	2011	2012	2013	2014	2015	Y.o.Y
Total Assets	299,058	333,304	386,655	416,574	508,595	22.1% ↑
Placement with other banks & BI	49,329	32,621	23,475	14,530	33,417	130.0% ↑
Marketable Securities [market value]	7,668	9,817	8,528	12,743	9,964	-21.8% ↓
Government Bonds [market value]	36,958	38,561	44,884	43,830	47,222	7.7% ↑
Loans [gross]	163,533	200,742	250,638	277,622	326,105	17.5% ↑
Third Party Funds	231,296	257,661	291,890	313,893	370,421	18.0% ↑
Deposits from other Banks	7,019	3,245	3,185	3,177	4,698	47.9% ↑
Marketable Securities Issued	265	4,769	6,037	6,158	6,871	11.6% ↑
Borrowings	8,726	8,750	18,951	11,212	22,524	100.9% ↑
Shareholders' Equity	37,843	43,525	47,684	61,021	78,438	28.5% ↑

Profit & Loss

[Rp Billion]	2011	2012	2013	2014	2015	Y.o.Y	
Interest Income	20,692	22,705	26,705	33,750	36,895	9.3%	↑
Interest Expense	(7,496)	(7,246)	(7,392)	(10,989)	(11,335)	3.1%	↑
Net Interest Income	13,196	15,459	19,312	22,761	25,560	12.3%	↑
Premium Income Net	128	256	494	132	826	523.3%	↑
Non Interest Income	4,851	5,217	5,467	6,998	7,282	4.1%	↑
Recovery	1,712	2,038	2,138	1,856	1,590	-14.3%	↓
Operating Income	19,887	22,972	27,411	31,748	35,258	11.1%	↑
Operating Expense	(10,224)	(11,805)	(13,485)	(14,760)	(16,510)	11.9%	↑
Pre-Provision Income	9,663	11,166	13,926	16,988	18,748	10.4%	↑
Provisioning	(2,421)	(2,525)	(2,708)	(3,642)	(7,336)	101.4%	↑
Non Operational Inc/(Exp)	219	259	59	178	54	-69.7%	↓
Net Income before Tax	7,461	8,900	11,278	13,524	11,466	-15.2%	↓
Net Income	5,826	7,046	9,054	10,783	9,067	-15.9%	↓
Net Income Per Share <small>(full amount)</small>	312	378	486	578	487	-15.7%	↓

[%]	2011	2012	2013	2014	2015	YoY
CAPITAL						
Shareholders equity to total assets	13.0	13.4	12.7	14.3	15.3	↑
Tier I – CAR (include operational risk)	15.9	15.2	14.2	15.3	17.0	↑
Tier II – CAR (include operational risk)	1.8	1.5	0.9	0.9	2.5	↑
Total CAR (credit, market + operational risk)	17.6	16.7	15.1	16.2	19.5	↑
ASSET QUALITY						
Net Non Performing Loan	0.5	0.8	0.5	0.4	0.9	↑
Gross Non Performing Loan	3.6	2.8	2.2	2.0	2.7	↑
Allowance for possible loan losses to gross NPL	120.8	123.0	128.5	130.1	140.4	↑

[%]	2011	2012	2013	2014	2015	YoY
RENTABILITY *)						
ROA	2.9	2.9	3.4	3.5	2.6	↓
ROE	20.1	20.0	22.5	23.6	17.2	↓
Net Interest Margin	6.0	5.9	6.2	6.3	6.4	↑
EFFICIENCY						
Cost to Income Ratio	49.8	49.5	46.7	43.8	44.2	↑
Operating Expense to Operating Income [BOPO]	72.6	71.0	67.1	68.0	75.5	↑
LIQUIDITY						
Loan to Deposit Ratio	70.4	77.5	85.3	87.8	87.8	—
COMPLIANCE						
Statutory Reserve Requirement (Rupiah)	8.7	8.5	8.1	8.1	9,2	↑
Net Open Position	2.8	2.1	3.4	1.6	1.7	↑

*) Based on BI Formula – Bank Only

THANK YOU

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PT Bank Negara Indonesia (Persero) Tbk

Investor Relations Group

Corporate Secretary & Communications Division,
BNI Building, 24th Floor

Jl Jend Sudirman kav. 1 Jakarta 10220

T: 62-21-5728449

F: 62-21-5728053

E: investor.relations@bni.co.id

